



10 December 2025

Tēnā koe

**Re: Official Information Act (OIA) Request – proposed changes at Te Papa**

Thank you for your OIA request dated 5 November 2025. For ease of reference, we have numbered the questions.

**Leadership, Governance and Accountability**

1. *Who authorised the restructure and what processes were followed?*
2. *Was there a specific directive from the Minister or Ministry of Culture and Heritage to initiate a restructure?*
3. *On what date did the Board first discuss and/or approve the restructure, and what specific decisions or resolutions were made?*

**Impact on Public Value and Mandate**

4. *Please provide the analysis that demonstrates how these cuts will protect, rather than undermine, Te Papa's ability to deliver its statutory purpose as the national museum.*
5. *Can Te Papa provide copies of any advice, analysis, briefings and modelling provided to the Co-Leaders, ELT and the Board to support the restructure proposal?*
6. *Can Te Papa provide all papers, minutes, and communications between the Co-Leaders, ELT, the Board, the Ministry of Culture and Heritage and the Minister for Culture relating to the restructure proposal?*
7. *Please provide any Board or leadership discussions acknowledging potential damage to morale, trust, or reputation resulting from the proposal.*

**Consultation and Alternatives**

8. *Were Te Papa staff at Tiers 2 and 3 consulted or informed prior to the proposal being developed, and if so, how and when?*
9. *Please provide any internal staff feedback or consultation notes gathered before the proposal was finalised, including any dissenting or cautionary views and advice on the restructure.*
10. *If [Te Papa considered reducing contractor, consultant, or senior executive expenditure before proposing role disestablishments to permanent staff], please provide documentation showing the analysis and decisions made.*
11. *Please provide any correspondence where the potential reputational impacts of these disestablishments were raised or discussed by leadership or the Board.*

**Impact on Organisational Capability**

12. *What analyses and assessments have been undertaken to evaluate the impact or risk of these proposed role disestablishments on organisational capability, knowledge retention, clients, customers, compliance obligations, and the delivery of core services?*

**Process Integrity, Fairness and Protection**

13. *How many new positions have been created between 2020 and 2025, and within which Directorate and teams?*

**Wellbeing, Culture and Ethics**

14. *In the past 12 months, were any new staff provided with written or verbal notice that a proposed change could result in the disestablishment of their roles?*

**Performance and Remuneration**

15. *Please provide details of any remuneration reviews, pay increases, or performance bonuses approved for Tier 1, 2 and 3 roles within the past 24 months. What criteria were used to determine these payments?*
16. *What are the current salaries of the Chief Executive Officer and Kaihautū at Te Papa?*
17. *What are the proposed salaries for the incoming Tier 2 Leaders, and how do these align with Te Papa's remuneration bandings?*
18. *What are the proposed salaries for those Heads who have been reconfirmed in their roles under the proposal, and how do these align with Te Papa's remuneration bandings?*

**Tākina Conference Centre**

19. *What has been the Tākina Conference Centre's profit or loss position since it opened in May 2023, and how is this performance being factored into Te Papa's current financial planning and the proposed changes?*
20. *What has Te Papa spent on Audio-Visual and kitchen infrastructure at Tākina, and what provisions exist for reimbursement or asset recovery should the lease not be renewed?*

**Expenditure and Profitability of Exhibitions and Events**

21. *Over the past three years, what has been the total expenditure on new desks, chairs, computers, mobile phones, exhibition display cabinets that have not been reused and Credenza desks and drawers at Te Papa?*
22. *From January 2021 to October 2025 how much money in total has Te Papa spent on catering for: internal meetings, hosted events for domestic and international guests and dignitaries, GLAM Sector forums, iwi forums, regional meetings and wānanga, staff and board member farewells and official welcomes for new staff and board members? Can there be savings made in these areas?*
23. *Over the past three years what was the financial (profit) outcome of for each gala event, once all overheads and setup costs were deducted, and how did this compare with expectations or budget projections for each of these events?*

**Te Papa Rebranding in 2025**

24. *What was the total cost of Te Papa's rebranding initiative?*
25. *How much did Te Papa spend on the design of the new uniforms, and how does this compare with the overall rebranding budget?*

**Travel, Accommodation, Meals and Transfers**

26. *What is the total cost to Te Papa for all staff travel between January 2020 and 20 October 2025, including domestic and international travel, accommodation, meals, and related expenses such as taxis, shuttles, and rental cars?*

Responses to your questions are below, with supplementary information and withholding grounds noted where relevant.

1. Who authorised the restructure and what processes were followed?

The restructure was initiated by the Co-Leaders and endorsed by the Board.

2. Was there a specific directive from the Minister or Ministry of Culture and Heritage to initiate a restructure?

No.

3. On what date did the Board first discuss and/or approve the restructure, and what specific decisions or resolutions were made?

The restructure forms part of a wider organisational review programme that was initiated in March 2025. Options for improving the financial sustainability of Te Papa were discussed as part of this programme between April and September 2025, with the decision to proceed with a restructure being confirmed by the programme sponsors (Co-Leaders) and communicated to the Board's Assurance and Risk subcommittee Tikanga Haumarū in September. As the organisational review programme items were provided as updates to Board members, there are no formal decisions or resolutions.

4. Please provide the analysis that demonstrates how these cuts will protect, rather than undermine, Te Papa's ability to deliver its statutory purpose as the national museum.

This part of your request is refused under s 18(d) of the OIA as the information is publicly available.

Consideration of how change would potentially affect the statutory purpose of the museum was included throughout the planning and design of the change programme, with 'keep Te Papa's mandate at the heart of the programme' being one of the key objectives. This material is included in another response to an OIA request about the restructure, which is online:

[tepapa.govt.nz/assets/76067/1764806056-2-dec-2025-oia-2025-restructure.pdf](https://tepapa.govt.nz/assets/76067/1764806056-2-dec-2025-oia-2025-restructure.pdf).

Commentary on meeting the mandated functions is throughout the documentation; see for example pages 37-72, 137-148 and 171-179.

5. Can Te Papa provide copies of any advice, analysis, briefings and modelling provided to the Co-Leaders, ELT and the Board to support the restructure proposal?

This part of your request is partially refused under s18(d) of the OIA as the information is publicly available.

We recently supplied these documents in a previous OIA response, which is online:

[tepapa.govt.nz/assets/76067/1764806056-2-dec-2025-oia-2025-restructure.pdf](https://tepapa.govt.nz/assets/76067/1764806056-2-dec-2025-oia-2025-restructure.pdf).

Further information in scope of your request is attached. Some information has been withheld, and the relevant withholding ground from the OIA is noted.

Parts of the information you have requested are contained in the same documents. For this reason, and due to the volume of information, we have provided it to you in date order rather than broken down by each part of your request. This applies to parts 6, 7, 11, and 12 of your request.

6. Can Te Papa provide all papers, minutes, and communications between the Co-Leaders, ELT, the Board, the Ministry of Culture and Heritage and the Minister for Culture relating to the restructure proposal?

See part 5.

7. Please provide any Board or leadership discussions acknowledging potential damage to morale, trust, or reputation resulting from the proposal.

See part 5.

8. Were Te Papa staff at Tiers 2 and 3 consulted or informed prior to the proposal being developed, and if so, how and when?

Tier 2 staff were involved early through the Oversight Committee and advisory roles, as outlined in the Organisational Review Programme Plan (see pages 228-240 of the [previously published OIA response](#)). Tier 3 leaders were included in the stakeholder engagement approach and informed ahead of the proposal release, consistent with the plan's communication framework.

9. Please provide any internal staff feedback or consultation notes gathered before the proposal was finalised, including any dissenting or cautionary views and advice on the restructure.

Please note that the full change process is continuing through the 2026 calendar year. For this reason, we have generally withheld staff feedback on the grounds that the second phase of the

proposal has not yet been completed, and releasing staff feedback at this time may prevent ongoing good faith engagement through future negotiations (refer s9(2)(j) of the OIA).

10. If *[Te Papa considered reducing contractor, consultant, or senior executive expenditure before proposing role disestablishments to permanent staff]*, please provide documentation showing the analysis and decisions made.

Te Papa has actively considered ways to reduce expenditure in line with the Ministerial letter of expectations and Public Service Commission guidelines. Contractor and consultant spend has been consciously reduced and is now minimal, with remaining use largely limited to supporting commercial revenue delivery or providing temporary backfill for critical roles during recruitment. Senior Executive expenditure is also minimal, and the first phase of the Organisational Review included a reduction in the size of the Executive team.

No separate formal analysis documents were created beyond these actions, as the approach was embedded in ongoing financial management and organisational review processes rather than a standalone decision-making exercise.

11. Please provide any correspondence where the potential reputational impacts of these disestablishments were raised or discussed by leadership or the Board.

See part 5.

12. What analyses and assessments have been undertaken to evaluate the impact or risk of these proposed role disestablishments on organisational capability, knowledge retention, clients, customers, compliance obligations, and the delivery of core services?

See part 5. And in addition to this, there please view the risk register on page 607 of the previously published [OIA response](#).

13. How many new positions have been created between 2020 and 2025, and within which Directorate and teams?

Between 2020 and 2025, Te Papa created approximately 258 new positions across directorates. Of these, around 149 were fixed term and 109 were permanent. The breakdown is:

- Audience and Insights – 24 positions (12 fixed term, 11 permanent) across Audience Programme, Digital Channels, Experience Design and Content, Learning, Marketing and Communications, and Public Programming.
- Collections and Research – 49 positions (32 fixed term, 17 permanent) across Arts, Collection Access, Collection Services, Director Collections & Research, Mātauranga Māori, Natural History, and NZ and Pacific Cultures.
- Executive/OCL – 5 permanent positions.
- Finance and Operations – 30 positions (6 fixed term, 24 permanent) across Biodiversity Research Centre, Finance, People Safety and Culture, Project Management Office, Property Facilities and Security, and Technology.
- Museum and Commercial Services – 128 positions (90 fixed term, 38 permanent) across Director Museum and Commercial Services, Events, Partnerships and Development, Retail, Sales and Commercial, Venues, and Visitor Services.
- Ngā Manu Atarau – 10 positions (6 fixed term, 4 permanent) across Director Ngā Manu Atarau, Iwi Relationships, and National Services.
- Partnerships and Development – 7 permanent positions across Partnerships, Partnerships and Development, and Touring Exhibitions.
- Strategy and Performance – 5 positions (3 fixed term, 2 permanent) in Director Strategy and Performance.

14. In the past 12 months, were any new staff provided with written or verbal notice that a proposed change could result in the disestablishment of their roles?

No new staff were provided with written or verbal notice that a proposed change could result in the disestablishment of their role. For a limited number of senior roles during the early part of 2025, candidates were informed in confidence that Te Papa was potentially entering a period of change. No further information could be provided about specific roles as that information did not exist at that stage.

15. Please provide details of any remuneration reviews, pay increases, or performance bonuses approved for Tier 1, 2 and 3 roles within the past 24 months. What criteria were used to determine these payments?

Te Papa reviews salaries on an annual basis. Factors considered are affordability, performance, external salary movement and the Government Workforce policy statement.

16. What are the current salaries of the Chief Executive Officer and Kaihautū at Te Papa?  
The salary of the Chief Executive for the year ended 31 October 2024 was \$470,453 total remuneration. This information is publicly available: [Chief executive remuneration - Te Kawa Mataaho Public Service Commission](#). The base salary of the Kaihautū for the same period was \$373,978.

17. What are the proposed salaries for the incoming Tier 2 Leaders, and how do these align with Te Papa's remuneration bandings?

This information did not exist as at the date of your request, 5 November 2025.

18. What are the proposed salaries for those Heads who have been reconfirmed in their roles under the proposal, and how do these align with Te Papa's remuneration bandings?

As above.

19. What has been the Tākina Conference Centre's profit or loss position since it opened in May 2023, and how is this performance being factored into Te Papa's current financial planning and the proposed changes?

We are withholding this part of your request under s9(2)(b)(ii) of the OIA, as release would unreasonably prejudice Te Papa's commercial position. We have considered public interest in disclosure under s9(1) and determined that it does not outweigh the need to protect Te Papa's ability to compete and negotiate effectively.

20. What has Te Papa spent on Audio-Visual and kitchen infrastructure at Tākina, and what provisions exist for reimbursement or asset recovery should the lease not be renewed?

|               |             |
|---------------|-------------|
| Audio-Visual: | \$786,288   |
| Kitchen:      | \$1,034,014 |

Te Papa remains the owner of those assets and would have full rights to remove them from Tākina should the lease not be renewed.

21. Over the past three years, what has been the total expenditure on new desks, chairs, computers, mobile phones, exhibition display cabinets that have not been reused and Credenza desks and drawers at Te Papa?

|            |           |
|------------|-----------|
| Desks:     | \$108,004 |
| Chairs:    | \$16,723  |
| Computers: | \$772,534 |

|                              |  |
|------------------------------|--|
| Mobile Phones:               | \$22,640   |
| Exhibition display cabinets: | \$34,000 has been spent in the last three years, but all these cabinets are still in use. \$3,378 was spent on refurbishing existing exhibition display cabinets over this time period |
| Credenza desks & drawers:    | \$452  |

Note: Te Papa operates a “mobile as a service” plan and does not ordinarily purchase mobile phones.

22. From January 2021 to October 2025 how much money in total has Te Papa spent on catering for: internal meetings, hosted events for domestic and international guests and dignitaries, GLAM Sector forums, iwi forums, regional meetings and wānanga, staff and board member farewells and official welcomes for new staff and board members? Can there be savings made in these areas?

This part of your request is partially refused under s18(d) of the OIA as the information is publicly available.

This information is reported to the Social Services and Community Committee as part of the annual Parliamentary review of Te Papa and is publicly available by searching records of annual review. Click on ‘full evidence text’ and then go to section ‘Training, travel and other expenses.’

The relevant financial year submissions are linked below:

- [2020/21](#)
- [2021/22](#)
- [2022/23](#)
- [2023/24](#)

The amount spent on catering between 1 July 2024 and 31 October 2025 was \$485,898.

23. Over the past three years what was the financial (profit) outcome of for each gala event, once all overheads and setup costs were deducted, and how did this compare with expectations or budget projections for each of these events?

Te Papa Foundation is a Charitable Trust and a separate legal entity from Te Papa. The Foundation runs and funds the gala event. Any questions regarding profit and costs should be referred to the Te Papa Foundation Chair.

24. What was the total cost of Te Papa’s rebranding initiative?

This part of your request is refused under s18(d) of the OIA as the information is publicly available.

This information was reported to the Social Services and Community Committee as part of the annual Parliamentary review of Te Papa and is publicly available in the submission to the Committee for the 2023/24 year (click on ‘full evidence text’ and then go to question 3): [2023/24](#).

Rebranding work did not continue in 2024/25 or this financial year.

25. How much did Te Papa spend on the design of the new uniforms, and how does this compare with the overall rebranding budget?

Te Papa spent \$94,600 in 2024/25 for the full replacement of the host uniform, which represents the costs of production for the replacement order. The design of the uniform was undertaken in-house, and there was no external cost. Since then, any spend has been regular refresh/replacements of the uniforms.

For comparison, there was no rebranding budget in 2024/25. The last spend on general rebranding was \$10,000 in 2023/24 when Te Papa carried out exploratory work towards updating its brand logo. This was undertaken in recognition that the current format of the logo (developed before the museum opened) does not work well in many digital settings and could more effectively reflect a contemporary view of the Te Papa brand. An external design agency undertook research, exploratory work and planning with a view to refreshing the brand logo. This work was paused before the design phase began due to financial constraints.

26. What is the total cost to Te Papa for all staff travel between January 2020 and 20 October 2025, including domestic and international travel, accommodation, meals, and related expenses such as taxis, shuttles, and rental cars?

This part of your request is partially refused under s18(d) of the OIA as the information is publicly available.

Spending on domestic and international travel is reported each year to the Social Services and Community Committee as part of the annual Parliamentary review of Te Papa and is publicly available by searching records of annual review. Click on 'full evidence text' and then go to section 'Training, travel and other expenses.'

The relevant financial year submissions are linked below:

- [2020/21](#)
- [2021/22](#)
- [2022/23](#)
- [2023/24](#)

The amount spent on travel (including accommodation and meals) between 1 July 2024 and 31 October 2025 was \$1,177,950.73.

If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

If you wish to discuss any aspect of your request, please contact [OIA@tepapa.govt.nz](mailto:OIA@tepapa.govt.nz).

Yours sincerely

A handwritten signature in black ink, appearing to read 'Berwick', with a stylized flourish at the end.

Anna Berwick

**Head of Governance and Strategy**



s 9(2)(a)

15/08 10:39 am



Morena everyone, the ORP Oversight Committee is meeting at 11.30-12.30pm next week on Tuesday 19 August. This time is already set aside in your calendars as ELT time. Note that this meeting includes our awesome Technical Advisory Group too, and also note that we have a full schedule and I will be making the most of every minute. Please find attached the agenda and 5 papers for your pre-reading - 3 papers for the Revenue Generation workstream, and 2 papers for the Org Change Workstream.

|                            |                           |                            |
|----------------------------|---------------------------|----------------------------|
| <p>2025_08_19 ORP...</p>   | <p>1. Rev Gen - RA...</p> | <p>2. Rev Gen - ELT...</p> |
| <p>3. Rev Gen - ELT...</p> | <p>4. Org Change -...</p> | <p>5. Org Change -...</p>  |

Dawnrah Blumberg, 15/08 1:14 pm, Edited

(Out of Scope)



Kia ora all, here are my notes from our MCH, Board and Ministerial engagements last week, have a read and bring any questions to our hui tomorrow.

CACE + Quarterly meeting w Minister + Board meeting report back

(Out of Scope)

(Out of Scope)

(Out of Scope)

(Out of Scope)

*On organisational review programme*

- s 9(2)(g)(i)
- Board checked on amber status of Revenue Generation work programme and we explained extra resourcing has been approved to mitigate the risk raised
- Feedback on Org Change workstream, to "not forget the transformative opportunities", CJ to follow up with Jackie specifically on this

(Out of Scope)

(Out of Scope)



s 9(2)(a)

21/08 5:57 pm

s 9(2)(a)

Kia ora, at the Oversight Committee meeting this week we completed an exercise to capture ideas on potential Design Criteria for the Org Change mahi. This is the group of criteria that we will use to test every decision we make on functions and services, to ensure that we're making sound and rational decisions against a core set of criteria. The link to the themed list is here - [2025 08 21 - Org Change Design Criteria.docx | Download](#). Please follow the instructions in the next message to complete a poll to choose your top 3 criteria. We will discuss and confirm these at the Oversight Committee meeting next week.

s 9(2)(a)

ia Polls 21/08 6:09 pm



Poll: Names recorded : Results shared

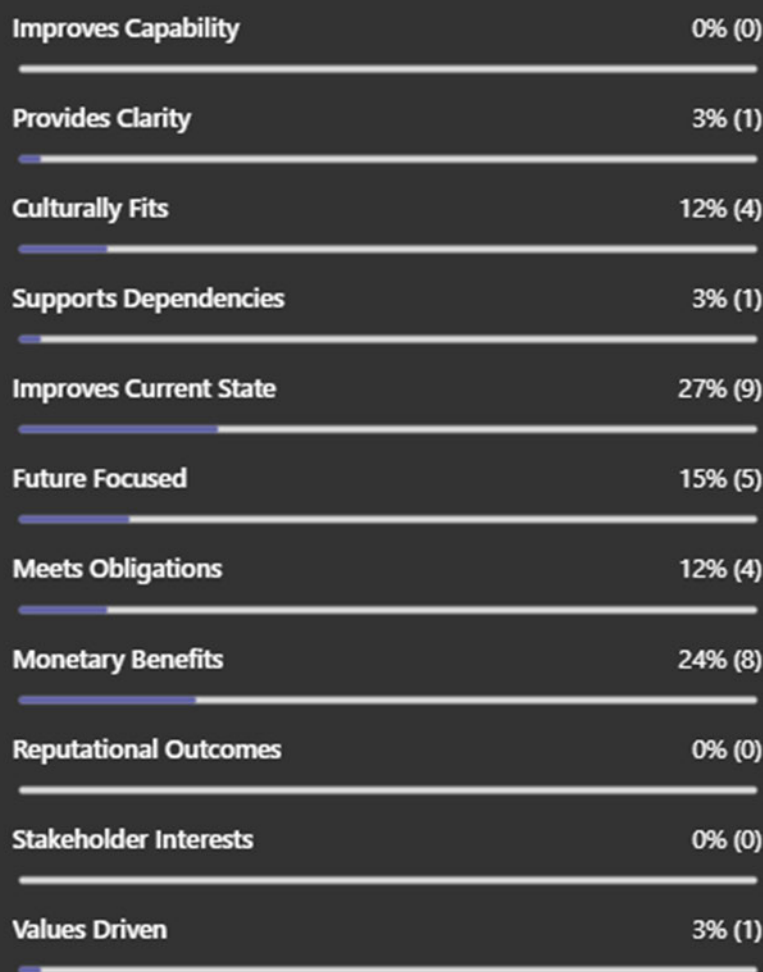
Choose 3 criteria that you believe are critical to the success of the org design.

- ☐ Improves Capability
- ☐ Provides Clarity
- ☐ Culturally Fits
- ☐ Supports Dependencies
- ☐ Improves Current State
- ☐ Future Focused
- ☐ Meets Obligations
- ☐ Monetary Benefits
- ☐ Reputational Outcomes
- ☐ Stakeholder Interests
- ☐ Values Driven

Submit Vote

Edited

Edited



11 responses

Friday, 22 August



Lisa Tipping 9/09 11:50 am

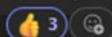
good point Sue - also wonder with T3s if in expanded roles, with new T4s, and their ability to provide good advice on what is needed at T4. In that that may not know a lot about some teams that may come their way.

Lisa Tipping 9/09 11:57 am



Sue Quirk 22/09 4:15 pm

Kia ora tīma - letting you know that I've briefed most of my team today (excl H&S & payroll/reporting) on the timeline and next steps. In case this is helpful for you in any of your conversations with them that you can be open.



s 9(2)(a) 20/10 4:11 pm



All the invites for the change staff hui over the next two weeks have been sent out, here is a summary:

| Kaimahi Information & Feedback Sessions    |                           |                             |
|--|---------------------------|-----------------------------|
| Sessions                                   | Date & Time               | Location                    |
| 1 T2/T3 Information & Feedback Session     | Tue 21 Oct 8.00-10.00am   | Cable Street, Mahui Room    |
|  | Tue 21 Oct 3.30pm-4.30pm  | Tory St, Giant Squid Room   |
|  | Wed 22 Oct 8.00am-10.00am | Cable St, Soundings Theatre |
| 2 All Staff Information & Feedback Session | Wed 26 Oct 1.30pm-2.30pm  | Cable St, Soundings Theatre |
|  | Thu 30 Oct 8.45am-9.45am  | Cable St, Soundings Theatre |
|  | Thu 30 Oct 1.00pm-2.00pm  | Tory St, Giant Squid Room   |
|  | Thu 23 Oct 2pm-4pm        | Cable St, Rangimarie        |
| 3 Kaimahi Maori Koreo Session              | Tue 28 Oct 10am-12pm      | Cable St, Icon              |



Tuesday, 21 October

Poster Carden, 21/10 4:14 pm

Tuesday, 4 November

s 9(2)(a) 1/11 3:13 pm



Kia ora tima,

In today's ORP meeting we shared some updates, which you can find below:

- Consultation closes in just over 24 hours time, at 5.00pm Wed 5 November.
- Due to the breadth and detail of the feedback we have received so far, the Co-Leaders have made the decision to use the contingency week we had up our sleeve to extend the decision making period. This means that **the new date for release of the Final Change Outcomes is 20 November (one week later than advised in the Change Proposal)**.
- The dates for the EOI process would be extended by one week as well, but still take the same amount of time. This means that anyone involved in the process would receive an outcome by 12 December at the latest.
- There is no need for you to do anything with this information right now. We are communicating this in confidence with you in the first instance, the union tomorrow, Tier 3's tomorrow by email, and all staff on Thu 6 November.

Let us know if you have any questions.

Ngā mihi

s 9(2)(a)



3



Sunday, 9 November

s 9(2)(a)



Kia ora everyone,

As we lead into the heavy lifting phase of the change process, this is a new comms channel specifically for the Directors and Co-Leaders. You will receive updates on key activities, requests for information from the change team, and it is a forum for fast turnaround on those Q&A's we all have.

Our weekly programme meetings will continue with decisions being made in those sessions, with this channel being the mechanism for us to get and share information in between.

At 8.45am every day the change team has a 15 minute stand up meeting to discuss inputs and outputs. You are welcome to join any time and I will provide a daily summary on this channel.

We will also list Q&A as they come through so you all receive the same information at the same time.

You will see a couple more messages from me today.

Thanks

s 9(2)(a)



Summary of change-related tasks and activities for today:

- s 9(2)(a) continue meeting with T2s to discuss the proposed structure in more detail and gather information on T3s within your teams and their personal requirements.
- Meeting with IT to confirm risk assessment approach on consultation tool.
- Build intranet page content + planning implementation.
- Discuss information-sharing approach during consultation period – online Q&A protocols, all-staff drop-in sessions led by T1 & T2, facilitated Māori kaimahi sessions.
- Build of new position descriptions and role summaries.
- Impact assessment and process mapping.
- Development of Q&A responses for leader packs.
- Iwi Māori stakeholder engagement planning

Edited

Question to the change team:

**Q: Can we test if the timeframe between announcement to staff that change is coming (6/8 Oct) to the release of the change proposal and consultation (15 Oct) is too long?**

**A:** Yes, we can test that and now is the time to do it. The change team were advised that the T3 leaders at Te Papa would need at least two weeks to absorb the message before we release the proposal, so that they were emotionally prepared. We disagreed with this approach on the basis that it would add unnecessary anxiety and that our leaders are (or should be) resilient. We shortened it to one week but now is the time to test this (so we can adjust our plans if needed). Please complete the options in the poll below by **midday Monday 29 Sept**.



s 9(2)(a) added Polls here. Try an action below to see how it works.

Create a new poll

s 9(2)(a) via Polls 25/09 5:29 pm



Poll: Names recorded ; Results shared

**What is the best timing between T3 & All-Staff announcement and release of change proposal**

- ☐ 1 day between T3 and all-staff announcements and bring this closer to the consultation date. Thu 9 Oct T3 announcement → Fri 10 Oct all-staff announcement → Mon 13 & Tue 14 Oct T3 1:1 impact conversations with T2s → 15 Oct release change proposal.
- ☐ 2 days between T3 and all-staff announcements and bring this closer to the consultation date. Wed 8 Oct T3 announcement → Fri 10 Oct all-staff announcement → Mon 13 & Tue 14 Oct T3 1:1 impact conversations with T2s → 15 Oct release change proposal.
- ☐ Current plan. Mon 6 Oct T3 announcement → Wed 8 Oct all-staff announcement → Wed 15 Oct release change proposal.

Submit Vote

**1 day between T3 and all-staff announcements and bring this closer to the consultation date. Thu 9 Oct T3 announcement → Fri 10 Oct all-staff announcement → Mon 13 & Tue 14 Oct T3 1:1 impact conversations with T2s → 15 Oct release change proposal.**

16% (1)

**2 days between T3 and all-staff announcements and bring this closer to the consultation date. Wed 8 Oct T3 announcement → Fri 10 Oct all-staff announcement → Mon 13 & Tue 14 Oct T3 1:1 impact conversations with T2s → 15 Oct release change proposal.**

50% (3)

**Current plan. Mon 6 Oct T3 announcement → Wed 8 Oct all-staff announcement → Wed 15 Oct release change proposal.**

33% (2)

6 responses



s 9(2)(a) 26/09 8:56 am



**Q: Can we (Directors) give our advice or thinking on the proposed structure and design now, or do we have to wait to give our feedback through the consultation process?**

**A:** Both. As leaders you are in the position of having access to the structure ahead of the release to all staff. Between now and 15 October, the co-leaders will take on board further thinking and do minor tweaks to the design that will be released for consultation. The co-leaders are open to your input now so that the design is as efficient and clear as possible. Karen will capture your ideas in your 1:1s with her this week, otherwise meet/call/email/message your ideas to her by **Friday 2 Oct**. The Change team will consolidate all your thinking for the co-leaders to make decisions on your suggestions and share those with you before the release. Then, once the change proposal is released, you will have every opportunity to make formal feedback submissions and further suggestions.

s 9(2)(a) 6/09 4:28 pm



**Q: What are we doing with the recruitment freeze, what is the process now?**

**A:** A hiring freeze is in place for permanent roles now, which means no permanent hiring until the change is complete. We have not announced this yet so that message is only sitting with the co-leaders and Directors for now. T3's will hear about it during the T3 announcement. Short term (fixed term or contractor) backfills will be assessed on a case by case basis (eg. single point of failure roles). If you believe that the role is an urgent requirement or fits the criteria to be backfilled short-term, follow the normal RTR or ATA recruitment process with your P&C Advisor and that will go through to the co-leaders for approval.

Note that it may not be approved. It is very common for executive leaders to say no at the approval stage, for a whole variety of reasons. To stop an RTR or ATA from going to the co-leaders, you can say "We have been advised by the co-leaders that we're making only short-term appointments at the moment. This is to give them time to work through future organisational needs and funding arrangements. The feedback to any candidates going through this process is that our needs have changed and we're unable to offer a permanent role right now".



s 9(2)(a) 26/09 5:26 pm Edited

s 9(2)(a)

**Q: What can I say right now if I'm asked about a restructure?**

**A:** We're aware that kaimahi have questions about our future, which is natural given the wider operating environment. At this stage there is nothing further we can provide beyond our usual updates, and we'll continue to communicate openly with kaimahi if and when there is information to share.

Monday, 29 September

s 9(2)(a) 6/10 10:34 pm

s 9(2)(a)

Kia ora everyone, the change team had a particularly big workload last week. We have been:

- Talking about the new structure design with each of you, so the co-leaders can make final tweaks ready for consultation.
- Getting content sorted for the Kupenga change page.
- Setting up the online tool for the ConsiderThis website we're using for consultation.
- Confirming details for the staff Q&A sessions during first two weeks of consultation (21-30 Oct).
- Booking employee support options.
- Writing the Proposal for Change (and getting a million reviews on it) for release on 15 Oct).
- Prepping the scripts/comms materials you will need.
- Pulling the FAQ's together.
- Writing position descriptions for all the new roles.
- Working with the union.
- Getting info to the Board.
- Ticking off the logistics and run sheets for all the moving parts to support presentations, meetings, document release etc.
- Working out the schedule and booking your calendars for times to:
  - Hold 1:1s with T3's on 13 & 14 Oct to advise impact and share structure
  - Attend the T3 and All-Staff announcements on 8 and 10 Oct
  - Attend the Q&A sessions on 21 Oct, 23 Oct, 28 Oct, 29 Oct

**What you can expect at the ORP session on Tues 7 Oct:**

- Update on Programme risks – we have a new one from the union for the Org Change workstream.
- Detailed timeline for change activity
- Logistics for the presentations this week and 1:1 meetings next week
- Change activity over the Christmas and New Year period
- Having difficult conversations (1:1s and follow ups).

Jake Downing I will follow up and send notes to you after the meeting.



Tuesday, 7 October



s 9(2)(a)

10/10 9:41 pm



Kia ora tima. On Monday/Tuesday you will be meeting with the people who report directly to you and having 1:1 meetings. You will receive a message from the change team on Monday morning letting you know that your pack of materials for these meetings is ready for you to pick up. Jake Downing and Puawai Cairns, we will get this information to s 9(2)(a) and s 9(2)(a) on your behalf so they have the materials for the meetings. This pack will contain letters tailored for each person, a script for you to use/follow, and a copy of the org structure. In the meantime, you can do some pre-reading of the script from the link below, to give you time to read and absorb the information ahead of Monday.

[T3 1-1 Script.docx](#)



Sunday, 12 October

s 9(2)(a)

11/10 12:52 pm

s 9(2)(a)

Kia ora tima, here is a summary of key change activity over the next few days:

#### Tues 14 October

- All-staff will have received an email invite from Courtney to a webinar for 2.30pm tomorrow to signal the release of the Proposal for Change document.
- Later today, Courtney will send a Pānui out with a recap of information discussed on Friday (for those that may have missed it), and introducing the concept of ConsiderThis (our feedback tool).

#### Wed 15 October

- 2.30pm – Courtney and Arapata will talk to kaimahi via a webinar. It will be brief - they will talk about change such as what a proposal is and is not, and talk more about the ConsiderThis tool.
- 2.45pm – following this webinar, a summary of that information will be emailed to all staff.
- 3.00pm onwards – all staff with access to technology will receive an email invite from ConsiderThis to log in and view the Proposal for Change. These are batched, so some staff will receive the email before others.
- At the same time:
  - the Proposal for Change document (as a PDF) will be added to the Change Hub on Kupenga.
  - Printed hard copies will be distributed to key staff locations around the Cable Street and Tory Street buildings.
  - Boxes for questions and feedback will be placed at both the Team Te Papa and Tory Street reception areas.
- All these activities officially mark the start of the Consultation period that runs until 5.00pm Wednesday 5 November.



Devorah Blumberg 14/10 2:43 pm



Kia ora koutou - a question I've had from a tier 3 is the different in language around the EOI process. The script says "you will have the opportunity to be redeployed through an EOI process and apply for any of the new Tier 3 positions that are available" however the individual letters say "You may be invited to submit an EOI for new available positions confirmed in Phase One and participate in a selection process for these." Can we clarify please whether it is by invitation or whether they're free to express interest.

s 9(2)(a)

14/10 2:52 pm



Thank you for picking this up. Any staff member confirmed as an affected employee will have the choice to express interest in the new positions. Apologies that our wording is confusing, they will have the opportunity to be redeployed through an EOI process and there will not be an 'invitation' as such. All details about this will be in the Proposal for Change, and if it goes ahead, in the affected employees confirmation letter.



s 9(2)(a) 15/10 11:51 am Edited

Kia ora, a copy of the final Proposal for Change document is here for your confidential pre-view, and this will be released this afternoon following the 2.30pm all-staff webinar from Courtney and Arapata: [FINAL Te Papa Change Proposal - 15.10.25.pdf](#)  
Please ensure you maintain privacy while reading it.

Key activities:

- 3.00pm onwards – all staff with access to technology will receive an email invite from ConsiderThis to log in and view the Proposal for Change. These are batched, so some staff will receive the email before others.
- At the same time:
  - the Proposal for Change document (as a PDF) will be added to the Change Hub on Kupenga.
  - Printed hard copies will be distributed to key staff locations around the Cable Street and Tory Street buildings.
  - Boxes for questions and feedback will be placed at both the Team Te Papa and Tory Street reception areas.
- All these activities officially mark the start of the Consultation period that runs until 5.00pm Wednesday 5 November.



s 9(2)(a) 5/10 2:40 pm


Kia ora tīma, we have received messages about staff members at Tier 4 and below who are on leave and not receiving information about the change.

We have set up processes for those on leave in Tier 3 which are working well, but we ask that you please remind your people leaders to engage with their staff who are on leave, where appropriate.

They should contact their staff member/s through the usual channels they use, and seek to understand from them what level of engagement they would like on this.


There is guidance on this in the T3 Leaders Pack received on 10 October, and if they're in any doubt, contact [Change@TePapa.govt.nz](mailto:Change@TePapa.govt.nz) for further support.

## Courtney Johnston Team messages to ELT members




Lisa Tipping 22/09 4:56 pm

Hey forgot to ask today how EAs will be approached in change proposal? considered T3 or other?



24/09 12:26 pm

Hey - can I catch you for 10 mins this afternoon? I need to share the draft proposed structure with Kate this week so she can start participating fully in ORP. I want to sound you out on my approach. I'm free any time 2pm-6pm except 3pm-3.15pm



15/10 12:36 pm Edited


Kia ora - something I've been meaning to run by you:

I've shared with all the other directors in our 1:1s & have messaged <sup>s 9(2)(a)</sup> plan to email the T3s on Thurs and offer them all time to meet with me individually or in small groups, to discuss the change proposal.

This isn't a replacement for formal feedback, but it's a chance to hear directly from me, and give feedback directly to me.


Do you want me to make this an opportunity to meet with **us** as Co-Leaders, or individually, as people wish?

Or would you like to organise your own way of doing this?




Arapata Hakiwai 15/10 12:45 pm

Kia ora Courtney. Let me think about that as the Maori kaimahi are my immediate priority. I would however welcome any opportunity for Tier 3's to come and have a chat




Jake Downing 24/09 5:12 pm

Just thinking a bit more about the end of our catch up - other things you may want to consider (or just put in the deleted bin). You haven't had an opportunity to explain / take us through the structure framework and explain what you are wanting to achieve. That may be useful - think of it as a sales pitch 🤔. Helps bring us on the journey and makes the consultation part for you potentially easier. Make sense?



24/09 5:19 pm

Yip it does and is active discussion with <sup>s 9(2)(a)</sup> I have passed your queries on too - they match other people's which is handy



Jake Downing 24/09 5:22 pm

Just as an FYI no reply needed but maybe useful to understand peoples headspace. Most of ELT (not <sup>s 9(2)(a)</sup> as she's been away) are not 100% sure there is a place in the structure for them. Not sure exactly why I am telling you, maybe because I think it might help you understand peoples thinking. With people I think wondering - are these roles for externals.

## Sue Quirk Teams Messages

Courtney Johnston 15/10 9:10 PM



Thanks Sue. There's some unhappiness about us not presenting the structure in the session which no doubt we'll discuss tomorrow morning. This is our agenda for the ELT tomorrow (probably ambitious, will consider tonight)

Today – reflect and reconnect  
Change team reflect on process so far  
What happens next – key activities over the next couple of weeks  
Lessons learned  
Questions  
Support required  
Programme meeting rhythm moving forward

15/10 9:13 PM

Yep I passed that onto change team too also had that feedback. Could be ambitious but a good plan. Just read Post article good it's factual - interesting a lot more detail than other agencies get reported

Courtney Johnston 13/10 12:09 PM



Remind me I have some suggestions to share from Jackie re: useful steps to take on proposed changes for CE & Kaihautū. But it can wait until later in the week.



Wednesday, 22 October

Courtney Johnston 22/10 4:51 PM



Hey both. Was just talking to Jackie about wind things, and took the opportunity to raise with her the idea that we schedule a check-in with Tikanga Tangata on how feedback is shaping up towards the end of the consultation.

She's in support of this, **Sue** could you work with **s 9(2)(a)** to get this set up?



# (Out of Scope)

Courtney Johnston 15/10 4:35 PM



Kia ora everyone - thank you for the effort of the past two days, and the support I know is going in to your teams today. Arapata and I greatly appreciate it.

We have shortened tomorrow's ELT hui (in the project room) to 9.30-10.30, so people can attend the karakia and waiata organised by the Pou Tikanga on the marae, if you wish.

Apologies Kate, I knew you had an early leaving time from the meeting tomorrow, so I'll make sure any information we're sharing reaches you too.



s 9(2)(a)

20/10 4:11 PM

s 9(2)(a)

All the invites for the change staff hui over the next two weeks have been sent out, here is a summary:

| Kaimahi Information & Feedback Sessions    |                           |                                  |
|--|---------------------------|----------------------------------|
| Sessions                                   | Date & Time               | Location                         |
| 1 T2/T3 Information & Feedback Session     | Tue 21 Oct 9.00-10.00am   | Cable Street, <u>Mahuki</u> Room |
|  | Tue 21 Oct 3.30pm-4.30pm  | Tory St, Giant Squid Room        |
| 2 All-Staff Information & Feedback Session | Wed 22 Oct 9.00am-10.00am | Cable St, Soundings Theatre      |
|  | Wed 29 Oct 1.30pm-2.30pm  | Cable St, Soundings Theatre      |
|  | Thu 30 Oct 8.45am-9.45am  | Cable St, Soundings Theatre      |
|  | Thu 30 Oct 1.00pm-2.00pm  | Tory St, Giant Squid Room        |
| 3 Kaimahi Māori Korero Session             | Thu 23 Oct 2pm-4pm        | Cable St, Rangimarie             |
|  | Tue 28 Oct 10am-12pm      | Cable St, Icon                   |



Kia ora tima,

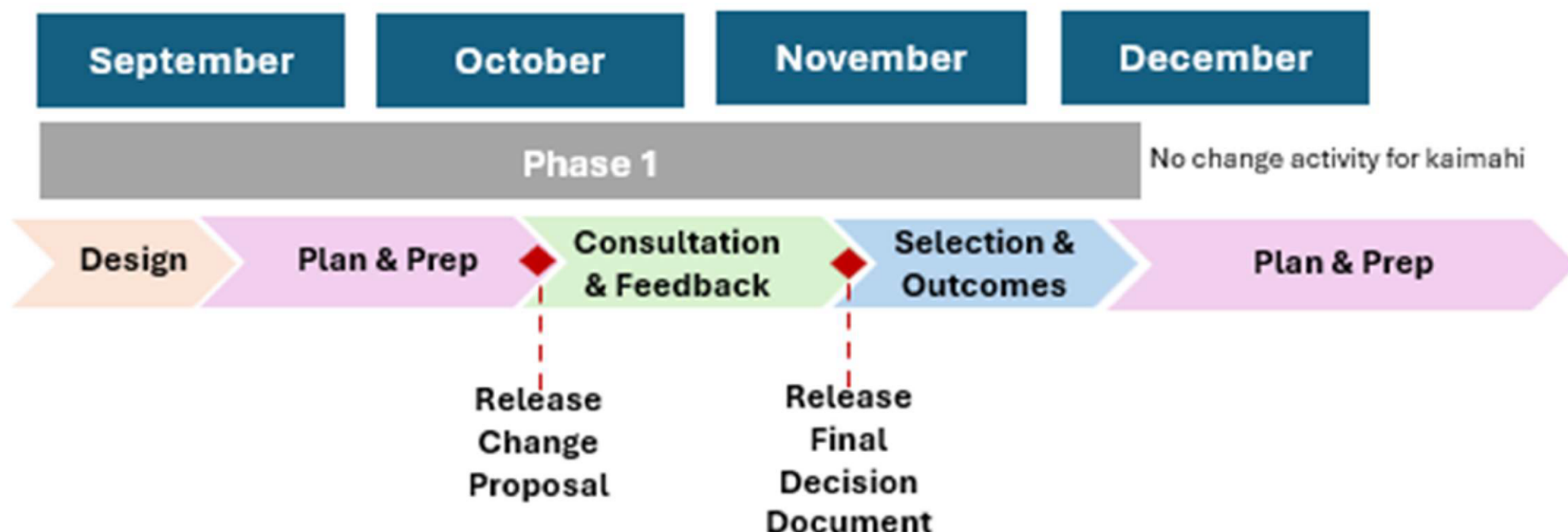
In today's ORP meeting we shared some updates, which you can find below:

- Consultation closes in just over 24 hours time, at 5.00pm Wed 5 November.
- Due to the breadth and detail of the feedback we have received so far, the Co-Leaders have made the decision to use the contingency week we had up our sleeve to extend the decision making period. This means that **the new date for release of the Final Change Outcomes is 20 November (one week later than advised in the Change Proposal)**.
- The dates for the EOI process would be extended by one week as well, but still take the same amount of time. This means that anyone involved in the process would receive an outcome by 12 December at the latest.
- There is no need for you to do anything with this information right now. We are communicating this in confidence with you in the first instance, the union tomorrow, Tier 3's tomorrow by email, and all staff on Thu 6 November.

# (Out of Scope)



# Organisational Change Workstream



## Key Dates

- Wed **15 Oct**: Consultation Opened
- **21-30 Oct**: Information & Feedback Sessions
- Daily digests to Co-Leaders
- Weekly feedback sessions with Co-Leaders
- Wed **5 Nov**: Consultation Closes
- **5-13 Nov**: Final decisions & design confirmed
- **Thu 13 Nov**: Final Change Outcomes
- **14-28 Nov**: Selection processes
- Fri **5 Dec**: Individual T2 & T3 1:1's

## Kaimahi Information & Feedback Sessions

| Sessions |  | Date & Time                | Location                         |
|----------|--|----------------------------|----------------------------------|
| 1        | T2/T3 Information & Feedback Session     | Tue 21 Oct 9.00-10.00am    | Cable Street, <u>Mahuki</u> Room |
|          |  | Tue 21 Oct 3.30pm-4.30pm   | Tory St, Giant Squid Room        |
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|          |  | Wed 29 Oct 1.30pm-2.30pm   | Cable St, Soundings Theatre      |
|          |  | Thu 30 Oct 8.45am-9.45am   | Cable St, Soundings Theatre      |
|          |  | Thu 30 Oct 1.00pm – 2.00pm | Tory St, Giant Squid Room        |
|          |  | Thu 23 Oct 2pm-4pm         | Cable St, Rangimarie             |
| 3        | Kaimahi Māori Korero Session             | Thu 23 Oct 2pm-4pm         | Cable St, Rangimarie             |
|          |  | Tue 28 Oct 10am-12pm       | Cable St, Icon                   |



# Organisational Change Workstream – New Issue

| Programme or Workstream | Issue or Risk | Summary   | Risk Level | Consequence  | Mitigation   | Status |
|-------------------------|---------------|---|------------|--|--|--------|
| Org Change              | Issue         | The union E tū has advised they consider Te Papa has not engaged sufficiently with them during the “review” period and are requesting a pause on the consultation process until 1 March 2026. | High       | <ul style="list-style-type: none"> <li>• High risk of process delay, resulting in financial sustainability targets not being met within the required timeframe.</li> <li>• Loss of trust and deterioration in employment relations with union, s 9(2)j [REDACTED]</li> <li>• Potential for reputational damage if external stakeholders or media become involved.</li> <li>• Increased programme costs due to extended timeframe and resource requirements.</li> </ul> | <ul style="list-style-type: none"> <li>• Legal opinion confirms Te Papa’s approach to union engagement for Phase One.</li> <li>• Increase engagement touchpoints and targeted engagement sessions as opportunities for union input.</li> <li>• Explore compromise windows with potential to extend the dates for Phase Two to support co-design and further union engagement.</li> <li>• Reiterate the drivers for financial sustainability to justify the timeline.</li> <li>• Seek early involvement of an independent facilitator or mediator if union signals formal dispute.</li> </ul> | Open   |

# Organisational Change Workstream – New Issue

| Programme or Workstream | Issue or Risk | Summary   | Risk Level | Consequence  | Mitigation   | Status |
|-------------------------|---------------|---|------------|--|--|--------|
| Org Change              | Issue         | Receipt and management of expansive OIA request from journalist related to the organisational change process. | Medium     | <ul style="list-style-type: none"> <li>• Reputational risk if internal deliberations, draft documents or incomplete thinking are taken out of context or published.</li> <li>• Risk of narrative loss, with the journalist controlling the story before the organisation has communicated key messages to staff.</li> <li>• Resource burden, requiring significant time to collate, review, consult, and redact information, potentially diverting resources from the change process.</li> <li>• Potential legal or compliance exposure if sensitive, personal, or commercially confidential information is inadvertently released.</li> </ul> | <ul style="list-style-type: none"> <li>• Seek legal opinion to support withholding an OIA response based on appropriate legislative compliance.</li> <li>• Follow existing OIA protocol and limit release strictly to what is legally required.</li> <li>• If the scope is unreasonable, refine or clarify with the requester.</li> <li>• Brief ELT, Board and union reps in advance of any OIA release of information.</li> <li>• Prepare proactive key messages and media holding statements to ensure consistent narrative.</li> <li>• If OIA is released, release internal comms so staff receive key information before media reporting.</li> </ul> | Open   |

12:47



New iMessage

Cancel

To: Jackie Lloyd

Tue, 4 Nov at 1:52 PM

Thanks for recommending [REDACTED]  
Could you give him a heads up?  
Then I will follow up today



My text to [REDACTED].. Kia ora [REDACTED]. A  
favour please. Te Papa is going  
through change and restructuring,  
starting with levels 2 and 3 and  
Courtney would value some  
insights from you. Is it ok for her  
to contact you? His response...  
Yip. Cheers Jackie

12:48



New iMessage

Cancel

To: Jackie Lloyd



First meeting with T3 this morning  
went as well as could be hoped.  
Makes me feel steadier for the all-  
org announcement on Friday

(Out of Scope)

Mon, 12 Oct at 2:27 PM

1:35



New iMessage

Cancel

To: Chris Swarsbrook

Good morning. We are pulling a late night working on the proposal after first legal review. We aim to send you a copy before we head home for the night

I called Mac and the minister's office today and gave them the heads up.

Will follow up by email to them on our Wed morning, and also send note around the Board

1:38



New iMessage

Cancel

To: Chris Swarsbrook

Tue, 21 Oct at 6:48 PM

Pretty good day - your pep talk worked! First 2 of 8 scheduled info sessions completed.

(Out of Scope)

**From:** Courtney Johnston <Courtney.Johnston@tepapa.govt.nz>

**Sent on:** Monday, November 3, 2025 1:03:29 AM

**To:** Chris Swasbrook s9(2)(a); Jackie Lloyd s9(2)(a)

**CC:** Anna Berwick <Anna.Berwick@tepapa.govt.nz>; Arapata Hakiwai <ArapataH@tepapa.govt.nz>; s 9(2)(a) <s 9(2)(a)s 9(2)(a) tepapa.govt.nz>

**Subject:** Confirming: repurposing part of next Tikanga Haumaru meeting for organisational change review

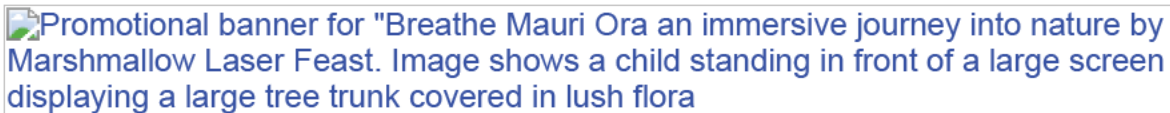
Kia ora koutou

Just confirming we made the decision this morning to repurpose part of the 13 Nov Tikanga Haumaru meeting time for an all-Board members hui to discuss and endorse the outcomes of the phase one change proposal.

Anna will now work with Souella to confirm we can set aside enough time to manage the planned Tikanga Haumaru items, and to invite members who are not part of the sub-committee for the full Board session.

Ngā mihi, Courtney

Courtney Johnston  
Tumu Whakarae | Chief Executive

Promotional banner for "Breathe Mauri Ora an immersive journey into nature by Marshmallow Laser Feast. Image shows a child standing in front of a large screen displaying a large tree trunk covered in lush flora



**Meeting Agenda**  
**Organisational Review Programme – Oversight Committee**

**Meeting details**                      Tuesday 4 November                      11.00am – 12.00pm                      Level 3 Project Room  
2025

|  |  |
|--|--|
| <b>Committee Members</b>               | Courtney Johnston (Chair), Arapata Hakiwai (Co-Chair), Carolyn Roberts-Thompson, Devorah Blumberg, Dean Peterson, Jake Downing, Lisa Tipping |
| <b>Programme members in attendance</b> | s 9(2)(a) (Programme Lead)   |
| <b>Apologies</b>                       |  |

| Item no.              | Agenda items                       | Paper | Time    | Purpose | Led by         |
|-----------------------|------------------------------------|-------|---------|---------|----------------|
| 1                     | Welcome                            |       | 11.00am |         | Chair Kaihautū |
| <b>Standing items</b> |                                    |       |         |         |                |
| 2                     | Workstream – Organisational Change |       | 75 mins |         | s 9(2)(a)      |
| <b>Wrap Up</b>        |                                    |       |         |         |                |
| 3                     | Check-out and Karakia              |       |         |         | Kaihautū       |

**Next meeting:**    Tuesday 30 September

# Te Papa Organisational Change ORP Meeting – 4 November 2025

## Change Process Update

- Two phase change process:
  - Phase One – October to December 2025
  - Phase Two – January to April 2026

### Dates:

|   |  |
|---|--|
| 15 Oct 2025                                   | • Consultation opens for Phase One   |
| 15-31 Oct 2025                                | • 9 Kaimahi drop-in sessions – mix of online, in-person, Māori korero, recorded sessions in different locations with Q&A opportunities |
| 5 Nov 2025                                    | • Consultation closes  |
| 13 Nov 2025<br>(now 20 Nov)                   | • Release of final decisions with rationale on structure changes and outcomes  |
| 14 Nov – 5 Dec 2025<br>(now 21 Nov to 12 Dec) | • Selection processes and final outcomes for affected employees  |

### Current stage:

- Consultation closes at 5pm tomorrow night
- As at right now, received 110 questions and 140 pieces of feedback.
- There's a natural tipping point where the number of questions start to diminish and the amount of feedback increases and that happened towards the end of last week. So we are now receiving multiple layers of feedback through all the different methods from individuals and groups.

### Decision to extend feedback analysis phase

- Indicators are that the **feedback is fulsome and helpful**.
- Co-Leaders need to **take the time to consider it** carefully.
- We always had **one week contingency built into the timeline** so that we could update it based on any needs that emerged.
- Originally the Co-Leaders had one week from **6-13 Nov for their decision timeframe**.
- They have **chosen to add that extra week** into the feedback analysis stage and have **now got two weeks** to do this, extending that **timeline to 6-20 Nov**.
- Letting you know that **decisions will now be released on 20 Nov**.
- This **moves the EOI process out by a week** but no change to the length of that timeline which means that **final outcomes for Phase One will be provided to staff by 12 Dec** at the latest.
- **Board approval** on that date change.

### Updates

- OIA via the media is being managed
- Union engagement being managed
- Stakeholder engagement being managed

### Key dates for calendars:

- 18 and 19 Nov – 1:1s being held
- Annual leave or big events coming up

## Emerging Themes from Feedback and Submissions

### Two-Phase Approach:

- Broad understanding of the rationale for starting with the top-down leadership restructure (Phase 1), but concern that Phase 2 details are not yet visible.
- Desire for greater clarity on how input will be gathered for Phase 2 and how leadership roles confirmed in Phase 1 will influence design decisions later.
- Some feedback questions whether the sequencing could create uncertainty or disengagement in the wider workforce.

### Co-Leadership Model – Tier 1:

- Questions about how Tier 1 positions have been reconfirmed
- Some recommendations to demote the Kaihautū role
- Some push-back on dual reporting lines, seen as *less* rather than more efficient

### Co-Leadership Model – Tier 2:

- Mixed level of interest in the concept, with some recognition of the alignment to organisational values and shared accountability.
- Requests for more explanation of how co-leaders would make decisions, manage performance, and divide responsibilities in practice – how they would make it work.
- Concern that it could add complexity or slow decision-making if not well-defined and supported.

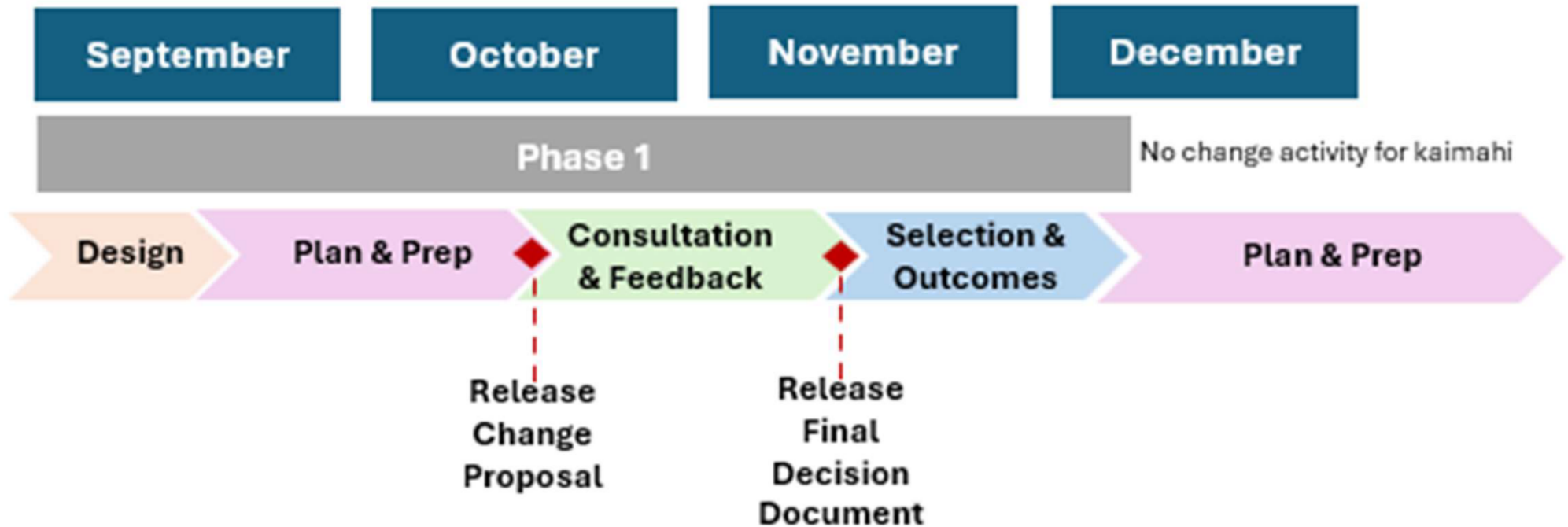
### Reduction in Senior Leadership Roles:

- Some recognition that a smaller senior leadership team will be more efficient and improve business focus
- Significant concern about the scale of reduction in senior leadership positions and potential loss of institutional knowledge and technical expertise.
- Questions about how the proposed structure can realistically deliver required functions with fewer senior roles.
- Anxiety about workload redistribution, strategic capability, and organisational capacity to deliver under the new model.
- Significant concern that the same workload would be redistributed to “demoted” leaders.

### Group and Team Configuration:

- Mixed views on how groups and teams have been defined and positioned within the proposed structure.
- Some see clear logic and alignment to organisational priorities; others feel functional linkages have been broken or that teams have been separated who operate well and should remain together.
- Little feedback on consolidation of T2 roles: views around whether a Pou Whakahaere role is needed, and if the DCE Experience & Audiences role is too large / will not support both commercial and audience foci.
- Questions raised about rationale for moving or merging certain teams, and how cross-functional collaboration will be supported.
- Some useful alternate structures are now being submitted.

# Organisational Change Workstream



## Key Dates

|                      |                                 |
|----------------------|---------------------------------|
| <b>5 Nov</b>         | Consultation closed             |
| <b>10-14 Nov</b>     | Reconsultation opens and closes |
| <b>18-19 Nov</b>     | <b>Outcome conversations</b>    |
| <b>20 Nov</b>        | Final decisions released        |
| <b>20 Nov-12 Dec</b> | <b>Selection processes</b>      |
| <b>12 Dec</b>        | Selection outcome conversations |

# Outcome Conversations

**18-19 November**

## Having hard conversations

- Prepare well
- Use talking points.
- We will ensure the environment you are in is private.
- Giving people significant news – whether they receive it as positive or negative – can trigger their emotions and sympathetic nervous system.
- People may experience a shock reaction.
- Have a support system for them and for yourself.

# **Selection Processes – Expression of Interest**

|                 |  |
|-----------------|--|
| <b>20 Nov</b>   | EOI opens – new Tier 2 positions             |
| <b>24 Nov</b>   | EOI closes – new Tier 2 positions            |
| <b>25 Nov</b>   | Interviews                                   |
| <b>26 Nov</b>   | Selection outcome conversations              |
| <b>1 Dec</b>    | EOI opens – remaining T2 & all T3 positions  |
| <b>4 Dec</b>    | EOI closes – remaining T2 & all T3 positions |
| <b>8-10 Dec</b> | Interviews                                   |
| <b>12 Dec</b>   | Selection outcome conversations              |

# Te Papa Organisational Change Tikanga Tangata Meeting – Notes 3 November 2025

## Change Process

- Running a top-down leadership restructure approach
- Two phase change process:
  - Phase One – October to December 2025
  - Phase Two – January – April 2026

### Dates:

|                      |  |
|----------------------|--|
| 15 Oct 2025          | • Consultation opens for Phase One   |
| 15-31 Oct 2025       | • 8 Kaimahi drop-in sessions – mix of online, in-person, Māori korero, recorded sessions in different locations with Q&A opportunities |
| 5 Nov 2025           | • Consultation closes  |
| 20 Nov 2025          | • Release of final decisions with rationale on structure changes and outcomes  |
| 21 Nov – 12 Dec 2025 | • Selection processes and final outcomes for affected employees  |

### Current stage:

- Consultation stage.
- Delivered information and answered questions through the drop-in sessions.
- As at right now, received 110 questions and 133 pieces of feedback.
- The tipping point has been reached where we are now receiving multiple layers of feedback through a variety of different methods from individuals and groups and external consultants.

### Decision to extend feedback analysis phase:

- Originally one week from 6-13 Nov, now two weeks from 6-20 Nov.
- Indicators are feedback is fulsome and helpful, Co-Leaders need to take the time to consider it carefully.

### Risks

- OIA via the media is being managed
- Union engagement being managed
- Stakeholder engagement being managed
- Poor Tier 2 engagement in the change process as proposed affected employees – leading through change
- Key talent retention
- Extending the release of final decision dates could create a sense that significant change to the proposed approach would come from the feedback and submissions



## Emerging Themes from Feedback and Submissions

### Two-Phase Approach:

- Broad understanding of the rationale for starting with the top-down leadership restructure (Phase 1), but concern that Phase 2 details are not yet visible.
- Desire for greater clarity on how input will be gathered for Phase 2 and how leadership roles confirmed in Phase 1 will influence design decisions later.
- Some feedback questions whether the sequencing could create uncertainty or disengagement in the wider workforce.

### Group and Team Configuration:

- Mixed views on how groups and teams have been defined and positioned within the proposed structure.
- Some see clear logic and alignment to organisational priorities; others feel functional linkages have been broken or that teams have been separated who operate well and should remain together.
- Questions raised about rationale for moving or merging certain teams, and how cross-functional collaboration will be supported.

### Co-Leadership Model (Tier 2):

- Mixed level of interest in the concept, with some recognition of the alignment to organisational values and shared accountability.
- Requests for more explanation of how co-leaders would make decisions, manage performance, and divide responsibilities in practice – how they would make it work.
- Concern that it could add complexity or slow decision-making if not well-defined and supported.

### Reduction in Senior Leadership Roles:

- Significant concern about the scale of reduction in senior leadership positions and potential loss of institutional knowledge and technical expertise.
- Questions about how the proposed structure can realistically deliver required functions with fewer senior roles.
- Anxiety about workload redistribution, strategic capability, and organisational capacity to deliver under the new model.
- Significant concern that the same workload would be redistributed to “demoted” leaders.

## Board Support and Approval

### Seeking Board input on:

- Foreword from Board Chair in the Final Change Outcomes document
- Interview Panel membership for Tier 2 positions

### Seeking Board approval on:

- Continued progress of Organisational Change Workstream
- Implementation date – 27 April 2026