

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA
BRIEFING TO THE INCOMING MINISTER
OCTOBER 2017



Briefing to the Incoming Minister 2017

Dear Prime Minister

Congratulations on your appointment as the Minister for Arts, Culture and Heritage. A tour of both our Cable Street and Tory Street facilities can be arranged at your convenience.

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

Since opening in 1998, Te Papa has established itself as a leader for New Zealand's cultural consciousness and tourism industry. Te Papa has:

- Broken new ground in creating amazing experiences for our audiences and pushing the boundaries of what it means to be a museum and a national art gallery;
- 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;
- Facilitated the development of the cultural sector, including museums, galleries and iwi.

Te Papa Tongarewa literally translates to the place where treasured things are held. Currently 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.

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 over 400 publications, presentations and forums and through our website and social media.

After 20 years, Te Papa is in the midst of a major renewal programme. In September of this year, we opened a new exhibition developed with our new iwi in residence, Rongowhakaata. In March 2018, a new and significantly expanded National Art Gallery will open and a new Natural History & Science Exhibition will commence; its re-opening is anticipated for December 2019.

Despite having significant areas of the Museum closed for renovation, our visitor numbers have continued to be at a high level; forecast at 1.45 million in 2017/18. We were recently voted in the Top 20 Museums in the world for visitor experience by TripAdvisor. We have achieved this partly as a result of our success in developing quickly several major interactive exhibitions, two of which have been designed with Weta Workshop. *Gallipoli: The scale of our war* is the most successful exhibition in New Zealand history, attracting over 1.5 million visitors to date. Our exhibition celebrating 75 years of Air New Zealand saw 400,000 visitors and *Bug Lab* attracted 137,148 visitors last summer. *Bug Lab* is now touring internationally. Since 2010, we have undertaken 78 separate exhibition projects.

We continue to be at the cutting edge of Museum Science. In the last two years we have:

- Significantly developed our digital collections so that anyone, anywhere can explore 800,000 of our artworks, objects and specimens online. Applications like Art Wall allows visitors to view and comment on our Art Collection on any platform, and encourages active community engagement.

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- Launched Mahuki – the world’s first museum-led innovation hub developing ideas into world leading digital products for the cultural sector.
- Established Hīnāture | Learning Lab – an exciting new, bicultural education programme that engages school-children with taonga, heritage and technology.

We have a strong commitment to ensure Te Papa reaches across the nation. As well as making much of our collection available digitally, we have streamlined and increased our sharing of objects with other institutions. Through our national outreach programme, Te Papa supports and partners with over 300 museums, galleries and iwi, including 75 field workshops.

As a key part of our outreach programme, Te Papa has advanced planning to establish Te Papa Manukau. Given the need to move a great deal of our collection out of Wellington to manage seismic risk, we plan to open a new and exciting “Educational Museum” rather than simply store our collections. The concept has been jointly developed with the communities of South Auckland and will make a significant contribution to social cohesion and economic regeneration. The proposal has the backing of the Mayor of Auckland, the engagement of Panuku Development and is supported by the city’s museums as a way of helping share more of their collections too, and developing new audiences in the youngest, fastest growing part of Auckland. Te Papa has already identified part funding for the build from its own asset profile. The Ministry for Culture and Heritage have been well engaged in the initiative, which has been explored in two detailed business cases.

The renewal of Te Papa has not just been in capital projects. We have completed a full financial turnaround and have improved our capability, for example by appointing three international experts to head Art, Science & History. This is being underpinned with a new dynamic culture, which is characterised by high standards, innovation and greater outreach to the public.

In the next year, we will develop the detailed roadmap to complete our renewal by 2022. This was signalled last year by the development of our new Strategic Narrative. Key areas of focus will be:

- Completing the renovation and development of the Te Papa Campus.
- Establishing Te Papa Manukau.
- Renewing our approach to biculturalism after 20 years, including developing our relationships with iwi.
- Agreeing with Treasury and the Ministry for Culture and Heritage a sustainable business and funding model for the future, while seeking to ensure shorter-term crown funding for capital works in progress is secure.
- Expanding our learning & education programmes.
- Developing our research.

In establishing an expanded and exciting five year exhibition programme, we continue to be at the leading edge of what modern museums are. We aim most of all to be at the heart of New Zealand’s national conversation: relevant, challenging and engaging. In this way, we will fulfil our objectives set out in both legislation and our Strategic Narrative to change hearts, minds and lives.

We look forward to working with you.



Evan Williams
Chair



Geraint Martin
Chief Executive

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.

Other functions

4. Te Papa also has a significant venue and catering functions and gift shops, deriving approximately 28 percent of its funding from its commercial activities. Nine percent of funding is through donations and sponsorship, with challenging targets to increase this over future years.

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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
Evan Williams (Chair)	1 November 2011	30 June 2019
Sir Rob Fenwick	31 July 2016	31 July 2019
Abby Foote	31 July 2016	31 July 2019
Sir Peter Gluckman	20 June 2014	31 March 2020
Dayle Mace	16 September 2013	31 August 2018
Paul Majurey	16 September 2013	31 August 2018
Soana Pamaka	1 November 2015	30 September 2018
Dame Fran Wilde	1 October 2015	30 September 2018

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

Directorates	People	Activities
Office of the Chief Executive	Chief Executive Geraint Martin Kaihautū Arapata Hakiwai	
Operations	Chief Operating Officer David Robinson	HR Services Health, Safety and Security Property and Facilities Information Technology Services Communications Programme Management
Finance	Chief Financial Officer Lisa Tipping	Finance Non-Financial Planning and Performance Procurement Assurance and Risk
Digital	Chief Digital Officer Melissa Firth	Knowledge and Information Mahuki – Innovation Hub Digital Collections and Access Digital Products, Operations Digital Content
Ngā Manu Atarau	Director Ngā Manu Atarau Dr Charles Royal	Iwi Relationships Repatriation

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Directorates	People	Activities
		Treaty Settlements National Services Te Paerangi
Collections, Research and Learning	Director Collections Research and Learning Dale Bailey	Collection Services Learning Innovation Mātauranga Māori New Zealand and Pacific Cultures Arts Science
Exhibition Renewal	Director Exhibition Renewal (Acting) Dale Bailey	Design Exhibition Content
Commercial	Director Commercial and Visitor Services Ian Crowe	Hospitality Visitor Services Retail Functions
Engagement and Development	Director Engagement and Development Alastair Floyd	Partnerships and Development Te Papa Foundation Business and Market Development Audience Insights Brand and Marketing

Key Contact Details

Evan Williams (Chair)	[phone numbers withheld under section 9(2)(a) of the Official Information Act 1982]	ewilliams@williamsland.co.nz
Geraint Martin (CE)		geraint.martin@tepapa.govt.nz
Media		https://www.tepapa.govt.nz/about/press-and-media/media-enquiries

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:

Te Papa's Strategic Narrative

https://www.tepapa.govt.nz/sites/default/files/stategic_narrative_2017-2018.pdf

Statement of Intent 2017/2021

https://www.tepapa.govt.nz/sites/default/files/statement_of_intent_2017-2021_for_web_0.pdf

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Statement of Performance Expectations 2017/2018

https://www.tepapa.govt.nz/sites/default/files/te_papas_final_2017-18_statement_of_performance_expectations_.pdf

Annual Report 2015/16

https://www.tepapa.govt.nz/sites/default/files/te_papa_annual_report_2015-16_web-full.pdf