

Kōrero Whakarāpopoto mā te Minita | Briefing to Incoming Minister



Tēnā koe Minita Goldsmith

E te Minita tēnā koe. He mihi manahau ki a koe me o mahi nui mo te motu. Anei he kōrero mo Te Papa Tongarewa hei whakaarotanga mou.

Welcome and congratulations on your appointment as the Minister for Arts, Culture and Heritage. As you assume your responsibilities, we are pleased to provide you with a comprehensive briefing on The Museum of New Zealand Te Papa o Tongarewa (Te Papa), to inform you about this important institution and its role in our nation's social, cultural, economic, and environmental landscape.

Opened in 1998, Te Papa was established to provide a forum in which the nation may present, explore, and preserve the heritage of its cultures and knowledge of the natural environment in order to understand and treasure the past; enrich the present; and meet the challenges of the future.

Te Papa has successfully delivered on this mandate, becoming an iconic national institution, a source of knowledge and pride for all New Zealanders, and a valuable global brand.

Te Papa is also Wellington's largest events venue and earns approximately 25% of its income through commercial revenues, a further 15% from other sources, for example donations, sponsorships, exhibitions, and approximately 60% from Crown funding.

This briefing introduces you to Te Papa and provides a high-level overview of Te Papa's role and operations, our strategic focus areas, and challenges. We draw your attention to the development of the new Biodiversity Research Centre in Upper Hutt, the replacement facility for the existing Spirit Collection Area in our Tory Street complex.

We look forward to meeting with you and discussing the most effective ways we can support you, your priorities, and your responsibilities.

Dame Fran Wilde, Chair

8 December 2023

Executive summary

Te Papa is New Zealand's national museum, created to showcase and preserve our social, cultural and natural heritage and make our unique identity and stories available to New Zealanders and the world.

Since opening on 14 February 1998, Te Papa has:

- Welcomed more than 35 million visits
- Cared for more than 2 million collection items
- Produced research identifying more than 2,500 new species
- Hosted more than 4.2 million people in *Gallipoli: The Scale of Our War*
- Toured exhibitions to overseas museums more than 50 times, with over 4.5 million visits
- Published more than 120 books
- Become Wellington's most prominent tourism attraction, routinely rated as one of New Zealand's major attractions, and one of the world's top museums¹
- Repatriated more than 850 Māori and Moriori ancestral remains from international collections
- Made 1 million collection records available online
- Attracted international acclaim for our bicultural, hands-on, family-friendly exhibitions
- Served more than 4 million cups of coffee
- Generated a return on investment of \$8 from every dollar of funding received²

The impact we create for New Zealand's long-term success and well-being is seen in:

- Extraordinary experiences, new knowledge, and new connections
- Healing, reconciliation, and empowerment
- A thriving natural environment

In an increasingly fractured world experiencing rapid change, museums are highly trusted public institutions where people can strengthen their sense of belonging and come together to meet the challenges of the future. Te Papa has the opportunity to strengthen New Zealand's social cohesion and contribute to the continued recovery of our tourism economy, the sharing of New Zealand's stories and knowledge on the world stage, and the sustainability of our environment.

We are excited to have the opportunity to develop our opportunities and impact with you.

¹ Kantar Brand Research 2023

² Berl figures, pre-Covid.

Section A: Introducing Te Papa

Te Papa is New Zealand's national museum and as such is entrusted with the acquisition, care and management of collections across art, history, culture and the natural environment. The collections reflect New Zealanders' shared history and national identity. Since its founding, Te Papa has become strongly associated with New Zealanders' sense of belonging and identity, and connection to other people and cultures.

Nationwide research into perceptions of Te Papa finds that we are viewed by New Zealanders as being:

- for all New Zealanders
- a kaitiaki of knowledge
- a trusted source of information
- a world class tourism destination³

New Zealanders see our greatest strengths as:

- our uniqueness to New Zealand
- the way we incorporate Māori culture
- the opportunity to connect with and learn about te ao Māori
- the variety of things people can do at Te Papa⁴

Our legislative context

Te Papa was established by the Museum of New Zealand Te Papa Tongarewa Act in July 1992 and is an autonomous Crown Entity under the Crown Entities Act 2004.

Te Papa's Board must carry out its statutory functions using funds provided primarily, but not exclusively, by parliamentary appropriation through Vote Arts, Culture and Heritage.

In 2022/23 Crown funding made up approximately 60% of Te Papa's annual revenue with the remainder needing to be generated via commercial activities, partnerships and grants, and philanthropy.

As the Minister for this portfolio, we are accountable to you for the funding and performance of Te Papa for its obligations under our legislation. All of Te Papa's services are provided under one output class: Museum Services. Te Papa's baseline funding from the Crown is \$43.574 million per year to support the operation of the museum.

In 2022/23, Te Papa also received funding from the Crown:

- \$1 million for the Museum Hardship Fund, which was distributed to regional museums and cultural organisations to ensure the care of collections and visitor access in the face of Covid-19 challenges.
- \$0.36 million to deliver the Covid-19 recovery Mātauranga Māori Te Awe Kōtuku initiative, helping to preserve at-risk mātauranga by facilitating taonga conservation workshops and wānanga and supporting the opening of new whare taonga.
- \$6 million to maintain core Te Papa museum functions and service delivery while the museum experienced the negative effects of Covid-19 on commercial revenues.
- \$0.17 million for the Ngākahu National Repatriation programme.

³ Kantar brand research, 2023

⁴ Kantar brand research, 2023

What we do

Te Papa's core statutory functions can be grouped into five broad areas:

1. Collection development, care and management
2. Access to the collections and information about them
3. Public engagement through access, education and research
4. Support of and cooperation with New Zealand's other museums and galleries
5. Operations and infrastructure.

This section of the briefing outlines our delivery areas for these functions.

Collection development, care, access, and research

- Te Papa houses collections that reach across New Zealand's natural environment, Māori and Pacific cultural heritage, art history and social history.
- There are approximately 2.3 million items and specimen lots in Te Papa's collections, with about a 50/50 split between natural history and humanities areas.
- Items enter the collection by purchase, donations, and field work (e.g. collecting plant specimens). Te Papa receives \$3 million in capital funding per year to expand the collections.
- Physical access to collections includes exhibitions (at Te Papa and touring nationally and internationally) and storeroom access for researchers and communities. Digitally, we run several popular websites and will shortly reach the milestone of 1 million online collection records.
- Te Papa provides other museums and galleries with access to borrow items from the collections; this includes all areas of the collections but most prominently draws on the national art collection.
- Significant research into the collection is conducted by both our own staff and external researchers. Research is shared in a multitude of ways, from scientific journals to TV appearances.
- Te Papa is the only cultural institution in Aotearoa to have its own publishing imprint, Te Papa Press, which publishes up to 20 books per year.

Audience engagement and experiences

- Extraordinary experiences, new knowledge and new connections are the heart of Te Papa's relevance to New Zealanders and appeal to international tourists.
- A core ambition in the creation of Te Papa was to excel as an audience-centred museum. Today the museum is focused on increasing the proportion of audience experiences that are co-designed with communities, ensuring they are authentic and relevant.
- Audience experiences include exhibitions and events at the museum; touring exhibitions (nationally and internationally); online experiences and activities; and our education offer to schools and professional development courses for teachers.
- Te Papa's audience experience is viewed as world-leading; the museum has been the frequent subject of international case studies and research visits, and Te Papa staff are in demand as thought leaders and conference presenters.
- Te Papa frequently partners with other cultural sector organisations such as the Royal New Zealand Ballet and the New Zealand Symphony Orchestra on public programming and events, simultaneously broadening their audience reach and our visitor offer.

Commercial and Visitor Services, Partnerships and Development

- Prior to Covid-19, Te Papa had peaked at 1.5m visits per year. This number is rebuilding with 1.1m visits in FY22/23. We are currently seeing the promising start of the summer high season. Visitation is quickly returning to the traditional 50/50 split between domestic and international visits.

- Visits to Te Papa contribute to our financial sustainability. We operate two cafes onsite and three retail stores, provide paid parking and offer ticketed tours. Electronic and cash donation stations are positioned throughout the museum.
- Te Papa is Wellington's largest event operator. The museum's Cable St building was designed to offer a wide variety of conferencing and meeting spaces. In 2021 this expanded as we signed a contract with Wellington City Council to operate Tākina, the Wellington convention centre, which opened in mid-2023.
- Te Papa has always been active in forming partnerships, with key partners including Wellington City Council, NIWA, Manaaki Whenua Landcare New Zealand, GNS, and Toka Tū Ake EQC. Other sponsors come onboard for specific projects. A new commercial membership programme is currently in development.
- Te Papa also competes for contestable grants, with funds raised in this way predominantly being dedicated to exhibition development, research projects or improving collection access.
- The Te Papa Foundation was established in 2015 to grow philanthropic giving to Te Papa. The Foundation's chair is Dayle, Lady Mace. We also enjoy the support of the Friends of Te Papa.
- Creating international touring exhibitions is another key way we achieve Te Papa's impact and financial sustainability. For example, the *Bug Lab* exhibition has been touring North America since 2018 and continues to attract forward bookings.

Iwi Engagement and Repatriation

- Re-setting the relationship Māori communities have traditionally had with museums was one of the core drivers for Te Papa's creation.
- Rongomaraeroa (Te Papa's marae) and the practice of tikanga throughout our work underpin our engagement with iwi, hapū and whānau. Te Papa also has a strong commitment to the revitalisation of te reo Māori.
- During its development, Te Papa adopted the practice of *mana taonga*, which laid the foundation for Māori participation and involvement in Te Papa. Through this principle, iwi, hapū and whānau have the right to care for their taonga, to speak for them and to determine their use by the museum. Over time, the principle of mana taonga has shaped the way we involve all communities with the care, research and presentation of their treasures, knowledge, and stories.
- Te Papa has a group of curators and collection kaimahi dedicated to taonga Māori. Research, publishing, and public engagement are core parts of their role. Te Papa has recently formalised its collection repatriation policy, to assist in the return of items which have been stolen, looted or dishonestly acquired.
- The Iwi-in-Residence programme enables iwi to work closely with Te Papa over a sustained period of time. Eight Iwi have participated in this programme, with negotiations underway for the ninth.
- Te Papa participates in Te Ara Taonga (a joint group with other Crown collections – National Library and Archives New Zealand) and with iwi in relation to Treaty settlements. Te Papa has worked with claimant groups to help them realise their cultural redress provisions through this process, which includes identifying iwi cultural aspirations and development of letters of commitment, relationship agreements and additional mahi such as work plans, development of taonga databases and workshops to share knowledge and grow capability.
- The Karanga Aotearoa Repatriation Programme was established in 2003 and mandates Te Papa to act on behalf of the New Zealand government in repatriating Māori and Moriori human remains. Significant international relationships and diplomatic engagement underpin the repatriation programme, and it is Te Papa's most expansive international engagement. Research begun in 2003 revealed that more than 1,200 Māori and Moriori ancestral remains were in overseas museums and institutions. To date, more than 850 of these ancestors have been brought home to Aotearoa and work continues to undertake research and negotiations to return tūpuna and karāpuna.

- In 2018, a research project by Manatū Taonga established that there were significant numbers of human remains in New Zealand museum, university, and medical collections. Since 2019, Te Papa has received additional annual funding through Manatū Taonga to support the Ngākahu domestic repatriation programme. The programme supports smaller museums to identify and manage ancestral remains in their collections, and to negotiate their return to iwi, hapū and whanau.

Sector Development and Support

- Te Papa is charged with supporting and assisting the large network of museums, galleries, and whare taonga throughout Aotearoa. We have a dedicated team, National Services Te Paerangi, with some team members in Wellington and others in regional locations.
- Traditionally, museum support has been through the production of resources and guides, along with face-to-face workshops and expert advice on topics such as exhibition development, governance, iwi relationships, collection management. A modest grant system is provided to assist staff and volunteers in smaller institutions to undertake professional development.
- In recent years, National Services Te Paerangi were deeply involved the Covid-19 response (advising museums and galleries on health and safety, re-opening, staff welfare etc) and managing the Museum Hardship Fund on behalf of the Ministry.
- Most recently, the extreme weather events around Aotearoa have prompted Te Papa to make kaimahi available for on-site support (e.g. with the restoration of urupā and marae) and increase the availability of disaster preparedness and recovery advice and resources. We anticipate the impacts of climate change and extreme weather events on built heritage and collections infrastructure will create significant new demand.
- Te Papa also maintains a strong relationship with Museums Aotearoa, New Zealand’s membership and advocacy organisation for museums and galleries.

Care of the museum (governance, strategy, policy, performance, finance, and operations)

- The Finance and Operations teams support visits to Te Papa and staff by leading services across:
 - people, safety, and culture
 - property, facilities, and security
 - information technology
 - finance and procurement
 - project management
- Finance and Operations ensures the organisation works within its statutory context, delivers advice and services across Te Papa, manages significant investment in renewing infrastructure, and keeps visits and staff safe. The teams oversee the technical systems and HR processes that enable Te Papa to deliver our audience, commercial, community and sector support activities.
- Te Papa’s Executive and Board are supported by the Office of the Co-Leaders, a small team who support governance and manage the strategic performance of Te Papa, including monitoring and meeting public accountabilities, policy, legal and privacy obligations, and supporting ministerial relations.
- These two groups together ensure Te Papa is successful and operationally effective, both as a museum and as a Crown entity.

Section B: Te Papa’s assets and their management

Existing assets

Te Papa operates from four sites:

- The flagship Cable Street museum, a custom-designed building created to accommodate visits, commercial activities, collections, and staff.

- The Tory Street collection and research facility, a converted Ministry of Works building, which houses collections, laboratories, workrooms, archives, and staff.
- A leased warehouse in Upper Hutt, where equipment and large collection items that cannot be housed at either Cable Street or Tory Street are stored.
- A four-hectare site in Upper Hutt, purchased in 2022 for the development of the Te Papa Biodiversity Research Centre, a specialised dangerous goods facility to replace the existing, non-compliant Spirit Collection Area (SCA).

Te Papa is six years into a significant infrastructure investment programme to correct previous under-investment in maintenance and renewal. The infrastructure programme includes a suite of investments in physical, digital and visitor experience infrastructure that support Te Papa to achieve its strategic intentions. Recent infrastructure maintenance and investment includes upgrades to our entry level bathrooms, lift replacement, transition to LED exhibition lighting, upgrade of the HVAC (heating, ventilation, and air conditioning system), replacement of fire pumps and security cameras, upgrading the website that enables small institutions without their own digital capabilities to share their collections, and phased replacement of the exterior panels cladding the Cable Street building.

Te Papa's building assets were valued at \$533m in 2022/23, and have estimated replacement insurance values of \$795m, which includes costs of demolition and reinstatement. The Wellington region is considered to be New Zealand's most high-risk region from an insurance perspective and building cover is difficult to secure, as well as being expensive. Insurance premiums for building damage have grown significantly in response to the Christchurch and Kaikoura earthquakes and, more recently, from the impact of extreme weather events.

Insurance is Te Papa's single biggest individual cost – in 2022/23 \$2.5m. Cover was reduced in 2021 (from a 1 in 500-year event to 1 in 250 years), but subsequent premium increases have already eroded these savings. Insurance continues to be a significant challenge as we seek to manage a high-value, technically complex building in the highest seismic risk area and funding this from a comparatively low revenue base with no allowance for depreciation.

The Museum cares for approximately 2.3 million collection items ranging from paintings to botanical specimens, waka to stamps. These include:

- Mātauranga Māori, taonga - over 30,000 taonga Māori and material culture of tangata whenua and Moriori/Tchakat Henu origin.
- History – over 70,000 taonga, objects and stories that reflect the diverse social, cultural, and political histories of people living in Aotearoa New Zealand – including, amongst others, relationships between tangata whenua and tangata Tiriti, Pacific cultures, New Zealand's Asian communities, and their histories.
- Natural History, including approximately 1.5 million specimens/specimen lots (note a single specimen lot may include hundreds of individual items) to support the understanding of the origins, evolution, relationships and ecologies of New Zealand and Pacific flora and fauna and improve knowledge of ecosystems and species that need protection.
- the National Art collection, more than 230,000 works across art, design, photography, performance, and decorative arts by nationally and internationally recognised New Zealand artists, designers, craftspeople and manufacturers.

Te Papa also has a significant investment in digital infrastructure and Software as a Service tools to support customer service, collection care, public engagement and internal needs. These include document management and collection management software, sales and ticketing software and systems, event management and operational software, financial systems, as well as public-facing websites including www.tepapa.govt.nz , www.nzbirdsonline.org.nz and koutuia.org.nz.

Te Papa Biodiversity Research Centre

A large part of Te Papa's Natural History collection is stored at Te Papa's Tory Street facility, including in the current Spirit Collection Area (SCA) which houses more than 860,000 natural history specimens preserved in alcohol, including the largest collection of Aotearoa and Southern Ocean fish in the world.

The Tory Street facility is classified as earthquake prone. Te Papa is operating in breach of the Health & Safety at Work (Hazardous Substances) Regulations 2017. Specifically, fire rated walls and doors in the SCA are inadequate and the SCA building is located too close to neighbouring buildings. These breaches cannot be remedied on this site and present unacceptable health and safety risks for staff, researchers and those working in neighbouring facilities.

These risks led to WorkSafe interventions to mitigate risks to health and safety, including restricting access to the SCA. This compounded the risks to the safe storage of a national collection of international significance.

Funding was secured in Budget 2021 to develop a business case for a replacement facility. That business case was approved in Budget 2022 with funding released to purchase a new site (completed in September 2022) and fully design the new facility. Progress with development of the new facility means WorkSafe has permitted the return of staff and researchers to the existing facility. An Implementation Business Case will be provided to joint Ministers (Minister of Finance, Minister for Arts, Heritage and Culture) by mid-2025 calendar year, confirming the project can deliver the investment objectives within the funding allocated, to release the balance of project funding which is held as a tagged contingency from the Budget 22 decision.

Other buildings on the Tory Street site are not fit for purpose and the Board has decided we need to exit the facility in the medium term. We are working on a strategy to consider the future of the Tory Street site.

The project to replace the SCA facility is the most significant and complex investment for Te Papa since opening. Developing a new fit-for-purpose storage and research facility will enable these globally significant collections to be preserved for the future, provide enhanced access and the basis for critical new research. To reflect the importance of this facility, the building that will house the current contents and operations of the SCA will be called the Te Papa Biodiversity Research Centre. It will form a crucial support for biodiversity research for New Zealand's fisheries, either commercial or environmental.

A further, more detailed briefing can be provided to you outlining the history of the project and next steps.

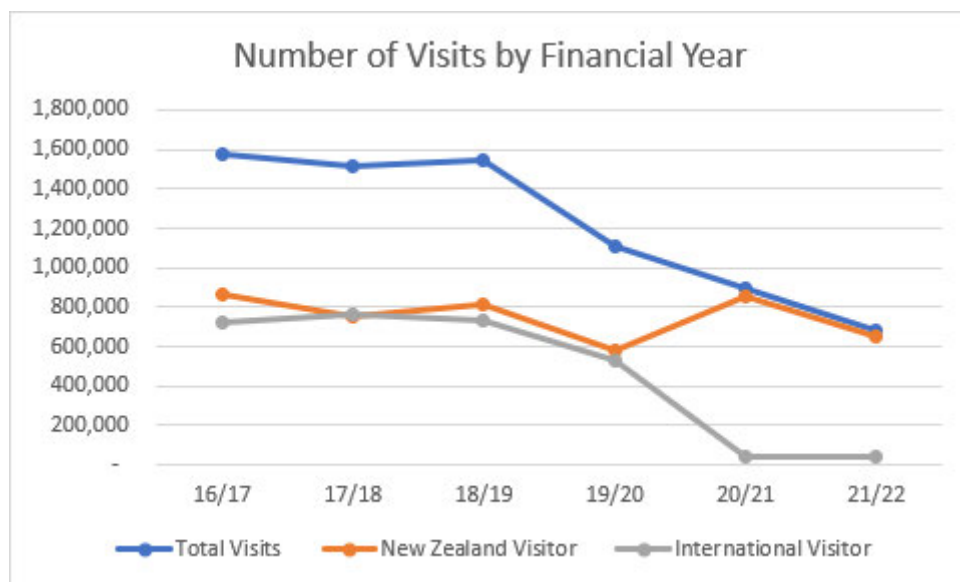
Section C: Te Papa's financial challenges

Since opening in 1998, Te Papa has been part-funded by government. Initially the Crown funded 70% of Te Papa's costs. In 2018/19 (prior to the COVID-19 pandemic), Crown funding made up 43% of Te Papa's revenue, with the remaining 57% generated by non-Crown revenue, mainly commercial business (events and venue hire, food and retail outlets, car parking and tours).

From 2018/19 Te Papa received a \$12.5m static increase in annual funding as a result of our Sustainable Funding case (responding to infrastructure replacement needs), delivered in consultation with Manatū Taonga and Treasury, supported by the Minister of Art, Culture and Heritage and the Minister of Finance. The amount received was less than the minimum described in the case, and MOF at the time

invited us to continue conversations in out years. With the pandemic, Budget priorities shifted and Te Papa received funding through the Covid-19 Recovery package in 2020/21 and 2022/23 to replace lost revenue.

The pandemic period had a serious impact on Te Papa’s visitation and ability to generate revenue. The museum had to close for 94 days in 2020 and Covid-19 restrictions virtually halted international tourism, limited domestic tourism for significant periods, restricted the sizes of gatherings and introduced great uncertainty into the conferencing market.



One-off increases in Crown support in Budget 2021 and 2023 enabled Te Papa to retain our core museum workforce and service levels, and to prepare for the return of business. In the past financial year, we have seen a strong return in international tourism (though still significantly below pre-COVID levels) and the events business.

In 2022/23 Te Papa earned non-Crown revenue of \$32.956 million (2021/22: \$21.381 million, Covid-affected), contributing 39% of total revenue. We are closely watching the movement in domestic tourism, as New Zealanders grapple with cost-of-living pressures and, like every business, we are facing significant cost pressures that are reducing the margin we can earn on commercial activities. Generating significant commercial revenues is becoming increasingly difficult and risks taking focus away from core museum services.

The additional Covid funding effectively masked the effects of the insufficient funding increase in Budget 2019. To maintain financial viability and hence our service delivery and capabilities, there are significant challenges that we need to address:

Falling margin on commercial activities – we have a forecast operating deficit of approx. \$3.7 million in 2023/24 before depreciation and investment. With the current composition of commercial revenue, Te Papa needs to earn \$14 in revenue to provide each \$1 of cash that can be applied to delivery spend (not associated with generating that revenue). It should be noted that that figure is rising.

This year is the first year of Tākina Wellington Convention and Exhibition Centre’s operations, which is projected to provide a lower return than conferencing delivered at Te Papa pre-Covid. Te Papa’s other commercial revenue streams are at or approaching “peak revenue”.

Further increases in revenues would require infrastructure investment to increase capacity or scope.

Pressure on external funding sources - long-term sponsors and partners (e.g. Wellington City Council, Crown research institutions, Lotteries Commission) are facing their own pressures and revising their funding priorities.

Workforce recruitment and retention – we have a 14-year legacy gap in market pay rate levels. We have applied available 2023/24 Budget to reduce the size of gap, but market gap, attraction and retention risks remain significant.

Limited ability to invest – this impacts core business such as permanent exhibition renewal and ensuring visitor experiences remain compelling, up to date and attractive to New Zealanders and international visitor, along with maintenance of our buildings and housing the growth of collections. This requires balancing competing spatial demands for collections, audience experience, staff and commercial space, while remaining affordable to visits.

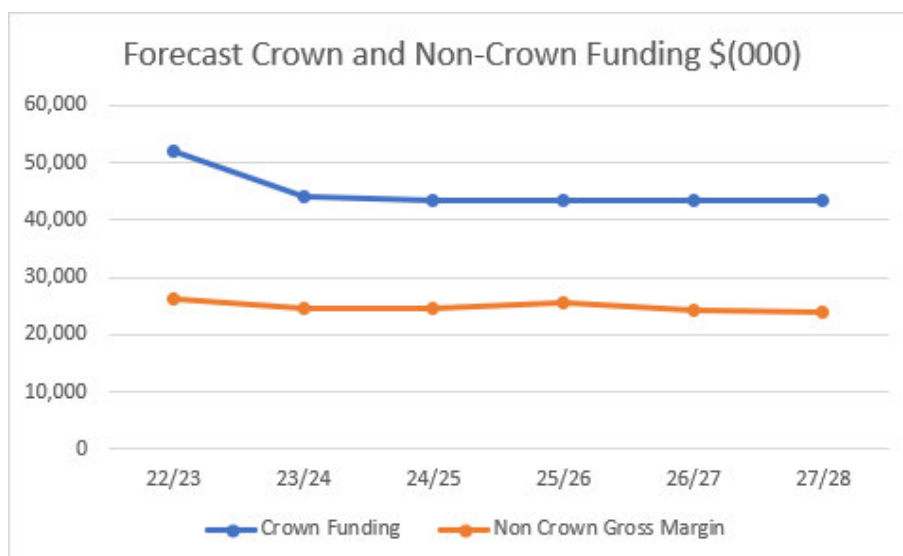
Future of Tory Street facility – as noted above, the Tory Street facility has a limited lifespan and has ceased to warrant future investment. The site in Upper Hutt for the Biodiversity Research Centre could, if required in future, accommodate Te Papa’s other collection and research facilities currently at Tory Street, but we do not have a business case for this and it would require further capex investment for design, construction and relocation of these facilities.

In line with our statutory mandate, providing assistance for the national network of museums, galleries and whare taonga – this includes ensuring all New Zealanders have access to culture and heritage in their home towns and online, regardless of their geographic location and in the face of mounting cost pressures.

Rising insurance costs – as noted above, with Ministerial agreement we have reduced our insurance coverage but this has only had the effect of maintaining the insurance costs at current levels. Insurance will be an estimated 8% of our operational expenditure in 2024/25.

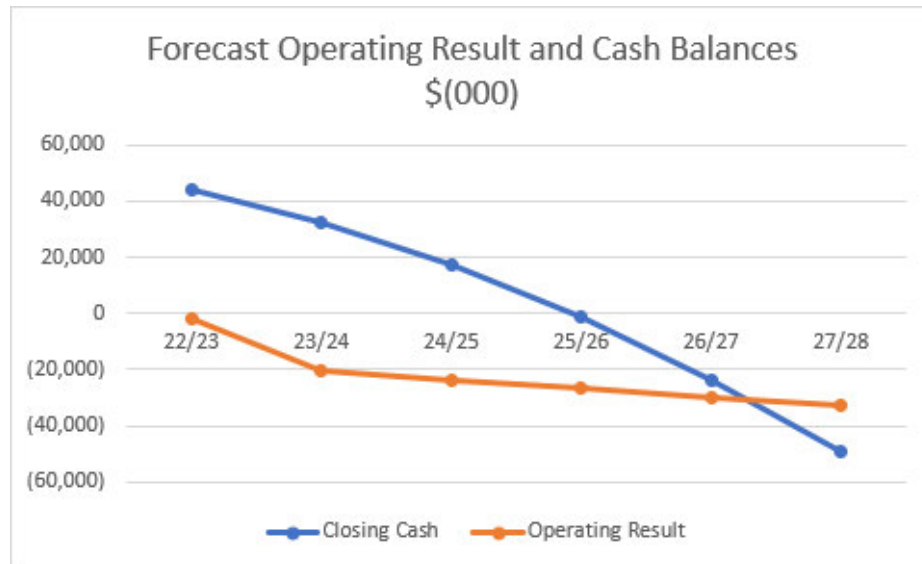
Limited ability to generate further significant carbon emission reductions – we have been asked by government to do this but would require capital investment to move our infrastructure to alternative energy sources.

The following graph shows the forecasted Crown and non-Crown revenue through to 2027/28 (on the basis of current circumstances) which show flat revenue streams, while Te Papa faces ongoing increases in general and wage costs:



The forecast shows increasing operating deficits if Te Papa continues to deliver current levels of service under the current funding arrangements. Until recently, Te Papa was able to generate operating surpluses that would allow for internally funded capital investments. The operating deficits forecast above would not allow for this.

The graph below shows the forecast operating results and the closing cash balance of Te Papa through to 2027/28. Current forecasts indicate that Te Papa will run out of cash in 2025/26.



Crown funding has remained largely static year on year and, importantly, we are not funded for depreciation which is a significant cost in the Cable St building, where environmental technology (HVAC) is necessary and we have to maintain appropriate storage conditions for the back of house collection (i.e. seismic restraints), while also maintaining front of house visitor infrastructure and exhibition refresh.

Section D: What we are doing to support future needs

Te Papa has tested and delivered new ways of sharing its collections, engaging audiences, and supporting its financial sustainability:

1. We have reviewed commercial activities, exited from those that were not profitable and developed others (e.g. a store at Wellington Airport).
2. Audiences are our lifeblood. We have sought to lift our relevance and appeal to audiences and communities who have traditionally been excluded from the benefits museums offer, primarily Māori and Pasifika.
3. Attained Lotteries Commission funding to increase online access to our extensive New Zealand photography archive and preserve our moving-image artworks.
4. As noted above, we have cut our insurance premiums (though because of the general rise in premiums this has simply held rather than reduced premiums).
5. Assisted the Te Papa Foundation to explore greater individual philanthropy opportunities in an increasingly competitive market.
6. More immediately, the Board has asked management to produce a business case for charging entry for international visits to the museum. We recognise this is a significant departure from previous views that Te Papa should be free and accessible for all visits. However, charging is not uncommon in the international museum world and provides an opportunity to enhance high-margin commercial revenue.

The investigations are looking at potential risk to international visitor numbers, cost of implementation (including any capital expenditure on the entry points and ticketing systems) and staffing. There is also the question of identifying New Zealanders who may not be resident in New Zealand at the time they visit Te Papa.

This is a significant issue that we will discuss with you as Minister when our proposals are further advanced.

Ngā kaiwhakahaere matua | Our leadership

Poari o Te Papa | Board of Te Papa

The board consists of appointed members with diverse backgrounds, including individuals with expertise in museum management, arts and culture, indigenous knowledge, governance, finance, and related fields. The composition of the board aims to represent the interests of various stakeholders and the broader community.

Our current members are:

- **Dame the Hon. Fran Wilde, Chair (Oct 2015 – Dec 2024)**
- Andy Lowe (Dec 2019 – Nov 2025)
- Caren Rangi (Rakahanga, Rarotonga, Aitutaki, and Mangarongaro) (Jan 2019 – Dec 2024)
- David Wilks (Dec 2022 – Nov 2025)
- Prof. Jacinta Ruru (Raukawa, Ngāti Ranginui) (Jan 2019 – Apr 2026)
- Jackie Lloyd (Jul 2019 – Jun 2025)
- Prof. Dame Juliet Gerrard (May 2020 – Apr 2026)
- Tama Waipara (Ruapani, Rongowhakaata, Ngāti Porou) (Dec 2022 – Nov 2025)

Te kei o te waka | Executive Leadership Team

The partnership between the Chief Executive and Kaihautū reflects the bicultural nature of the Museum.

- **Courtney Johnston, Tumu Whakarae** | Chief Executive, Co-Leader
- **Arapata Hakiwai, Kaihautu** | Māori Co-Leader (Ngāti Kahungunu, Rongowhakaata, Ngāti Porou, and Ngāi Tahu)
- Carolyn Roberts-Thompson, Director Ngā Manu Atarau (Ngapuhi, Te Aitanga a Hauiti, Nō ngā iwi o Muriwhenua)
- Dean Peterson, Director Collections & Research
- Devorah Blumberg, Director Partnerships & Development
- Jake Downing, Director Museum & Commercial Services
- Lisa Tipping, Chief Finance and Operations Officer
- Puawai Cairns, Director Audience & Insights (Ngāti Pūkenga, Ngāti Ranginui, Ngāi Te Rangi)

Contact us

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