

CAMD MEMBER'S REPORT to ANNUAL GENERAL MEETING

PERIOD: 2014/15

NAME OF INSTITUTION: **MUSEUM OF NEW ZEALAND - TE PAPA TONGAREWA**

NAME OF DIRECTOR: **STEPHEN DAVIDSON, CHIEF FINANCIAL OFFICER**

1. ACCESS & VISITATION

Engaging New Zealanders and visitors from around the world

Our visitors

The 2014/15 year has been one of our strongest, with a total of 1,556,164 visitors to Te Papa – 20.7% more than we welcomed in 2013/14. Our visitors were drawn to a strong exhibition and events programme throughout the year.

Since opening in April 2015, 144,357 visitors have experienced *Gallipoli: The scale of our war*, with 34% of visitors stating it was the main reason for their visit to Te Papa. The largest age group to the exhibition has been 20–24 year olds (20%), showing that the exhibition is very relevant to younger New Zealanders.

Te Papa continues to attract visitors of all ages: 38% of our visitors are under the age of 30, and the percentage of Wellington visitors under the age of 30 is even higher.

Visitors from around the world account for 46% of our visitors. The top five countries of origin are the UK, Australia, Germany, the USA and France.

Engagement through our website exceeded expectations this year, and we had more than 2 million visits to Te Papa online. Te Papa provides the public with access to our collections and research through initiatives such as Collections Online¹ and the Te Papa Blog², as well as contributing expertise to specialist sites such as New Zealand Birds Online³.

Finally, our Science Live colossal squid examination gained world-wide media coverage, with more than 700,000 people watching the examination, either as it happened or after the event.

Visitor experience

This year our three big exhibitions helped to attract more visitors to the museum, and we enabled more engagement with collections, cultures and research through a wide range of events and public programmes.

Our increase in visitors was driven primarily by three new exhibitions: *Air New Zealand 75 Years*, *Tyrannosaurs – Meet the Family* and *Gallipoli: The scale of our war*. The exhibitions resonated with visitors, with 58% saying one of these three exhibitions was the highlight of their visit.

In your living room

We also increased our engagement with New Zealand media to enable our experts to reach a wider audience and showcase the breadth of experiences taking place at Te Papa. We wanted to ensure that those New Zealanders who don't visit Te Papa regularly can still share in the experience.

¹ <http://collections.tepapa.govt.nz/>

² <http://blog.tepapa.govt.nz/>

³ <http://nzbirdsonline.org.nz/>

Highlights from the year included widespread national media coverage of our *Gallipoli* exhibition, and a partnership with Maori Television to showcase our Matariki programme. Other media stories covered the full spectrum of Te Papa's work, from working with iwi protecting feather cloaks, to hosting hands-on tours for the visually impaired.

Taking care of our visitors

Our commercial activity – including venue hire, tours, cafés and stores – made a turnover of \$14.5 million in 2014/15. This income helps to ensure all visitors can experience Te Papa free of charge, 365 days a year.

Our visitors' experiences are enhanced by our hosts, tour guides and café staff. This year we made 217,350 coffees, welcomed 6,525 cruise ship visitors and provided tours for 28,273 people. We added two new daily tours to give visitors more choice (Māori highlights and twilight tour), and we delivered tours to 649 travel agents and media so they could share Te Papa's stories through media and the travel trade.

We were voted the No. 1. Museum in the South Pacific and No. 23 Museum in the World at the 2014 Trip Advisor's Travellers Choice Awards.

Sharing collections

This year we increased our online audience, released thousands of high-resolution images for free download, and continued to share our collections through exhibition and research loans.

Online highlights

Te Papa continues to engage the public with its collections and research online, including Collections Online and articles written by Te Papa staff on the Te Papa Blog. We had more than two million visitors to the Te Papa website this year, with more than 700,000 views of our live Colossal Squid examination, which attracted worldwide media interest.

Open access

The Collections Online website provides digital access to 35% of Te Papa's 1.8 million objects and specimens, growing by 4% in 2014/15 with the addition of 80,000 records and 15,000 new images.

The first year of our open access image programme saw nearly 18,000 images downloaded by visitors to Collections Online. Our visitors often share how they intend to use the images they download, and these comments tell many stories interesting creative, cultural and personal use.

Strategic intention: Housing the treasures

Tāonga within the guardianship of Te Papa will be at the heart of the Museum's activities.

Developing collections

This year we acquired objects that reflect New Zealand now and in the past, which we will take care of for future generations. Our acquisition programme was assisted by a \$3million government capital grant for collection development, a number of special purpose funds, and bequests and gifts to the collection.

Collecting focus

Te Papa's collections span five major areas:

- art and visual culture
- taonga Māori (Māori cultural treasures)
- Pacific Cultures
- history (focused on New Zealand heritage)
- natural environment.

Within these areas our curators' expertise is instrumental in making acquisition decisions that meet Te Papa's collection policy and acquisition plans⁴. Additions to Te Papa's collection strengthen our existing collections, provide context for exhibitions and research, and give future generations an insight into today.

Specimen collection milestones

Two notable milestones for contributors to Te Papa's botany collection were acknowledged this year. Research Associate Peter Beveridge has collected more than 5,000 botany specimens for Te Papa's collection, and Research Fellow Patrick Brownsey has contributed more than 10,000 specimens to Te Papa's collection.

Collection stories

Some of the highlights from our 2014/15 acquisitions are detailed below. A full list of acquisitions is provided in Appendix 2.

Rare historic art acquisition: William Strutt, *View of Mt Egmont (Taranaki), Taranaki, New Zealand, taken from New Plymouth, with Maoris driving off settlers' cattle*, 1861, oil on canvas.

View of Mt Egmont is a rare and historically significant painting set in Taranaki during New Zealand's land wars. It depicts an imagined scene based on newspaper reports of the Taranaki wars and sketches Strutt made during his brief residence in New Zealand from 1855 to 1856. The work is one of seven known oil paintings Strutt completed based on New Zealand subjects, and is the first to enter a public art gallery in New Zealand.

Intercepted at the border: Whitaker collection of reptiles and amphibians

The Ministry of Primary Industries donated a major collection of approximately 1,600 reptiles and amphibians intercepted at the New Zealand border over a 15 year period. Mainly from the south-west Pacific region, the specimens are an important working reference collection of species arriving here from border incursions, as well as some collected in the region for identification purposes. The specimens were curated by the late Tony Whitaker, with excellent documentation of their provenance and how they reached New Zealand. The specimens can be used to illustrate threats to New Zealand's biosecurity, and investigations of the genetic structure of invasive species throughout the south-west Pacific region.

2. COMMUNITY INVOLVEMENT

Working with others

Our achievements are only possible through co-creation, partnership and enduring collaborative relationships with others. Te Papa works together with organisations within the culture and heritage sector and with other public and private sector partners to achieve results.

⁴ 'Collections are developed in accordance with policy and acquisition strategy' is a performance measure included in the Vote Arts, Culture and Heritage 2014/15 Estimates of Appropriation. As per the previous year, Te Papa achieved 100% against a target of 100%. A full list of collection acquisitions from the 2014/15 year is in Appendix 2.

Development and Partnerships

This year we have started working on building stronger relationships with our partners to deliver more meaningful outcomes. Through the establishment of the Te Papa Foundation we are also diversifying our revenue and funding streams to include philanthropic trusts and foundations, alongside corporate partners and other revenue and funding sources. The Foundation aims to raise the additional financial capital required to support Te Papa's strategic priorities well into the future.

In addition to the funding we currently receive from the Ministry for Culture and Heritage, we also receive support at the local government level from Wellington City Council. In the 2014/15 financial year, individuals, philanthropic trusts and foundations, and corporate partners supported a range of research projects, acquisitions, programmes and exhibitions.

We would like to particularly acknowledge our long-term partners: Hewlett Packard, Ricoh, The Earthquake Commission (EQC), The Institute of Geological and Nuclear Sciences Limited (GNS Science) and Visa.

Te Puni Kōkiri supports public

As our iwi development partner, Te Puni Kōkiri supported public programmes associated with the exhibition *Whiti Te Rā! The Story of Ngāti Toa Rangatira* and Te Papa's Matariki Festival 2015. Te Puni Kōkiri's support has enabled Te Papa to produce an incredibly vibrant, relevant and inspiring series of public programmes.

Close to 8,000 people enjoyed events such as Te Rākau Theatre's production of *The Ragged*, trips to historic sites with Ngāti Toa kaumātua, Māori arts and craft activities, rongoā Māori and mirimiri workshops, tā moko demonstrations, Matariki astronomy classes, a cook-off with celebrated Ngāti Toa chefs, and the making of a mural by Ngāti Toa rangatahi for display in the Te Huka ā Tai discovery centre.

Friends of Te Papa

The Friends of Te Papa provide invaluable support to the museum by contributing to Te Papa's collections through the purchase of artworks, taonga and other collection items, and through an ongoing programme of fundraising and gifting. The Friends of Te Papa also regularly visit Te Papa to view exhibitions and organise a wide array of special events, tours, lectures and programmes for their members. This year Friends of Te Papa supported the publication by Te Papa Press of *Holding on to Home: New Zealand Stories and Objects from the First World War*, and also gifted Picasso's *Picador* to the collection. The Picasso jug is a fine illustration of how the artist drew on the Greek ceramic tradition of red-figure decoration for his inspiration.

3. MANAGEMENT & FUNDING:

Governance at Te Papa

The Board is responsible for the organisation's overall performance in accordance with relevant statutes and the parameters established with the Minister for Arts, Culture and Heritage. The Museum of New Zealand Te Papa Tongarewa Act 1992⁵ and the Crown Entities Act 2004⁶ specify Te Papa's functions and the matters that must be taken into account when performing these functions. The Board takes an active role in ensuring that Te Papa responds to changes in the legislative or regulatory environment in a timely way, as well as monitoring and acting on changes in governance practices.

⁵ <http://www.legislation.govt.nz/act/public/1992/0019/latest/dlm260204.html>

⁶ <http://www.legislation.govt.nz/act/public/2004/0115/latest/DLM329631.html>

Board committees

The full Board considers matters relating to appointments and remuneration. Te Papa's Assurance and Risk Committee (ARC) was established during 2007/08. It provides independent assurance and assistance to the Board on Te Papa's risk management, financial management practices, control and compliance framework, and external accountability responsibilities. During 2014/15 the Committee has had a significant role in advising the wider Board and the Executive on financial and risk-related matters, ultimately resulting in a solid foundation for Te Papa's ambitious future work programme. The following Board members comprise the ARC:

- Wendy Lai (Chair)
- Evan Williams (Board Chair)
- Aloysius Teh
- Miria Pomare

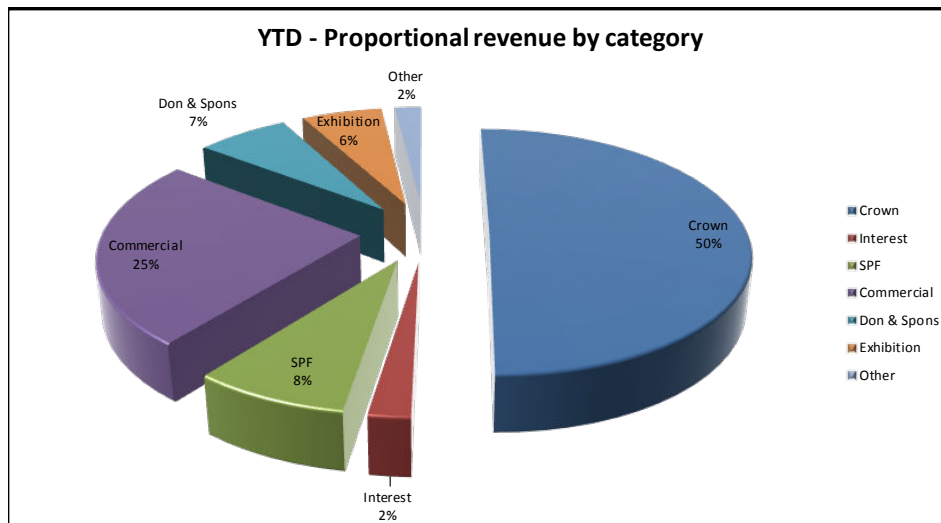
A Foundation Subcommittee was set up to progress establishment of a giving programme and foundation to support the Museum's work. In 2014/15 the Subcommittee included the following Board members:

- Aloysius Teh
- Dayle Mace

Increasing non-Crown revenue

Te Papa received \$29.574 million in funding from the Government in 2014/15. Te Papa also earned \$28.988 million from non-Crown sources, contributing 49.5% of our total revenue.

Revenue (% by category)



Our biggest non-Crown revenue category is commercial, which includes corporate functions, food and retail outlets, car parking and tours at the museum, along with national and international touring products. These activities provide essential revenue to support activities that are free of charge.

The hospitality and retail operations generate a significant portion of Te Papa's revenue, contributing 25% of total revenue in 2014/15. This means these operations are integral to our financial stability.

Tē Papa will continue to seek innovative and cost-effective ways to support the core activities of Tē Papa in Cable Street.

Capital works

Ongoing investment is required to maintain Tē Papa's buildings and exhibitions to continue providing a compelling visitor experience and protect the collections and the \$10.0 million capital funding received this year will help address this issue. Tē Papa's 15 year Capital Asset Management Plan was presented to Government in 2015, and Tē Papa considers this a major achievement to enable ongoing maintenance of our infrastructure.

The total capital expenditure plan within the 2015/16 budget makes an allowance for an amount of \$14.6 million and whilst the assumption is that Tē Papa will deliver on that level of capital expenditure the precise allocation of the amount between categories of expenditure (e.g. facilities, IT, exhibitions and other fixed assets) will be finalised and managed throughout 2015/16.

Organisational Changes

In order to meet the set of priorities for Tē Papa over the next few years, we identified there was a need to consider both capability and capacity issues to ensure we were best placed in terms of resource and structure to deliver against the new strategic priorities.

This has resulted in us increasing the intellectual capability with the creation of new Heads of roles in Arts, Science, Matauranga Māori and New Zealand & Pacific Cultures.

4. EDUCATION & RESEARCH

Life-long learning

This year, in addition to our audience engagement programming (covered under **Impact 1** above) we also supported formal learning through curriculum-linked programmes related to our exhibitions and collections.

Education programmes at Tē Papa

We engaged more than 30,000 students in our educator-led and self-guided education programmes in the 2014/15 financial year. Education programmes developed for the *Tyrannosaurs* and *Gallipoli* exhibitions were among our most popular, and the programmes continued to receive positive feedback from teachers and students.

Kids Audio Guide and artwork in the museum

We extended the 'Tell Me a Picture' gallery-based education programme with assistance from Year 1 and 2 students from Crofton Downs Primary School, who worked with Tē Papa educators to create a Kids Audio Guide for visitors to *Ngā Toi | Arts Te Papa*.⁷ We also had help from students from Tarras School in Central Otago for the *Shrek the Sheep: A lovable southern rogue* exhibition. The students worked with Tē Papa educators to create artwork to be displayed alongside our recent Shrek acquisitions.

⁷ <http://blog.tepapa.govt.nz/2014/09/04/made-by-kids-for-kids-the-new-kids-audio-guide-for-nga-toi-arts-te-papa/>

Professional development for teachers

We partnered with the WW100 Programme Office and the Ministry of Education on a WW100 Education Expo and Professional Development Event in September 2014. This was an opportunity for teachers to gain knowledge and skills through professional development sessions, in addition to showcasing all the different education offerings in Wellington relating to WWI. Institutions from across the Wellington region participated in this event, which was held at Te Papa.

We also hosted popular teacher professional development workshops for *Tyrannosaurs* and the *Gallipoli* exhibitions.

Early childhood education (ECE)

Our early childhood education programme includes opportunities for under-fives to develop enquiring minds. Our junior palaeontologists were a familiar sight at the *Tyrannosaurs* exhibition and used the whole museum to explore our connections to dinosaurs.

In 2015 Te Papa educators have been working with three Wellington Region early childhood centres to develop a resource encouraging young children to “do science” in their backyard, with a focus on invertebrates. The ‘It’s a Bugs Life Science Education Resource Project’ launched in February, with each ECE reporting back on their projects to the Te Papa Blog.⁸

Expanding our reach

Our educators also developed a visual language resource booklet which references our ‘Tell Me a Picture’ education programme, our Kids Audio Guide and an inquiry unit about art and communication.

In order to enable more teachers to access Te Papa’s resources, we also signed a memorandum of understanding with Network for Learning so that our educational resources can be shared with all New Zealand teachers through the Pond education portal.

Sharing research

This year we shared our research by publishing in peer-reviewed and popular journals, online publications and blogs, and at conference presentations.

Squid watch

The first intact colossal squid specimen known to science is a popular display in our *Mountains to Sea* exhibition. This year we collected a second intact specimen, which gave us an opportunity to do some research on this rare find. Through our Science Live programme, we broadcast Te Papa’s scientists and researchers from Auckland University of Technology as they carried out an examination of the specimen as it was prepared for long-term storage in our collections.

Having access to a specimen in pristine condition meant new information was discovered. For example, this squid eye measured more than that of any modern-day animal. Some of the discoveries can be found on the Te Papa Blog.⁹

⁸ <http://blog.tepapa.govt.nz/2015/03/11/its-a-bugs-life-education-resource-project/>

⁹ <http://blog.tepapa.govt.nz/2015/07/23/colossal-squid-2-update/>

Specialist audiences and popular publications

In 2014/15 we published 66 peer-reviewed specialist journal articles and book chapters, which contributed to a better understanding of the national collection and New Zealand's natural world and society. We also shared our knowledge through popular print publications, Te Papa's Blog and other online media. A full list of peer-reviewed, popular and electronic publications and professional talks is provided in Appendix 3.

Multi Media Publishing

Te Papa provides publishing opportunities across digital and print through our Multi Media Publishing team, which includes the Te Papa Press imprint. We produced an extensive range of on-floor and digital media in 2014/15, including development and production of content for our new exhibitions, the Te Papa channel and the Science Live online events.

Gallipoli: The scale of our war

Our Digital Content producers conceptualised, produced, directed and delivered digital media within the *Gallipoli* exhibition, including immersive soundscapes, touchscreen interactives, film and oral histories. Many of the exhibition's digital elements were shortlisted in the Designers Institute Best awards.¹⁰

Te Papa's journal *Tuhinga*

Te Papa Press publishes the scholarly journal *Tuhinga: Records of the Museum of New Zealand Te Papa Tongarewa* in June each year. The journal demonstrates the continuing high quality of scholarship at Te Papa, with papers by Te Papa's curators, collection managers and research associates on a range of topics.

Issue 26 (June 2015) showcases the depth and diversity of our scholarly work. The issue explores:

- pā in Porirua
- the development of Otago Museum's Cook Islands collections
- the Te Pahimeda
- re-evaluation of the taxonomic status of *Cyathea kermadecensis* and *C. milnei* (Cyatheaceae).

The journal can be downloaded from the Te Papa website.¹¹

5. MAJOR CHALLENGES AHEAD:

- Treaty Settlements / Iwi Engagement
- Commercial redevelopment to grow revenue as Crown revenue declines year on year in real term.
- Embarking on a five year Museum renewal programme that impacts the visitor experience and the organisation as a whole.
- Storage
- Creation of a new facility in Manukau.
- Digital and its role as an enabler across the organisation.

¹⁰ <http://bestawards.co.nz/>

¹¹ <http://www.tepapa.govt.nz/ResearchAtTePapa/ResearchAndMuseumPapers/Pages/Tuhinga262015.aspx>