



He Ara Whaowhia Taumata-ā-Iwi Strategy

2020 - 2025

Auckland War Memorial Museum
Tāmaki Paenga Hira

Chairs mihi

Tirohia atu te Pane-o-Horoiwi
Whakapukepuke whakatikitiki ki waho ra
He Tikitiki he Kawau he Kawau he Tikitiki
Ka heke ki Tahuna Torea
He Tikitiki he Kawau he Kawau he Tikitiki
Ka eke ka eke ki te Waitematā
Tihei Mauri Ora!

It is with great pride that I stand on the shoulders of past and present members of Te Taumata-ā-lwi to present this five year strategy: He Ara Whaowhia.

Encased within the walls of the building of Auckland Museum is the Coat of Arms: Whaowhia. Whaowhia speaks to the creativity of humankind and alludes to the many taonga held by the Auckland Museum. Any coat of arms is developed with intention, and this one, created in 1928 blazes a trail for a bi-cultural platform for Auckland Museum.

In breathing life to an ever evolving bi-cultural relationship, Te Taumata-ā-lwi presents He Ara Whaowhia, a strategy that provides clarity of the vision of the Taumata-ā-lwi:

Through it's expression of mana whenua, The Taumata's engagement with ngā kaupapa Māori across the The Auckland War Memorial Museum Tāmaki Paenga Hira, is effective in fostering a tikanga led Museum, as a service to whānau, hapū, iwi and hāpori.

He Ara Whaowhia also provides clarity of focus areas for the Auckland Museum that we consider responds to the rapid changes occurring within Te Ao Māori (the Māori world).

In laying this pathway, we look forward to working closely with the Auckland War Memorial Trust Board in progressing this strategy over the coming five years.

Ngā manaakitanga

Precious Clark

Ngāti Whātua, Te Uri o Hau, Waikato, Ngāti He
Chairperson

Te Taumata-ā-lwi – Māori Advisory Board to the Auckland Museum



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01

Executive Summary & Introduction



Executive summary

The Auckland War Memorial Museum Act 1996 provides for a Māori Committee known as the Taumata-ā-Iwi. The Taumata-ā-Iwi is founded upon the principle of mana whenua (customary authority of and over ancestral land), and comprises Ngāti Whātua, Ngāti Pāoa and Tainui. It is responsible for the provision of advice and assistance to the Trust Board in a series of matters set out in the Act.

The Taumata serves important roles both as advisors and partners to the Trust Board, and is strategically important to the cultural fabric Tāmaki Makaurau.

This strategy outlines an approach and contains a work plan that has been developed according to the Act to ensure the Taumata may fulfil its statutory role, uphold a constructive and effective partnership with the Trust Board and move to a more proactive and strategic engagement model.

The six key workstreams of the strategy were identified as priorities of the Taumata and strategic opportunities to create impact and deliver value.

Pro-active workstreams:

1. Pro-active advisory; new operating model, treaty partnership, relationship protocol
2. Māori professional development; attractive career choice, competent workforce, Māori senior leaders, succession planning
3. Narrative; tikanga practices, colonial worldviews
4. Strategic relationships; the Trust Board, Iwi, Pacific Advisory Group, Māori Staff

Responsive workstreams:

1. Taonga and repatriation; kaitiakitanga, cultural safety protocol
2. Refurbishment and gallery renewal; place for Māori, facilitation of tikanga

The strategy has been refined in consultation with input from Trust Board members, senior leadership and Museum staff. Further consultation will take place with hāpori and community stakeholders which may result in future iterations of the strategy. The work streams are prepared at a high level to enable management to take the next steps to develop work plans, which will require continued consultation with the Taumata.

Concerted action to invest in and deliver on the Taumata strategy will allow Auckland Museum and Tāmaki Makaurau to continue to take pride in its Māori identity.



Introduction

Establishment of the Taumata-ā-Iwi

The Taumata-ā-Iwi was established under the Auckland War Memorial Act 1996, to provide advice and a Māori and iwi perspective to the Trust Board according to the matters set out in the Act. The Act was significant for Māori because for the first-time provision was made for Māori participation in the governance of the Museum.

Ahi kā is the basis for the membership of the Taumata and its advocacy role is based on tikanga and ancestral connections. Membership on the Taumata is based on the principle of mana whenua and therefore Ngāti Whātua were initially approached. Ngāti Whātua chose to fulfil their manaakitanga role in alliance with their two nearest tribal neighbours, Waikato and Ngāti Pāoa, drawing on an ancestral alliance established at Mutukaroa. The Taumata continues to represent the alliance and the members are responsible to it.

As well as their iwi responsibilities, each representative has individual expertise and experience within their respective fields to contribute to the Taumata and the Museum.

Role of the Taumata-ā-Iwi

The legislation empowers the Taumata to advise the Trust Board on matters of custodial policy and guardianship of Māori taonga of whatever kind and tribal sources. It is also able to advise the Trust Board on staffing, display and development policies.

The Act states that the Taumata can review and make recommendations on Trust Board policies to ensure that Māori and iwi values and perspectives are represented and upheld, and that the Trust Board fulfils its Treaty of Waitangi obligations.

The Taumata is acknowledged for its role in supporting the Trust Board and the Museum to take first steps towards honouring the treaty partnership, and offering He Korahi Māori as a bi-cultural framework for the Museum.



Project Background

The Taumata has not always driven its own work agenda, and it is recognised that the Taumata work is in the moment and responsive to the requests of others. Although the Taumata exists under legislation, there is goodwill between itself and the Trust Board and a general view consistently expressed is that the Taumata can advise more than it currently does.

In a wānanga held on the 2nd and 3rd September 2016, upon a review of their statutory relationship with the Museum, the Taumata members considered their role and discussed a number of areas in which they would like to make a greater contribution. Ten strategic priorities were identified where the Taumata would like to focus their time, skills and connections over the coming years.

It was the hope of the Taumata that the priorities identified at the wānanga would form the basis of a long-term work plan with the support of the Trust Board and the Museum.

Ambition

This report contains a work plan that has been developed according to the Act to ensure the Taumata may fulfil its statutory role, and uphold a constructive and effective partnership to protect and manage the treasures of the Museum.

Taumata envisions an evolutionary change to its role as the journey of bi-cultural partnership with the Trust Board continues.

A strategic flightpath, a series of six work stream action plans and the design of a new operating model with clearly defined aspirations and measures of success will ensure these aspirations are motioned.

Approach

This strategy has been prepared through:

- A literature stock-take and review of previous Taumata documents as well as Museum strategies and plans to inform the discussion.
- Two co-design workshops with the Taumata to progress on previous work completed, reviewing the priorities previously outlined to guide the refresh of content.
- Two reference groups as well as individual interviews with Trust Board members, Museum management and staff to gain a greater understanding of the operational working and impact of the priorities and work plans identified by the Taumata.
- The ten priorities were reviewed and combined in to six prioritised work streams, alongside the preparation of a strategic flightpath with high level coverage of:
 - Workstream background and objective
 - Desired outcomes of the workstream
 - Suggested actions to deliver the outcomes
 - Workstream owner(s)
 - Measures of success



02

Strategy
overview



Vision and purpose

Through its expression of mana whenua, The Taumata's engagement with ngā kaupapa Māori across the The Auckland War Memorial Museum Tāmaki Paenga Hira, is effective in fostering a tikanga led Museum, as a service to whānau, hapū, iwi and hāpori.

Vision and purpose

The Taumata strongly acknowledge that they view their role as not confined to advisors of the Trust Board on matters specifically outlined in the Act, but applicable to all activities connected to Te Ao Māori, and as kaitiaki are responsible and desire to be accessible to all staff that wish to leverage their skills and knowledge.

They also acknowledge that their role is to benefit and serve the development of the Museum, however feel their primary accountability is to whānau, hapū, iwi and hāpori.

The Taumata represent the greatest opportunity for the Museum to foster and realise its point of difference as a bi-cultural institution. This strategy aims to recognise the importance of this role and optimise the way in which this is achieved.

Throughout consultation with the Taumata, Museum management, staff and the Trust Board, there has been widespread acknowledgement of the impact and value that the Taumata brings to the Museum in their role as advisors.

The Taumata bring to light issues that challenge mindsets, break norms and set a new status quo that continues to mould and develop the bi-cultural foundation of the Museum. Their role as advocates for change is recognised as equally powerful as their role as advisors.

This strategy therefore identifies a number of key changes that the Taumata wish to support and be advocates for, whilst continuing to have an impact at a strategic level.

The workshops and reference groups recognised the positive progress being made within the Museum, and a willingness to strive for excellence by all parties. The success of this strategy is dependent on the implementation of a new communication framework and operating model, accompanied by a treaty partnership mind-set adopted by senior leadership and the Trust Board.



Workstreams

The success of this vision and purpose will be driven and supported by six workstreams, outlined as priorities of the Taumata and important to both the operational success and efficiency of their role, but also to increase the impact and value they deliver as advisors. The six workstreams are:

Pro-active workstreams:

1. Pro-active advisory
2. Māori professional development
3. Narrative
4. Strategic relationships

Responsive workstreams:

1. Taonga and repatriation
2. Refurbishment and gallery renewal

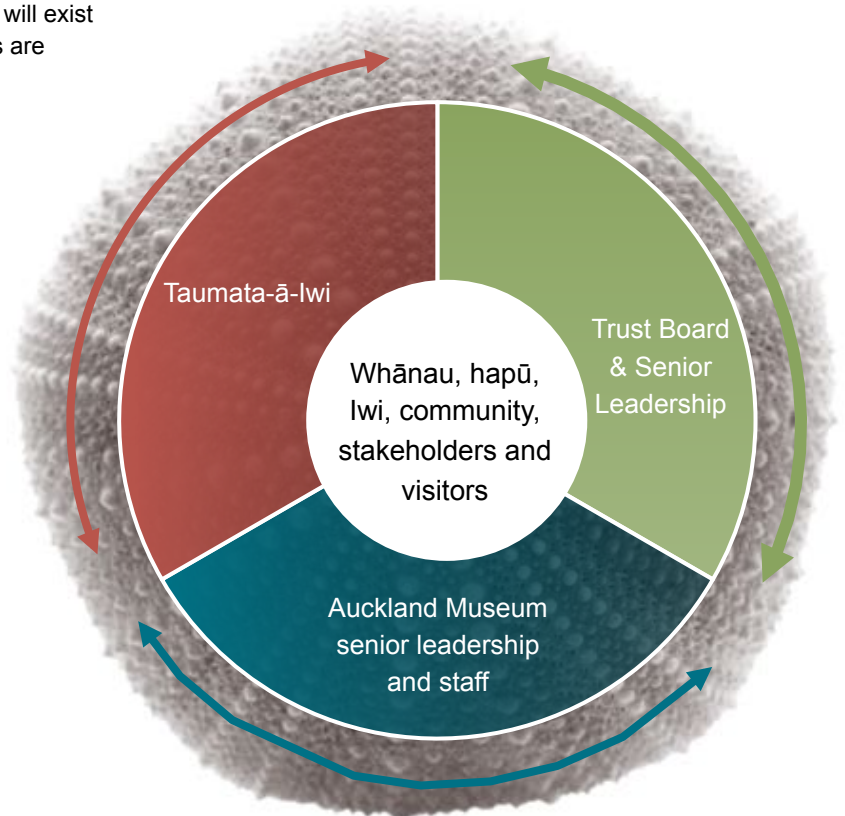
Note: Progress against the first four workstreams will be actively monitored by the Taumata, whereas taonga and repatriation is a continual priority that they wish to remain informed on, and refurbishment and gallery renewal will exist and the Taumata will advise on, for as long as works are being done.

Relationship model

There are three important relationships that will uphold this strategy. There is a collegial and important relationship between the Taumata and the Trust Board which the continuation of, will be critical for strategic progress.

This is supported by the Auckland Museum senior leadership and staff who enable actual delivery on the workstreams and engage the Taumata to give guidance on, and remain informed on progress.

The Taumata, the Trust Board and Museum staff are responsible for serving the communities of Auckland visitors to the Museum.



Future Museum alignment to He Korahi Māori

How the Taumata strategy supports the Auckland Museum 2017 – 2022 Strategic Plan

The “Future Museum” outlines six priorities for the coming five years to extend its reach and impact, and foster a growing and increasingly diverse Auckland. The work streams of the Taumata strategy link to these priorities and will have varying modes of support and impact on their delivery. The Taumata strategy strengthens the Future Museum and together are well aligned to deliver the refreshed Auckland Plan, particularly in the importance of fostering an inclusive Auckland, where everyone belongs; promoting Māori and Pacific identity and well-being; and valuing our cultural heritage and the environment.

Taumata-ā-Iwi Strategic Workstreams							
		Pro-active advisory	Māori professional development	Narrative	Strategic relationships	Taonga and repatriation	Refurbishment and gallery renewal
Delivering Future Museum	Reach out to more people (onsite visitation, membership and support, Māori and Pacific dimension, international visitors)	High impact	High impact	High impact	High impact	High impact	High impact
	Transform our building (improvement programme, new collections centre, sustainability)	High impact	Supporting delivery of the Future Museum strategy	High impact	High impact	Supporting delivery of the Future Museum strategy	High impact
	Stretch thinking (meaningful collections, laboratory for investigation, sharing knowledge, open collections)	High impact	Supporting delivery of the Future Museum strategy	High impact	Supporting delivery of the Future Museum strategy	High impact	High impact
	Lead a digital Museum revolution (digital futures, smart city, visitor experience)	High impact	Supporting delivery of the Future Museum strategy	High impact	Supporting delivery of the Future Museum strategy	Supporting delivery of the Future Museum strategy	Supporting delivery of the Future Museum strategy
	Engage every school child (a learning hub, early childhood)	High impact	Supporting delivery of the Future Museum strategy	High impact	Supporting delivery of the Future Museum strategy	Supporting delivery of the Future Museum strategy	Supporting delivery of the Future Museum strategy
	Grow our income and enhance value for Aucklanders (commercial attitude, fundraising, civic institutions)	High impact	High impact	High impact	High impact	High impact	High impact

Key:

- High impact
- Underpinning growth and adding value
- Supporting delivery of the Future Museum strategy

03

Flightpath



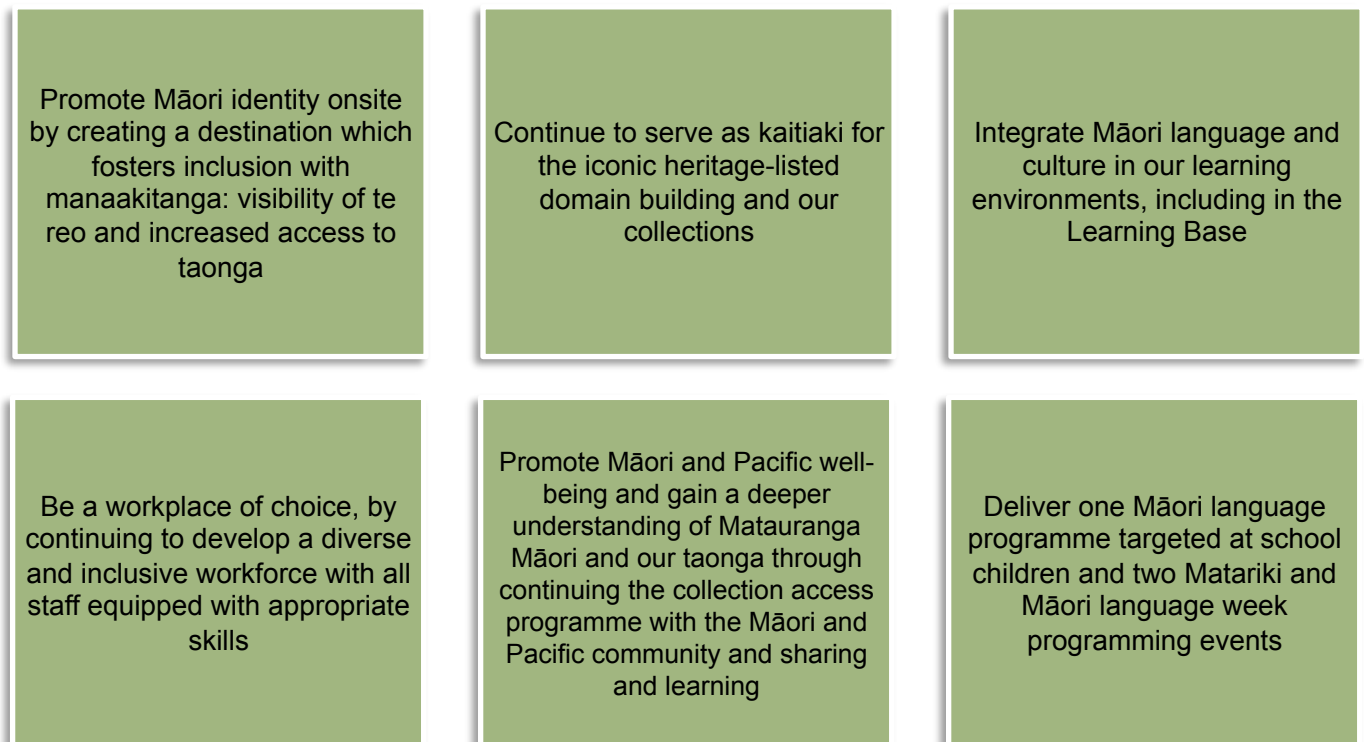
Implementation roadmap

The roadmap sets in motion the implementation and delivery stages of the strategy. The key to success is to arrive at a point where the strategy has been circulated and the ambition is shared, people are aligned and resources are committed.

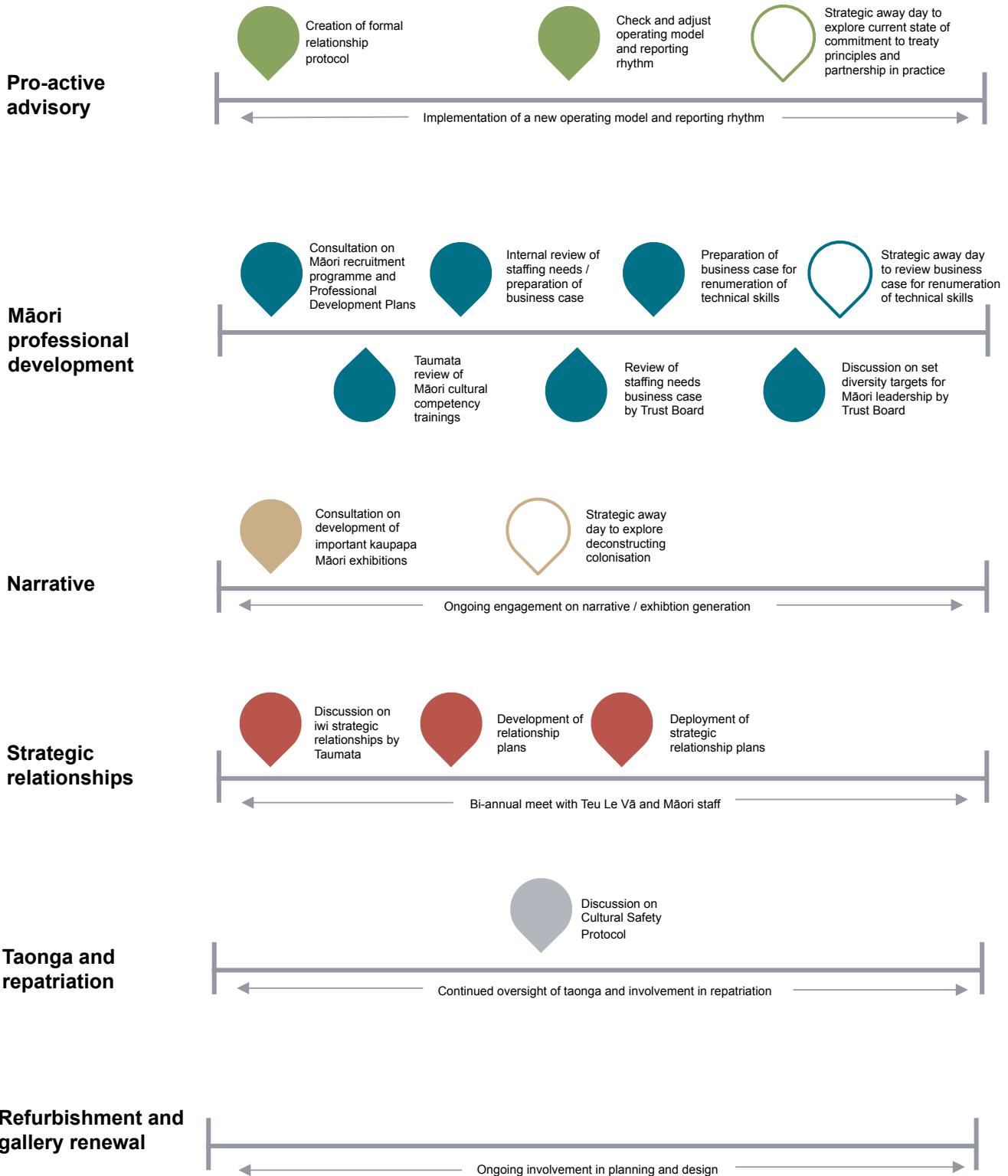
Implementation milestones



Key milestones aligned to Auckland Museum Annual Plan 2018/19



Work stream roadmaps



04

Workstreams



Proactive advisory

The museum proactively initiates and actively seeks the advice and guidance of the Taumata. The advice and guidance provided is appropriately implemented by the museum, and results are communicated back to the Taumata.

Background

The Taumata has a legislated role to provide advisory functions to the Trust Board under the Auckland War Memorial Act 1996. While the Trust Board and the Taumata are structurally linked by legislation, the advisory role of the board has naturally grown to include relationships between the Taumata and Museum senior leadership. These groups communicate and support one another, and have been influential in the shaping of the Taumata's role and work plan.

The Taumata have recognised that the nature of relationship and the form of communication with both the Trust Board, senior leadership and staff can be improved.

The Taumata wish to achieve three main outcomes under this workstream:

1. Implementation of an operating model and reporting rhythm between the Taumata, Trust Board and senior leadership.
2. Top-down demonstration of commitment to Treaty principles and partnership in practice.
3. Clear relationship structure at Governance, senior leadership and staff levels.

Proposed actions to deliver work stream outcomes:

1. Implementation of an operating model and reporting rhythm

The implementation of a new operating model to ensure that the Taumata can sustain an open relationship with both the Trust board and senior leadership, so that plans, progress and achievements are communicated and success stories are shared.

This communication plan will be underpinned by a new operating model and reporting rhythm to overcome the current absence of an adequate feedback loop and disconnect this causes.

2. Top-down demonstration of commitment to Treaty principles and partnership in practice

Continued work to affirm the Taumata as treaty partners to the Trust Board, and ongoing exploration of the full impact and value this relationship brings when fully recognised and utilised. This requires the Trust Board and senior leadership to continually challenge their mindset and view on the place and value of Taumata as Treaty partners as well as advisors.

A strategic away day should be dedicated to explore the current state of commitment to treaty principles and partnership in practice, facilitated by an external coordinator/subject expert.

3. Formal relationship protocol

The establishment of formal relationship protocols outlining appropriate channels of communication between the Taumata, the Trust Board, senior leadership and staff.

Who will be accountable for overseeing the work stream?

- Chair of the Trust Board
- Auckland Museum Director
- Tumuaki – Māori Projects and Development

How will success be measured?

- Implementation of operating model and feedback sought from parties as to effectiveness through feedback form.
- Strategic away day with plan to progress partnership between Taumata and Trust Board.
- 6 month Taumata reflection and assessment on the improvement of their advice role.

Operating model

Suggested operating model

The operating model and reporting rhythm drives success by defining what activities take place within dedicated timeframes.

The operating model defines our activity in three time windows: long-term annual planning, short-term bi-monthly oversight and short-term deployment and execution.

The annual/long-term cycle includes proactive planning for Taumata priorities and contribution to the Museum's overall strategic plan and annual business plan.

The bi-monthly/short-term meeting cycle enables the Taumata to monitor progress of the initiatives at the business meetings, contribute to the development of these as well as respond to other agenda items. The Taumata may stay informed on the off-months through pānui.

The business meetings shall be guided by a standard cycle of activity that starts at the end of each meeting to:

- Define agenda items for the next meeting (depending on priority tagging).
- Briefing of the Taumata Chair to confirm the agenda prior to the next meeting.
- Preparation of agenda items and briefing of Taumata members prior to the meeting.

An overall calendar of Museum activities over the 12 month period shall be prepared by the coordinator and contributed to by senior leadership and work stream owners. This displays key events and milestones e.g. strategic away days, project timelines, key activities according to annual plan and key milestones relating to priority initiatives. The calendar should be available online and updated for bi-monthly business meetings for presentation to the Taumata.

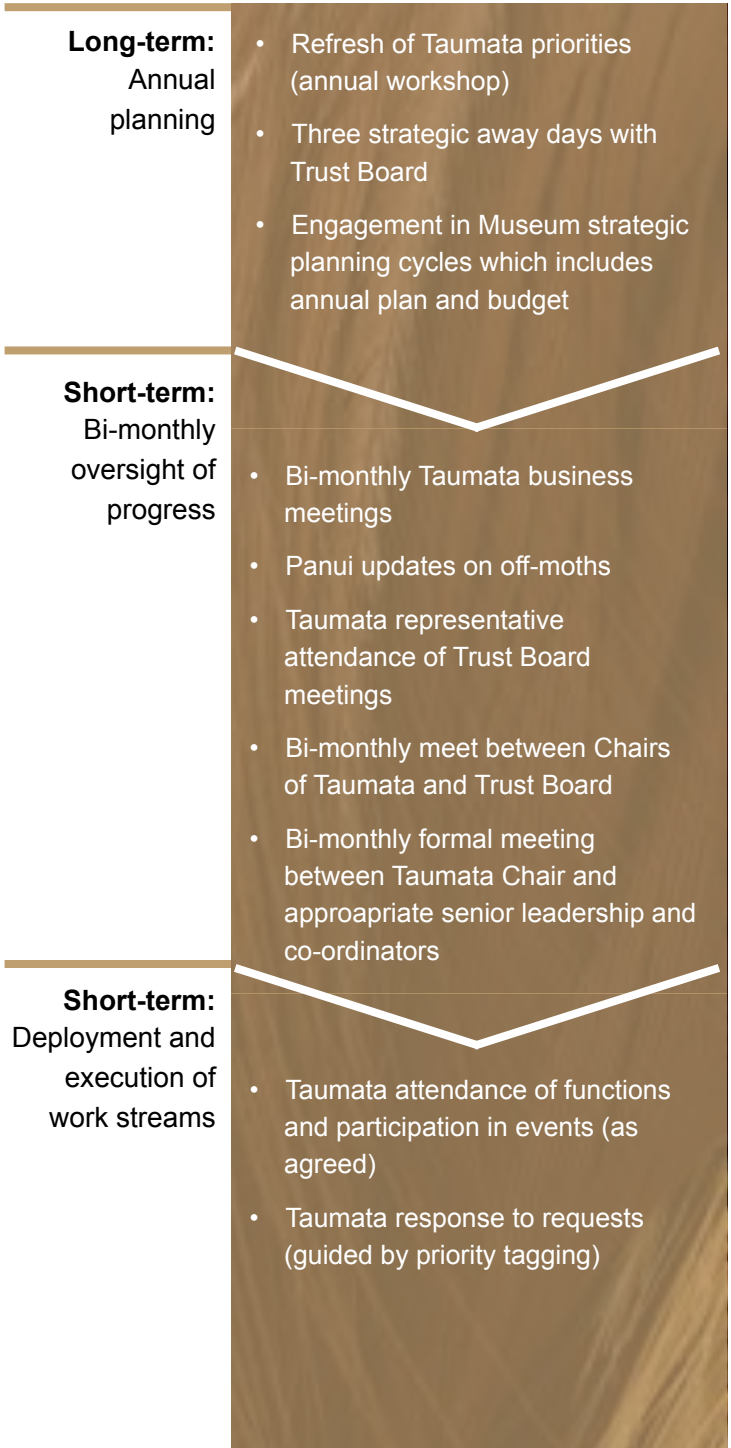
This allows the Taumata to maintain an overview of progress and to have integrated visibility across their priorities and other business as usual.

Closing the feedback loop

As the strategy is developed and implemented, advice will be sought from the Taumata both on the development of the work streams and business as usual matters.

As information flows back and forth between the groups, priority tags should be used to indicate what action is required. In example:

- Tag 1: Ongoing consultation (tracked updates required)
- Tag 2: Notification of result/outcome
- Tag 3: No further consultation



Māori professional development

The Auckland War Memorial Museum is seen as an attractive career choice and place to work for Māori, where staff are supported to extend their cultural and technical skills and take up roles of leadership.

Background

The 1996 legislation empowers the Taumata to advise the Trust Board on matters of staffing. The trust board and the Taumata have 14 guiding principles. Number 7(i) states that *'the Trust Board will seek advice from the Taumata-ā-Iwi on ways of ensuring that the Board's policies relating to: staffing policies, including taking affirmative action in recruitment and training programmes, which will lead Māori people into professional careers in New Zealand's bicultural Museums'*.

The Taumata has identified Māori professional development as high priority and an area where they can drive impact and bring value for current and prospective staff of the Museum, as well as encourage capability and capacity building.

The Taumata wish to achieve four main outcomes under this workstream:

1. The Museum is seen as an attractive career choice and place to work for Māori.
2. Foster a culturally competent workforce and workplace so that tikanga can be practiced unimpeded.
3. To increase the number of Māori in Auckland Museum senior leadership positions.
4. There is adequate staffing and succession planning for the sustainability of matauranga Māori.

Proposed actions to deliver work stream outcomes:

1. Implementation of a targeted Māori recruitment programme

The Museum has aspirations to be recognised as an excellent place to work and volunteer, and that He Korahi Māori is evident in all attraction, on boarding, welcome and induction processes. The implementation of a targeted Māori recruitment programme would require a change to the recruitment policy of the Museum and an executive team discussion and business case.

The People and Organisation team are supportive of the proposed initiative and can begin this process, they would also like to seek the advice of the Taumata as to how they can best attract Māori employees and volunteers.

2. Māori staff have professional (capability and career) development plans

All Museum staff have individual development plans and performance management frameworks in place. This action requires that performance managers of Māori staff are trained and supported to have these discussions with their counselees, and are aware of their counselees options for both technical and cultural training/development.

The People and Organisation team are supportive of the proposed initiative and can begin this process, they would also like to seek the advice of the Taumata as to what training might be applicable and how these conversations can be had.

3. All staff have a level of Māori cultural competency

In 2017, a He Korahi Māori People and Organisation staff development plan was developed. This plan provides an overview of the programmes and initiatives that the Museum undertakes and/or provides to upskill staff in areas of Māori language, tikanga and history.

An update should be reviewed by the Taumata as many of the programmes were *in progress* or *to be developed*.

The Auckland Museum Te Reo Māori Strategic Framework was presented to the Taumata in 2017. Work is currently underway to refine the strategy following constructive feedback from Taura Whiri i Te Reo Māori. The Taura Whiri team recognise the strategy as an example of best language planning practice.

The Taumata should review the strategy once finalised as well as receive an overview of language and tikanga trainings.

The Taumata would like to see that all staff have a minimum level of cultural competency and that staff with greater technical skills are remunerated for the contribution they are drawn on to make beyond their role description, due to their level of skill. This will be a discussion point for the Trust Board, and possibly strategic away day agenda point. Technical skills in this context include cultural competence and skill.

4. The Museum has set targets and a strategy in place to increase the number of Māori in Auckland Museum senior leadership positions

The Museum currently has strategic objectives in their People Strategy to better reflect the diversity of Auckland's communities and aspires to increase diversity of staff promoted into internal leadership roles. The Museum is also in development of a plan to deploy organisational development initiatives to grow bicultural capability and diversity management which reflects the unique leadership dimensions of He Korahi Māori and Teu le Vā.

The People and Organisation team will have to discuss internally the Auckland Museum's desire to put hard targets in place and a strategy to support the achievement of these targets.

5. Adequate staffing and succession planning for the sustainability of matauranga Māori within the Auckland Museum

The team across the Museum that supports ngā kaupapa Māori are understaffed and overstretched, and in many instances, are called on to undertake tasks that are not part of their formal job descriptions. There is an opportunity for the Taumata to advocate for more Māori FTE roles.

This requires an internal review of staffing needs to support all aspects of kaupapa Māori within the Museum both now and over the next 5-10 years. This should be completed by the People and Organisation team and raised with the Trust Board.

Who will be accountable for overseeing the work stream?

- Tumuaki – Māori Projects and Development
- Kaiwhakahaere – Tikanga-a-Tangata
- Manager Māori Development`.

How will success be measured?

- Number of Māori applicants and new hires
- Progression of Māori staff within the Museum
- Percentage of Māori staff in managerial roles
- HRM report indicating an increase in cultural diversity of Museum staff
- Number of staff who have completed cultural education programmes
- Internal review of staffing needs and action according the findings
- Review of remuneration for technical skills / cultural competency.



Narrative

The Taumata have a duty to present our unique narratives, which tell the rich histories of this land. This will contribute to a paradigm shift in how Te Ao Māori is shared and embraced throughout Aotearoa and the world.

Background

The Museum attracts 1.2 million visitors each year and has a membership base of 5,000. Auckland Museum protects and cares for an outstanding and significant collection of Māori taonga, and visitors are presented with a story that relates the past, the present and something of the future of Māori in New Zealand.

The Taumata recognise that the Museum is a significant platform for the narrative of Māori and as kaitiaki, the Taumata are obligated to ensure that is it tika. Both as a part of their responsibility to those who are intrinsically linked to the kaupapa, and those audiences whose beliefs and understandings of Māori are shaped by these narratives.

The Taumata wish to achieve two main outcomes under this workstream:

1. Tikanga practices are used in the process of gathering and sharing narratives.
2. To bring light to and awareness of colonial worldviews and practices that remain within the fabric of Tāmaki Paenga Hira.

Proposed actions to deliver work stream outcomes:

1. Introduction of wānanga to the process of narrative generation

Wānanga are a traditional knowledge sharing forum used to discuss, deliberate and share. It is an important cultural tool that is appropriate for the generation process of narratives and exhibitions. The Taumata would like to see the incorporation of wānanga with whānau, hapū and iwi to ensure Māori engagement is at the core of narrative generation.

The Taumata can support as a conduit and connector to the wider Māori community and facilitate these wānanga.

2. To ignite initiatives within the Museum that will challenge and disrupt conscious and subconscious colonial bias and practices that remain within the fabric of Tamaki Paenga Hira, and in doing so continue to taint the narrative of Māori

The Museum is dedicated to showing Māori as a people with a rich and diverse history who have been able to retain their ethnic identity today despite the influences of the past two centuries. The Museum has strong partnerships with iwi and are committed to allowing communities access to their taonga and making right historical wrongdoings through the repatriation of tīpuna and taonga.

The Museum continues to initiate new research and exploration of the Land Wars and colonisation that shaped New Zealand.

The Taumata acknowledges the progress that the institution makes in their work, but hopes that the Trust Board and Museum will continue to challenge themselves to remain conscious of the remaining colonial constructs as a part of their own journey and in contribution to a paradigm shift in the narrative of Māori.

3. An informative process by which the Taumata can feel comfortable that the framework for narrative generation is tika, that it is iterative and responsive

Continue to improve the process by which the Taumata are informed of how narratives are generated/developed to ensure a level of comfort in the process and therefore output. Project teams should continue to report on philosophy, approach, resources etc.

Project managers should build in appropriate time for engagement and consultation with the Taumata in their project plans.

4. Taumata to support the Museum teams in the development of important kaupapa Māori exhibitions through authentic and accurate delivery with integrity

There are many Māori narratives, with growing significance that remain to be told. The Taumata wishes to support the Museum, as an immersive and wide reaching platform to take on the task of shaping and presenting these narratives as best they can to ensure that these stories come to light in a timely manner.

To this end, Taumata advice should be proactively sought.

Who will be accountable for overseeing the work stream?

- Director – Collections and Research
- Taumata-ā-lwi and Trust Board chairs

How will success be measured?

- Taumata feel comfortable that the framework for narrative generation is tika, that it is iterative and responsive.
- Strategic away day with the Trust Board to discuss “deconstructing colonisation” at the Museum.
- A start made on the Māori Land Wars exhibition.



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Strategic relationships

The Taumata wish to establish reciprocal relationships with key groups, to enable the museum to be tikanga led and cement our mana and relevance as Taumata-ā-Iwi.

Background

As well as advisors to the Trust Board, the Taumata have a responsibility to be representative of and advocate for the interests of a number of groups both internally and externally to the Museum.

The Taumata have prioritised four key groups that they will actively begin to establish stronger relationships with. These key groups are the Trust Board, Iwi, The Pacific Advisory Group and Auckland Museum Māori staff. It is intended that this list will grow overtime.

1. The Trust Board

The Taumata serves important roles both as advisors and partners to the Trust Board, and is strategically important to the cultural fabric Tāmaki Makaurau.

For Auckland Museum to continue to take pride in its Māori identity, and for success of the strategy, buy-in, concerted action and investment is required from the Trust Board.

2. Iwi

Staff within the Museum hold relationships with iwi and hapū throughout New Zealand, for many purposes such as repatriation, the care of and access to taonga, and research purposes.

The Taumata will have a discussion to identify the iwi they wish to strengthen their relationship with over the next 3-5 years. This discussion should be informed by staff members who currently have relationships with those groups and by the work plan currently in place.

An annual plan can then be put in place to conduct meetings and set agendas.

3. The Pacific Advisory Group (Teu Le Vā)

The Taumata recognise Teu Le Vā as Pacific brothers and sisters and wish to support Teu Le Vā in strengthening the Pacific element of the Museum.

A meeting of the two chairs (or nominees) can be used to identify agendas and an annual plan can be put in place to coincide bi-annual meetings between the groups.

4. Auckland Museum Māori staff

The Auckland Museum Kaitaki Māori network hold the Taumata in great reverence and have a strong desire to have greater access to and engagement with the Taumata.

Proposed actions to deliver work stream outcomes:

1. For each of these groups it is recommended that the Taumata establish of strategic relationship plan, with appointed relationship owners.
2. An annual plan can then be set for meetings and agendas with these groups.

Who will be accountable for overseeing the work stream?

- Manager Māori Development
- Kotuitui Rangahau Repatriation Coordinator and Researcher
- Tumu Here Iwi Relationships Manager
- Chair of Pacific Advisory Group
- Teu Le Vā Manager
- Chair of Kaitiaki Māori network.

How will success be measured?

- Establish iwi plans over next 3-5 years
- What proportion of the relationships are being managed to the plan
- Successful meets with Teu Le Vā and Māori staff network with productive agendas.

Taonga and repatriation

The receipt and protection of taonga, as well as repatriation of kōiwi, are continual priorities of the Taumata. The Taumata wishes to remain informed on these kaupapa and provide support where necessary.

Background

Paramount amongst the Taumata's responsibilities is the trusteeship and guardianship of the Museum, and its extensive collections of treasures and scientific materials.

The Taumata are comfortable with the care and handling of taonga, and the progress of the repatriation team, and wish to challenge staff to extend the successes they are having, and be available to staff in supporting them to do so.

The Taumata wish to achieve three main outcomes under this workstream:

1. Continued kaitiakitanga of taonga Māori
2. Continued oversight and involvement in repatriation
3. Development of a cultural safety protocol / cultural risk management framework

Proposed actions to deliver work stream outcomes:

1. Continued advancement in the care of Māori taonga at the Auckland Museum

It is Museum protocol that anyone who is directly working with taonga is qualified and trained in best practice, and receives an induction from the collections care team as to any risks, handling protocol and overview of tikanga. The Taumata have confidence that the team is equipped to care for taonga.

The Taumata wish to see the collections care team continue to make taonga accessible to whanau and have the opportunity to be seen by the world.

2. Continuation of the repatriation programme

The Museum has an indepth repatriation policy and intent, which the Taumata were involved in developing. The Taumata receive summary update every quarter and the team are happy to come in and talk any time.

The Taumata wish to remain informed on repatriation and assist when necessary.

3. Cultural safety protocol / cultural risk management framework

It has been recognised that majority of staff handling taonga have respect for cultural boundaries and ask for help when needed. There are informal processes in place however there is appetite for the development of a cultural Safety Protocol both for the protection of taonga and staff. This initiative may be supported by the collections care team, the repatriation team as well as the People and Organisation team for training supported by suitably experienced people who understand the spiritual elements of dealing with taonga.

Who will be accountable for overseeing and delivering the work stream?

- Director – Collections and Research
- Collections and Research Coordinator
- AM Curator Māori
- Head of Collection Care
- Tumu Here Iwi Relationships Manager
- Kaiwhakahaere – Tikanga-a-Tangata.

How will success be measured?

- Number of whānau accessing taonga
- Completion of repatriation programme
- Development of Cultural Safety Protocol
- Staff feel appropriately trained and culturally safe.

Refurbishment and gallery renewal

It is a priority for the Taumata to be involved with the refurbishment of the Museum and gallery renewal so that functional requirements of tikanga are taken in to account and the physical space is welcoming and reflective of Māori.

Background

The Museum is currently undertaking significant projects to create a world-class Museum experience that will encourage visitors to make the Museum a destination.

Extensive capital works are planned to improve its building and refresh half of its galleries. A number of projects such as the creation of new walkways, refurbishment of the South Atrium and refresh of level one galleries will enlarge the Museums capacity to attract and host guests.

The Taumata have enjoyed their involvement in the planning and design process so far and wish to remain involved.

The Taumata wish to achieve two main outcomes under this workstream:

1. Ensure that the Museum is a place where Māori see themselves.
2. In as much as we can, ensure that the physical building facilitates the practice of tikanga.

Proposed actions to deliver work stream outcomes:

1. Involvement in refurbishment planning and design

Great public spaces are those places where celebrations are held, social exchanges occur, ideas are shared and cultures mix.

When people feel comfortable in an environment they tend to feel a stronger sense of place or attachment to their community - and to the place that fosters these types of social activities.

The Taumata feel strongly that they can contribute to creating a space that is comfortable and appeals to Māori.

2. Navigation planning

It has come to the attention of the Taumata that the layout of the Museum presents risks to tikanga, particularly when it comes to moving taonga or kōiwi.

The Taumata would like to ensure that any new layout designs take these into consideration and attempt to overcome these navigational issues.

Who will be accountable for overseeing and delivering the work stream?

— Pou Herenga Manager – Capital and Gallery Renewal

How will success be measured?

- Greater number of Māori coming through the Museum
- Visitor survey that specifically asks about the physical aspects of the Museum
- Taumata approve components of the plan that impact on the exercise of Tikanga
- Taumata assessment post rebuild.

