

**MINUTES OF A MEETING OF THE
MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA BOARD**

10 APRIL 2025, 9.00AM – 4.00PM

POHUTUKAWA ROOM, TE PAPA, 55 CABLE STREET, WELLINGTON & MS TEAMS

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| PRESENT | Ms. Jackie Lloyd | | Acting Chair Chair of Tikanga Tāngata |
| | Mr. Andy Lowe | | |
| | Mr. David Wilks | | |
| | Prof. Dame Juliet Gerrard | | Chair, Biodiversity Research Centre Governance Group |
| | Prof. Jacinta Ruru | | |
| | Mr. Tama Waipara | | |
| IN ATTENDANCE | Ms. Courtney Johnston | | Tumu Whakarae Chief Executive (CE) |
| | Dr. Arapata Hakiwai | | Kaihautū |
| | Ms. Anna Berwick | | Head of Governance & Strategy |
| | Ms. Leanne Shuttleworth | | Board Secretary |
| | Ms. Devorah Blumberg | ELT | Director, Partnerships & Development |
| | Ms. Puawai Cairns | ELT | Director, Audience & Insight |
| | Mr. Jake Downing | ELT | Director, Museum & Commercial Services |
| | Dr. Dean Peterson | ELT | Director, Collections & Research |
| | Ms. Sue Quirk | ELT | Chief People Officer |
| | Ms. Carolyn Roberts- Thompson | ELT | Director, Ngā Manu Atarau |
| | Ms Lisa Tipping | ELT | Chief Operating Officer |
| | Mr Peter Corley | | Chief Financial Officer |
| | Ms Megan Somerville | | Kaitohutohu Matua, Kaupapa Māori |
| | Ms Frances Lawrence | | Principal Advisor, Planning & Performance |
| APOLOGIES | None | | |

The Board meeting opened at 9.16am with karakia.

BOARD-ONLY TIME

The Head of Governance and Strategy and the Board Secretary were in attendance for this item.

The Board discussed the need for Te Tiriti o Waitangi to be across the Skills Matrix as well as the addition of more Te Ao Māori.

The Board agreed to establish a sub-committee to refine the draft Skills Matrix.

The Board:

- a) **used Board-only time** to discuss the draft Skills Matrix and provided their input
- b) **endorsed** the development of a self-assessment process
- c) **considered** incorporating the capability assessment into its annual governance review.

The Tumu Whakarae, Kaihautū and Chief Financial Officer joined the meeting at 9.35am

MEETING ADMINISTRATION

1. CONFLICTS OF INTEREST

The Board noted the Interest Register and provided updates. there were no conflicts with the meeting agenda.

2. DRAFT MINUTES

The minutes of Board 262 (25 February 2025) and the BRC circular resolution were reviewed.

The Board **approved** the minutes from meeting 262 and the BRC circular resolution as a true and accurate record of the meeting.

3. BOARD ACTION LOG

The Board noted progress on action items.

4. UPDATE ON FINANCIAL SUSTAINABILITY CHALLENGE AND PROPOSED APPROACH

The Board noted that this item is a discussion item rather than an approval item as stated on the agenda. The Chair updated the Board on recent meetings with Crown Entity Chairs and the Minister for Culture and Heritage.

The Board meeting paused at 10.15am to accommodate item 5 below.

5. HEALTH AND SAFETY WALKABOUT AND MINISTER FOR CULTURE AND HERITAGE VISIT

The Board Chair, Tumu Whakarae and Kaihautū, along with the Director of Collections and Research accompanied Minister Goldsmith on a visit to the Art store and the Pasifika Store.

The remaining Board members and the Head of Governance and Strategy completed a Health and Safety walkabout in Collection Care areas.

4. UPDATE ON FINANCIAL SUSTAINABILITY CHALLENGE AND PROPOSED APPROACH continued

The Board meeting restarted at 11.30am.

David Wilks re-joined the meeting at 11.40am.

The Board:

- a) **noted** the work conducted to date
- b) **discussed** the proposed approach
- c) **noted** the attached Letter of Expectations

KAUPAPA KŌRERO ITEMS FOR DISCUSSION

6. TIRITI BASED MUSEUM WANANGA - JOINT WITH ELT

The Executive Leadership Team (the ELT) joined the meeting at 12.00 noon.

The Kaitohutohu Matua Kaupapa Māori joined the meeting at 12.00 noon.

The Board re-located to Rongomaraeroa and received a presentation from the Kaihautū. Following the presentation the Board went to the Te Aka Matua Research Library and participated in a workshop to help draft a Te Tiriti Policy Statement.

The Board:

- a) **noted** the phased approach and prioritisation of Workstreams 1 and 3.

The Kaitohutohu Matua Kaupapa Māori left the meeting at 1.45pm.

7. MACRO BUDGET

The Chief Financial Officer joined the meeting at 2.00pm.

The Board discussed the Macro budget 2025/2026.

The Board:

- expects closing cash result to be \$1.6m better than the SPE
- expects work on the Operational to be progressed during 25/26, which will enable additional longer terms gains.

The Board Chair expressed appreciation to the ELT for their work on the macro budget 2025/2026.

The ELT left the room at 2.35pm except for the Chief Operating Officer.

KAUPAPA HEI WHAKATAU ITEMS FOR DISCUSSION

8. BOARD APPROVAL FOR ASSET DISPOSAL

The Board:

- a) **noted** that The Fire Control System Upgrade Project replaced the fire control system and all field devices except for the fire pumps, Early Warning Information System (EWIS) and smoke beams, all of which had been replaced prior this project
- b) **noted** that the closure of the project requires the approval to dispose of the old assets replaced during the project
- c) **noted** the actions being taken to identify and rectify anomalies in the asset data in relation to depreciation rates and values
- d) **approved** the disposal of \$558,012.79.

9. DELEGATIONS POLICY

The Board:

- a) **discussed** that changes have been proposed to the Delegations Policy – Financials & HR
- b) **approved** the update to the Delegations Policy – Financials & HR.

Jacinta Ruru left the meeting at 2.50pm.

The Chief Financial Officer and the Chief Operating Officer left the meeting at 2.53pm.

10. PAPANUKU STRATEGIC ACTION PLAN UPDATE

The Principal Advisor Planning & Performance joined the meeting at 3pm.

The Board:

- a) **provided feedback** on the draft work in progress (WIP) outcome statements
- b) **noted** work is underway to seek iwi engagement, advice and input to shape the final plan
- c) **noted** the development of the final plan will occur in tandem with the work to progress our Tiriti-based museum kaupapa
- d) **noted** timeframes for completing the strategic action plan.

The Principal Advisor Planning & Performance joined the meeting at 3.06pm.

NGĀ WHAKAHAERETANGA ME NGĀ RIPOATA KAIĀRAHI | GOVERNANCE AND LEADERSHIP REPORTS

11. FEEDBACK ON HEALTH AND SAFETY WALKABOUT AND MINISTER FOR CULTURE AND HERITAGE VISIT

The Board reflected on the outcomes of the Health and Safety walkabout and the Minister for Culture and Heritage visit (item 5).

Tama Waipara left the meeting at 3.23pm.

12. BOARD COMMITTEE REPORT – TIKANGA HAUMARU

The Board Chair provided a verbal update from the most recent Tikanga Haumaru meeting held 27 March 2025.

The Board noted the Gifts Policy included in the agenda pack.

13. BOARD COMMITTEE REPORT – BIODIVERSITY RESEARCH CENTRE GOVERNANCE GROUP

The Board noted the risk update included in the agenda pack.

Due to her declared conflict of interest Jackie Lloyd did not have visibility of the risk update included in the agenda pack.

Juliet Gerrard left the meeting at 3.46pm.

14. LEADERSHIP REPORT

The Leadership Report was not noted due to time constraints.

15. ORGANISATION PERFORMANCE REPORT

The Organisation Performance Report was not noted due to time constraints.

16. GENERAL MATTERS / ANY OTHER BUSINESS

The Board Chair requested that additional online Board meetings are scheduled in May 2025, July 2025, September 2025 and November 2025 to:

1. Review financial reports.
2. Receive and discuss a report on financial sustainability.

The Board meeting closed at 4.00pm with Karakia.

APPROVED

Jackie Lloyd
Acting Chair, Te Papa Board