

**MINUTES OF A MEETING OF THE  
MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA BOARD  
12 JUNE 2025, 9.00AM – 4.00PM  
POHUTUKAWA ROOM, TE PAPA, 55 CABLE STREET, WELLINGTON**

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| <b>PRESENT</b>       | Mr. Christopher Swasbrook | Chair   |
|                      | Ms. Jackie Lloyd          | Deputy Chair  |
|                      | Mr. David Wilks           |   |
|                      | Prof. Dame Juliet Gerrard | Chair, Biodiversity Research Centre<br>Governance Group |
|                      | Prof. Jacinta Ruru        |   |
|                      | Mr. Paul Brewer           |   |
| <b>IN ATTENDANCE</b> | Ms. Courtney Johnston     | Tumu Whakarae   Chief Executive (CE)                    |
|                      | Dr. Arapata Hakiwai       | Kaihautū  |
|                      | Ms. Anna Berwick          | Head of Governance & Strategy                           |
|                      | Ms. Frances Lawrence      | Acting Board Secretary                                  |
|                      | Ms Lisa Tipping           | Chief Operating Officer                                 |
|                      | Ms Megan Somerville       | Kaitohutohu Matua Kaupapa Māori                         |
| <b>APOLOGIES</b>     | Mr. Tama Waipara          |   |

The Board meeting opened at 10.40am.

### **BOARD-ONLY TIME**

*The Tumu Whakarae, Kaihautū, Head of Governance & Strategy and Acting Board Secretary joined the meeting at 11.09am.*

### **MEETING ADMINISTRATION**

#### **3. CONFLICTS OF INTEREST**

The Board noted the Interest Register and provided updates. Jackie Lloyd has declared a conflict of interest in relation to item 12 on the agenda.

#### **4. DRAFT MINUTES**

The minutes of Board 263 (10 April 2025) were reviewed.

The Board **approved** the minutes from meeting 263.

#### **5. BOARD ACTION LOG**

The Board noted the action log.

### **GOVERNANCE AND LEADERSHIP REPORTS**

#### **7. LEADERSHIP REPORT**

The report was taken as read. The Kaihautū and Chief Executive gave a verbal update.

## 6. BOARD COMMITTEE REPORT – TIKANGA HAUMARU

The paper was taken as read. The Deputy Chair noted the Committee Charter will come to the Board for approval once updated.

## 8. ORGANISATION PERFORMANCE REPORT

The Organisation Performance Report was noted.

## 9. FINANCIAL SUSTAINABILITY PROGRAMME UPDATE

The Tumu Whakarae (CE) provided an update on progress. The Board discussed options for further revenue growth.

## ITEMS FOR DISCUSSION

### 10. INSURANCE RENEWAL

The Board discussed the levels of cover and annual premium.

*The meeting paused for a break at 12.35pm.*

*The meeting restarted at 12.42pm and the Chief Operating Officer joined the meeting.*

The Chief Operating Officer provided a verbal overview.

The Board:

- a) **noted** that the 2025/25 insurance renewal process and timing has been reviewed at Tikanga Haumarū.
- b) **noted** that the 2025/26 insurance premium is expected to be a decrease of 11% on the 2024/25 premium.
- c) **delegated** authority to the Tumu Whakarae to approve the final insurance renewal by 1 July 2025, subject to a second review by the Chair and Deputy Chair before approval.

*Due to her declared conflict of interest Jackie Lloyd did not have visibility of the paper included in the agenda pack for item 12 and left the room at 12.55pm.*

### 12. BIODIVERSITY RESEARCH CENTRE – TENDER RECOMMENDATION AND CONTRACT AWARD

The Board discussed the paper and thanked the team for the quality of the work undertaken.

The Board:

- a) **noted** BRC Main Contractor Tender – Tender Recommendation report.
- b) **approved** LT McGuinness as the Recommended Tenderer for the BRC Project Main Contractor.
- c) **noted** the draft Letter of Acceptance and Solicitor's Certificate, to be updated and issued once funding is confirmed and negotiations completed.
- d) **noted** that the Chair of the BRC Governance Group recommends the Main Contractor for Board approval.
- e) **approved** delegation to the Chief Operating Officer to sign the Letter of Acceptance on Te Papa's behalf, subject to Cabinet Expenditure Committee approval of funding.

*The Chief Operating Officer left and Jackie Lloyd rejoined the meeting at 1.16pm.*

## 11. STATEMENT OF PERFORMANCE EXPECTATIONS 2025/26

The Board discussed the Statement of Performance Expectations 2025/26.

The Board:

- a) **Noted** feedback on the draft SPE from the Minister for Arts, Culture and Heritage, Manatū Taonga | Ministry for Culture and Heritage, and Audit New Zealand.
- b) **Noted** deadlines for publishing and tabling the SPE.
- c) **Agreed** to reset the annual visitation target to 1.06 million for 2025/26 as a new baseline, reflecting current conditions and providing a realistic foundation for future growth.
- d) **Approved** the Statement of Performance Expectations for 2025/26, subject to the changes discussed.

## 13. ARTIFICIAL INTELLIGENCE POLICY

The paper was taken as read.

The Board:

- a) **Noted** the activities of the past 18 months.
- b) **Noted** that both government guidelines/frameworks and sector best practice have been considered in the development of the policy.
- c) **Noted** the proposed policy was consulted on within Te Papa and a temperature check was undertaken with a select group of likeminded agencies to ensure alignment and gather feedback.
- d) **Noted** after feedback from Tikanga Haumarū the memo was updated and a short 'AI at a Glance' guidance document with "dos and don'ts" was created.
- e) **Approved** the policy, subject to the inclusion of data ethics.

## 14. TE TIRITI POSITION STATEMENT

*The Kaitohutohu Matua Kaupapa Māori joined the meeting at 1.40pm.*

The Board reflected on the workshop from the April meeting and discussed the paper.

The Board:

- a) **Noted** the contents of the brief and previous contextual material from 10 April 2025 Board meeting #263 item 14.
- b) **Noted** the work underway currently to support the Te Tiriti portfolio.
- c) **Discussed and endorsed** the five themes identified as core commitments to be used to develop a Te Tiriti statement and policy.

*The Kaitohutohu Matua Kaupapa Māori left the meeting at 2.00pm.*

*The meeting paused for lunch and restarted at 2.23pm. Jacinta Ruru left the meeting following lunch.*

## 15. MINISTERIAL LETTER – SOI DEVELOPMENT DISCUSSION

The Board discussed the Minister's letter.

#### **16. BOARD SUBCOMMITTEES – PROPOSED DISCUSSION ON PURPOSE, TORS, MEMBERSHIP, MEETING FREQUENCY**

The Board discussed the item and **agreed**:

- Board member Paul Brewer is to be added as a member of Tikanga Tangata.
- The Chair is to be added as an ex-officio member of Tikanga Tangata and the BRC Governance Group.
- No change to Tikanga Haumaruru membership.
- No change to regularity of meetings.

#### **17. BOARD EXPECTATIONS OF MEETING MATERIALS – DISCUSSION**

The Board agreed there is no need for significant change to meeting materials. The Chair requested that heads of department are invited to future meetings to provide the Board with deeper insights into the organisation.

#### **CORRESPONDENCE FOR NOTING**

#### **18. ACTING BOARD CHAIR LETTER TO MINISTER (28 APRIL 2025) – RESPONSE TO LETTER OF EXPECTATIONS 2025**

The Board noted the letter.

#### **19. BOARD WORK PROGRAMME**

The Board noted the work programme.

#### **OTHER BUSINESS**

#### **20. GENERAL MATTERS / ANY OTHER BUSINESS**

There was no further business.

*The Board meeting closed at 2.43pm with Karakia.*

APPROVED



**Christopher Swasbrook**  
Chair, Te Papa Board