

MEETING NO. 266
MINUTES OF A MEETING OF THE
MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA BOARD
21 NOVEMBER 2025, 9.00AM – 4.30PM
POHUTUKAWA ROOM, TE PAPA, 55 CABLE STREET, WELLINGTON

PRESENT	Mr. Christopher Swasbrook	Chair
	Ms. Jackie Lloyd	Deputy Chair
	Prof. Dame Juliet Gerrard	Chair, Biodiversity Research Centre Governance Group (BRCGG)
	Prof. Jacinta Ruru	
	Mr. Paul Brewer	
	Mr David Wilks	
	Mr Tama Waipara	
IN ATTENDANCE	Ms. Courtney Johnston	Tumu Whakarae Chief Executive (CE)
	Dr. Arapata Hakiwai	Kaihautū
	Ms. Anna Berwick	Head of Governance & Strategy
	Mr Shaun Pallett	Head of Visitor Services
	Mr Morris Rees	Manager Health & Safety
	Ms Puawai Cairns	Director Audience & Insights
	Mr Samuele de Stefani	Head of Audience Insights
	Ms Sophie Harrington	Head of Audience Programming
	Ms Briar Barry	Head of Experience Design and Content
Ms Murphy Peoples	Exhibitions Experience Developer	

APOLOGIES

2. BOARD-ONLY TIME

Board discussion from 9:00 – 9:53am.

6. HEALTH & SAFETY OBSERVATION – VISITOR SERVICES *(Item brought forward)*

Shaun Pallett, Head of Visitor Services and Sharon Painter-Arps, Manager Visitor Services joined the meeting at 9:53am.

- Board members went on a Health and Safety Walkabout of the Visitor Services areas accompanied by the Kaihautū, Head of Governance and Strategy and Director Museum and Commercial Services. A de-briefing followed.

The Board meeting opened at 10:37am with karakia.

MEETING ADMINISTRATION

3. CONFLICTS OF INTEREST

The Board noted the Interest Register. Juliet Gerrard advised her interests completed.

4. MINUTES

The minutes of Board 265 (14 August 2025) were reviewed.

5. BOARD ACTION LOG

The Board noted progress on action items.

GOVERNANCE and LEADERSHIP REPORTS

7. HEALTH, SAFETY and WELLBEING

Covered under Item 6.

8. BOARD COMMITTEE REPORT – Tikanga Tangata

The Deputy Board Chair provided a verbal update.

9. BOARD COMMITTEE REPORT – Tikanga Haumarū

The Deputy Board Chair provided a verbal update.

There were no questions from the Board.

10. BOARD COMMITTEE REPORT – Biodiversity Research Centre Governance Group

Juliet Gerrard provided a verbal update.

The Board:

- a) **Noted** the update.

11. BRC GG Charter Approval

The Board:

- a) **Noted** the BRC Charter reviewed by the BRC Governance Group and their recommendation for Board approval.
- b) **Approved** the updated BRC Charter (Moved: Chris Swasbrook, Seconded: Tama Waipara)

12. LEADERSHIP REPORT

The Leadership Report was taken as read.

- The Board congratulated Kaihautū on the return of *Hāmama-o-te-Rangi* to the whānau, hapū, iwi of Rānana marae (Whanganui river).

The Board meeting paused at 10.57am for a short break.

The Board meeting restarted at 11.14am.

13. ORGANISATION PERFORMANCE REPORT

The Organisation report was taken as read.

The Board meeting paused at 12:14pm for a farewell lunch to acknowledge the services of departing members Jackie Lloyd and Tama Waipara.

The Board meeting restarted at 1:30pm

ITEMS FOR DECISION and/or DISCUSSION

14. TE TIRITI O WAITANGI HE KAUPAPA HERE / THE TREATY POLICY

The Board:

- a) **Noted** the statement in paragraph 6 was provided to the Minister through the Statement of Intent and the Minister had no feedback or changes.
- b) **Noted** the draft Statement of Intent
- c) **Approved** the policy (Moved: Chris Swasbrook, Seconded: Jacinta Ruru)

15. ORGANISATIONAL REVIEW PROGRAMME UPDATE – CHANGE PROGRAMME FOCUS

The Organisational Review Programme report was taken as read.

. The Board:

- a) **Noted** the organisational feedback.

16. AUDIENCE AND INSIGHTS DIRECTORATE DEEP DIVE

The Director Audience & Insights, Head of Audience Insights, Head of Audience Programming, Head of Experience Design and Content, Exhibitions Experience Developer joined the meeting at 2:00pm.

- A presentation was given to the Board followed by workshop.

CORRESPONDENCE FOR NOTING

17. BOARD WORK PROGRAMME

The Board noted the work programme.

OTHER BUSINESS

18. ANY OTHER BUSINESS / GENERAL MATTERS (if any)

Board meeting dates for 2026 are in the process of being confirmed and will be notified to members in due course.

The Board meeting closed at 3.04pm with Karakia.

APPROVED



Christopher Swasbrook
Chair, Te Papa Board