

**MEETING NO. 267**  
**MINUTES OF A MEETING OF THE**  
**MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA BOARD**  
**4 DECEMBER 2025, 9.00AM – 3.30PM**  
**BLUE WHALE ROOM, TE PAPA, 55 CABLE STREET, WELLINGTON**

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<b>PRESENT</b>	Mr. Christopher Swasbrook	Chair
	Prof. Dame Juliet Gerrard (online)	Chair, Biodiversity Research Centre Governance Group (BRCCG)
	Mr. Paul Brewer	Board member
	Mr David Wilks	Board member
	Ms Christina Barton	Board member
	Mr Jamie Tuuta	Board member
<b>IN ATTENDANCE</b>	Ms. Courtney Johnston	Tumu Whakarae   Chief Executive (CE)
	Dr. Arapata Hakiwai	Kaihautū
	Ms. Anna Berwick	Head of Governance & Strategy
	Ms Puawai Cairns	Director Audience & Insights
	Ms Briar Barry	Head of Experience Design and Content
	Ms Sue Quirke	Chief People Officer
	Ms Karen Gordon-Lewis	Project Manager, Human Resources
	Ms Lisa Tipping	Chief Operating Officer
	Mr Steve Reindler	BRC Project Specialist Advisor
	Mr Leauanae Laulu Mac Leauanae	Secretary for Culture and Heritage & Chief Executive
	Ms Stacey Richardson	Chief of Staff, Culture and Heritage
<b>APOLOGIES</b>	Prof. Jacinta Ruru	

## **1. BOARD-ONLY TIME**

*Board discussion from 10:30am – 10:50am.*

The Board meeting opened at 10:52am with karakia.

## **GUEST ITEM**

### **5. AMPLIFY STRATEGY & MCH RELATIONSHIP** *(Item brought forward)*

*Leauanae Laulu Mac Leauanae, Secretary for Culture and Heritage/Chief Executive and Stacey Richardson, Chief of Staff joined the meeting from 10:54am to 11:35am.*

A verbal update on MCH activity and the Amplify strategy was given and discussed with the Board.

## MEETING ADMINISTRATION

### 2. CONFLICTS OF INTEREST

The Board **noted** the Interests Register. There were no conflicts, nor changes required.

### 3. PREVIOUS MEETING MINUTES

- The minutes of Board 264 (12 June 2025), Board 265 (14 August 2025), Special Board Meeting (13 November 2025) and Board 266 (21 November 2025) were reviewed.

### 4. BOARD ACTION LOG

The Board **noted** progress on action items.

## ITEMS FOR DECISION and/or DISCUSSION

### 6. HEALTH, SAFETY and WELLBEING

Tumu Whakarae provided an update.

The Board:

- a) **Agreed** that one Health & Safety Report with BRC included to be provided for future meetings.

### 7. LEADERSHIP REPORT

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

- The Board **noted** the Leadership Report.
- Some action items were added to the Board Action Log.

*The Board paused for a short break at 12:15pm*

*The Board meeting restarted at 12:30pm*

### 8. ORGANISATION PERFORMANCE REPORT

The Organisation Performance Report was taken as read.

The Board **discussed** and **noted** the Organisation Performance Report.

### 9. ORGANISATIONAL REVIEW PROGRAMME UPDATE – CHANGE PROGRAMME FOCUS

*Sue Quirk, Chief People Officer and Karen Gordon-Lewis, Project Manager Human Resources joined the meeting from 12:40pm to 1:14pm.*

- The Board received an update on the Organisational Review programme.
  - a) The Board **noted** its scheduled involvement on 26 February 2026—a Board meeting and workshop (to be confirmed) to provide an update on the organisational design process.
  - b) The Board **noted** that between 16–18 March 2026, it will be briefed on the Phase II change proposal.

## 10. SUMMER 26/27 EXHIBITION – GAME WORLD

*Puawai Cairns, Director Audience & Insights and Briar Barry, Head of Experience Design and Content joined the meeting from 1:16pm to 1:38pm.*

- A presentation was given on the Exhibition for the period December 2026 – April 2027 and management of the net exhibition cost within the funding envelope was discussed.

The Board:

- a) **Noted** the presentation and discussions the project team have begun with the vendor about the supply of *Game Worlds* for the Summer 2026/27 ticketed exhibition.
- b) **Approved** *Game Worlds* managed as part of 2026/27 Te Hōtaka Matua | Audience Programme.
- c) **Delegated** signing of contracts for *Game Worlds* to the Tumu Whakarae.
- d) **Noted** the process remain consistent with the programming and approvals steps followed in previous years for the Summer 2025/26 (*Breathe Mauri Ora Works of Nature*), Summer 2023/24 (*Dinosaurs of Patagonia*) and Summer 2024/25 (*Vivienne Westwood & Jewellery*) exhibitions.

*The Board meeting paused at 1:40pm for lunch break.*

*The Board meeting restarted at 2:07pm.*

## 11. STATEMENT OF INTENT 2026- 2030

The Board discussed the Statement of Intent 2026/2030.

The Board:

- a) **Noted** grammatical corrections had been completed.
- b) **Noted** the Statement of Intent closely aligned with the Act.
- c) **Approved** finalisation of Statement of Intent (Moved: Chris Swasbrook, Seconded: David Wilks)
- d) **Approved** forwarding the Statement of Intent to MCH and the Minister (Moved: Chris Swasbrook, Seconded: David Wilks)

## 12. BIODIVERSITY RESEARCH CENTRE PROJECT DEEP DIVE

*Lisa Tipping (Chief Operating Officer) and Steve Reindler (BRC Project Specialist Advisor) joined the meeting at 2.08pm.*

An update on the BRC project was given to the Board and discussed.

*Jamie Tuuata left the meeting at 2:53pm.*

*Steve Reidler left the meeting at 2:57pm.*

## 13. BOARD SUBCOMMITTEE TRANSITION PLANNING

- The Board discussed committee membership for 2026, following changes to Board composition effective 1 Dec 2025 whereby 2 members concluded tenure and 2 new members joined the Board.

The Board:

- a) **Agreed** - Biodiversity Research Centre Governance Group (BRCCG): Jamie Tuuta to Chair.
- b) **Agreed** - Tikanga Tangata | People and Culture Committee: Paul Brewer to Chair, Christina Barton to be added as a member and Chris Swasbrook an ex-officio member.
- c) **Agreed** - Tikanga Haumarū | Risk and Assurance Committee: Chris Swasbrook to discuss with members and email Anna Berwick details on the formation and members.

## FOR NOTING

### 14. BOARD WORK PROGRAMME

The Board **noted** the work programme

## OTHER BUSINESS

### 15. ANY OTHER BUSINESS / GENERAL MATTERS (if any)

There was no other business.

*The Board meeting closed at 3:15pm with karakia.*

APPROVED



**Christopher Swasbrook**

**Chair, Te Papa Board**