MEETING NO. 269

MINUTES OF A MEETING OF THE

MUSEUM OF NEW ZEALAND TE PAPA TONGAREWA BOARD

21st April 2026, 9.00AM – 5.00PM

POHUTUKAWA ROOM, TE PAPA, 55 CABLE STREET, WELLINGTON

PRESENT	Mr. Christopher Swasbrook	Chair
	Prof. Jacinta Ruru	(Online)
	Mr. Paul Brewer	
	Mr David Wilks	
	Ms Christina Barton	
	Mr Jamie Tuuta	(Online, left the meeting at 1pm)
IN ATTENDANCE	Ms. Courtney Johnston	Tumu Whakarae | Chief Executive (CE)
	Dr. Arapata Hakiwai	Kaihautū
	Ms. Ariya Charles	Secretariat
	Mr. Peter Corley	Chief Financial Officer
	Ms. Puawai Cairns	Director Audience & Insights
	Ms. Briar Barry	Head of Experience Design & Content
	Mr. Samuele De Stefani	Head of Audience Insights
APOLOGIES	Prof. Dame Juliet Gerrard	

2. BOARD-ONLY TIME

Board discussion from 9:00am – 10:00am. The Co-Leaders, Chief Financial Officer and Secretariat were not in attendance for this item.

The Board meeting opened at 10:09am with karakia.

MEETING ADMINISTRATION

3. CONFLICTS OF INTEREST

- The Board reviewed the interest register and **<u>confirmed</u>** there were no conflicts for this meeting.
- The Board provided updates as below:
    - **Chris Swasbrook:** As of 30 April, participation on the NZ Rural Land Company board will end. Remove from register.
    - **Arapata Hakiwai:** Is an honorary trustee for the Te Maori Manaaki Taonga Trust. Update register.

    - **Puawai Cairns:** Participation on the Pou Here Taonga council has ended. Remove from register.
- The Board were requested to send any interest updates and additional disclosures to the Board Secretary.

ACKNOWLEDGEMENT OF JACINTA RURU'S LAST BOARD MEETING

The Chair acknowledged this was Jacinta Ruru's last Te Papa Board meeting and thanked her for nine years of dedication to Te Papa and the guidance she provided over this time. The Board thanked Jacinta on behalf of Te Papa, and all Board members both new and previous.

GUIDANCE ON PERSONAL ACQUISITIONS BY BOARD MEMBERS

The Board discussed the matter of personal acquisitions or sales by Board members of taonga / items that fall within Te Papa's collecting remit.

The Board:

a) **Noted** the Chair follows a process to declare their interest prior to any acquisition, and that Te Papa's collecting priorities take precedence.

b) **Agreed** acquisitions or sales to be disclosed on a log.

c) **Agreed** guidance provided to Chair to be shared with all Board members.

4. PREVIOUS MEETING MINUTES

The minutes of Board 268 (19th February 2026) were reviewed.

The Board:

a) **Approved** the minutes from meeting 268 (19th February 2026).

b) **Approved** the notes from meeting 268 (19th February 2026).

5 .BOARD ACTION GOVERNANCE LOG

The Board reviewed and **noted** the action log.

GOVERNANCE & LEADERSHIP REPORTS

6. TIKANGA TANGATA

The Board **noted** Paul Brewer's verbal report.

Peter Corley and Ariya Charles left the meeting at 10:49am and returned at 11:54am

7. TIKANGA HAUMARU

The Board **noted** Paul Brewer's verbal report.

8. BIODIVERSITY RESEARCH CENTRE GOVERNANCE GROUP

The Board **noted** Jamie Tuuta's verbal report.

Jamie Tuuta left the meeting at 12:30pm

9. LEADERSHIP REPORT & ORGANISATIONAL CHANGE UPDATE

The report was taken as read.

The Board discussed and **noted** the Leadership Report.

10. HEALTH, SAFETY and WELLBEING

The report was taken as read.

The Board:

a) **Noted** the HS & W report for all of Te Papa and typically included within the organisational performance reporting.

b) **Noted** the BRC H&S reports for January and February 2026 received from Rubix Safe as provided to the BRC GG.

c) **Noted** the independent assurance provided for the BRC and continued focus on critical risk management as construction progresses.

11. AUDIENCE PROGRAMME

The Audience Programme Report was taken as read and discussion ensued.

12. VISITATION

The Visitation Report was taken as read and discussion ensued.

13. ORGANISATION PERFORMANCE REPORT

The Organisation Performance Report was taken as read.

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

14. BUDGET 2026/27 AND REVENUE RISK

The report was taken as read.

The Board:

a) **Noted** the provision of information on Te Papa's onsite commercial revenue streams.

b) **Noted** the update on IVEC revenue and that in aligning the determination of IVEC revenue with the SPE target for visitors to TE Papa and the current IVEC conversion rate, this would reduce forecast IVEC revenue in 2026/27 to $4.6m.

c) **Noted** and provided feedback on the analysis completed relation to the Middle East conflict and the principles within which further response planning will be undertaken.

d) **Noted** that a paper for the approval of the Te Papa SPE and budget for 2026/27 will come to the June Board hui.

ITEMS FOR DECISION and/or DISCUSSION

15. "ACKNOWLEDGING OUR COLONIAL PAST" RESEARCH PROJECT

Item deferred to future meeting due to the museum being shut because of red alert.

16. STATEMENT OF PERFORMANCE EXPECTATIONS (SPE)

Item deferred to future meeting.

17. SPATIAL EXPERIENCE MASTER PLAN (SEMP) UPDATE

Puawai Cairns, Briar Barry and Samuele De Stefani joined the meeting at 2:15pm

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

18. THE MĀORI ECONOMY

Item deferred to future meeting given Jamie Tuuta had to leave. This is the same presentation Jamie undertook for the FMA Board recently.

FOR NOTING

19. WORKFORCE DATA

The Board **noted** the workforce data

20. BOARD WORK PROGRAMME

The Board **noted** the work programme

OTHER BUSINESS

21. ANY OTHER BUSINESS

There was no other business.

The Board meeting closed at 5:27pm with karakia.

APPROVED
Christopher Swasbrook

Chair, Te Papa Board