



TĀMAKI PAENGA HIRA
AUCKLAND WAR MEMORIAL MUSEUM

**MINUTES OF THE MEETING OF THE
AUCKLAND MUSEUM TRUST BOARD
Horotiu Meeting Room, Auckland Museum
11am, Thursday 16 October 2025**

Present: Rachael Tuwhangai (Chair); Alastair Carruthers (Deputy Chair); Melani Anae; Melissa Firth; Penny Hulse; Ben Palmer; David V Williams (online, until 12:30pm); Paul Spoonley; John Judge (online, until 12:30pm) and Martin Mariassouce

Apologies: David Williams (for early departure); John Judge (for early departure)

Also present: David Reeves, Chief Executive; Jignasha Patel, Director Enterprise, Finance and Property Services; Te Arepa Morehu, Tumuaki Māori; Victoria Travers, Director Audience and Engagement; James Liddell, Executive Officer.

1. Board only time (10:30-11am)

No decisions were made during Board only time. At the conclusion of this time, the Chair reported the following matters and actions were discussed:

- The recent Auckland Council elections and the need to ensure strong relationships with elected members.
 - **Action:** arrange for Deputy Mayor Desley Simpson to attend the next Trust Board meeting; invite newly-elected councillors to visit the Museum and meet with Board members.
- The importance for the New Zealand economy of culture and storytelling to international audiences, and the work that NZTE is undertaking, particularly its Market Pulse Research.
 - **Action:** Melissa Firth to introduce David Reeves to David Downs (NZ Story Group).
- The need to prepare the organisation for a large capital fundraising campaign.
 - **Action:** John Judge, David Reeves, Jignasha Patel and Jane Sheetz to meet as soon as possible to discuss preparations for the governance and operationalisation of a campaign.
- The role of the Museum beyond the Auckland territorial boundaries, and the need to continue to be mindful of the reach of the Museum's programmes and taonga.
- The possibility of exhibiting Māori taonga in an offsite location (e.g. Auckland Art Gallery) and the need to consider options. (Note: this was discussed further under agenda items 11 and 21.)

2. Welcome

The Chair welcomed everyone present and declared the meeting open at 11:00am.

2.1 Apologies

Apologies from David Williams and John Judge for early departure.

2.2 Declarations of Interest

There were no declarations of interest.

The following changes to the Register of Interests were requested at the meeting:

- Melani Anae – update Register to remove Development Committee role(s).
- Alastair Carruthers is no longer a member of the Ringa Hora Services Workforce Development Council; register to be updated accordingly.
- Paul Spoonley to advise of updates to his interests.

3. Election of Chair, Deputy Chair, and Officer Assignments

The Executive Officer outlined the proposed election procedure for roles of Chair, Deputy Chair and assignments to committees.

The Chair and Deputy Chair vacated their roles and the Board appointed the Executive Officer to chair the election of the Trust Board Chair.

The Executive Officer noted that the only nomination received for the role of Chair prior to the meeting was Rachael Tuwhangai. The Executive Officer called for any other nominations; there were none.

RESOLUTION 2025/40

That the Trust Board ELECTS Rachael Tuwhangai to the role of Chair of the Auckland Museum Trust Board.

CARRIED

Rachael Tuwhangai assumed the role of Chair.

The Executive Officer noted that the only nomination received for the role of Deputy Chair prior to the meeting was Alastair Carruthers. The Executive Officer called for any other nominations; there were none.

RESOLUTION 2025/41

That the Trust Board ELECTS Alastair Carruthers to the role of Deputy Chair of the Auckland Museum Trust Board.

CARRIED

The Executive Officer outlined the nominations received for committees and committee leadership roles as per the report and the Board discussed these assignments.

RESOLUTION 2025/42

That the Trust Board APPOINTS officers and members to committees as follows:

Planning Committee (Committee of the Whole)

Chair Penny Hulse
Deputy Chair David Williams

Audit and Risk Committee

Chair Ben Palmer
Deputy Chair -
Members John Judge
Alastair Carruthers
Rachael Tuwhangai (ex-officio)
David Williams

Capital Campaign Committee

Chair John Judge
Deputy Chair -
Members Melani Anae
Melissa Firth
Alastair Carruthers
Rachael Tuwhangai (ex-officio)
Martin Mariassouce

Executive and Governance Committee

Chair John Judge
Deputy Chair -
Members Rachael Tuwhangai
Alastair Carruthers
Penny Hulse
Paul Spoonley

Te Tiriti-led Steering Group

Members Rachael Tuwhangai
David Williams

CARRIED

4. Confirmation of minutes of the Trust Board meeting 3 September 2025

RESOLUTION 2025/43

That the Trust Board CONFIRMS the minutes for the meeting held on 3 September 2025 as a true and accurate record and AGREES to publish the open minutes on the Auckland Museum's website.

CARRIED

Actions:

- For future minutes, there is no need to record movers and seconders, and Board members shall be referred to simply by name (i.e. no titles or honorifics).

5. Actions from previous meeting

The Trust Board noted the status of actions from the previous meeting.

Melani Anae noted that the Polynesian Panthers Trust runs a similar presentation to the Wall Walk and can provide a presentation to the Trust Board.

MATTERS FOR DECISION OR DISCUSSION

6. Approval of the 2024/25 Annual Report

The Chair of the Audit and Risk Committee gave an overview of the Annual Report and recommended that the Trust Board adopt it. The Board questioned whether there were any impairments for asbestos and were satisfied this has been adequately declared in the annual report.

RESOLUTION 2025/43

That the Trust Board:

1. APPROVES the financial statements for the year ending 30 June 2025.
2. APPROVES the Annual Report for the year ending 30 June 2025 for publication, subject to the finalisation of minor matters such as image rights.
3. ENDORSES the representation letter from Management to the Trust Board by the Chief Executive and the Director of Enterprise, Finance and Property, dated 16 October 2025.
4. DELEGATES to the Chair of the Trust Board and the Chair of the Audit and Risk Committee the power to sign the Trust Board's representation letter to Deloitte, and to sign the Performance Report, including the statement of service performance and the financial statements on behalf of the Trust Board.

CARRIED

Actions:

- The Board expressed its thanks to Andrea Caroll and her team for their hard work and professionalism through the audit process.

7. Approval for loan of Tangonge

The Tumuaki Māori provided an overview of the report. The Board asked that there be a finite period for the term of loan. The Board discussed ensuring adequate insurance coverage for the loan and was satisfied that the item would be adequately covered and risks would be mitigated.

RESOLUTION 2025/44

That the Trust Board:

1. APPROVES the loan of Tangonge [6341] to Te Ahu Museum and Archives from Thursday 23 October 2025 – Monday 27 October 2025 to support the Te Rarawa Marae Centennial (100th year celebrations).
2. AGREES to approve in principle an extended loan of Tangonge to Te Ahu Museum and Archives after completion of the Te Rarawa Marae Centennial Celebration (Monday 27 October 2025), for up to two years, subject to satisfactory completion of due diligence and the negotiation of terms, and DELEGATES to the Trust Board Chair and the Chief Executive the power to execute this loan.

CARRIED

Actions:

- Ensure that insurance coverage is confirmed, in writing, by the Museum's underwriters.

8. Te Ātea Māori Court and Pacific Gallery Feasibility Study Report

The Head of Development introduced the report. The Board commended the Funding HQ report and discussed the state of the funding environment, which is difficult due to the loss of Government funding options. It noted however, much positive goodwill towards the Museum and its aspirations and as part of fundraising, the need to consider targeting high net worth migrants amongst other sources.

RESOLUTION 2025/45

That the Trust Board:

1. NOTES the findings of the Centenary Project Feasibility Study.
2. ADOPTS the recommendations set out in Section 8 of the Feasibility Study report and DIRECTS that progress against these recommendations is reported regularly to the Capital Campaign Committee.

CARRIED

9. Approval in principle to apply for gaming trust funding

The Head of Development introduced the paper, highlighting that under current policy the Board needs to approve funding applications to pub charities / pokie machine charities. Applications for such funds need to be for well-defined, immediate-term projects.

Board members discussed the ethical issues about pub charity funding, particularly money being raised from lower income neighbourhoods, and where that funding is applied. These four charities appear to be the least worst in terms of concentration of pokie machines in lower income communities.

RESOLUTION 2025/45

That the Trust Board:

1. APPROVES the submission of a funding application to:
 - a. The Lion Foundation for the costs associated with the Auckland Museum heritage works and/or asbestos remediation, up to \$250,000
 - b. Grassroots Trust Central for the costs associated with the Auckland Museum heritage works and/or asbestos remediation, up to \$250,000
 - c. NZ Community Trust for the costs associated with the Auckland Museum heritage works and/or asbestos remediation, up to \$250,000
 - d. Pub Charity Ltd for the costs associated with the Auckland Museum heritage works and/or asbestos remediation, up to \$250,000

CARRIED

John Judge and David Williams left the meeting at 12:30. The meeting was suspended for lunch at 12:30.

The meeting resumed at 12:55.

Item 11 was held in closed session by resolution of the Trust Board in accordance with the Local Government Official Information and Meetings Act 1987.

Item 11 was considered next before proceeding to the normal order of business.

12. Approval of calendar of Special Lighting for 2026

RESOLUTION 2025/48

That the Trust Board:

1. ADOPTS the schedule of special lighting events as set out in the report.

CARRIED

The meeting was suspended at 2:16pm so that Board members could meet in their capacities as trustees of the Future Fund Trust and the Endowment and Bequest Trust.

The meeting was resumed at 2:40pm.

The Board amended the order of business to give precedence to Item 18 – AMI President's update.

18. AMI President's update

The President informed the Board that, following the resignation of Hamish McGhie, he is Acting President until the AGM on 11 November. The AMI is in a transitional year, and there have been fewer events / talks than in previous years. There has been a good response to the call for nominations to the AMI Council for election at the AGM. AMI intends to review the service level agreement / MoU with the Museum Trust Board. Once the new Council is in place the AMI Council will look to solidify and strengthen the relationship with the Museum.

The Trust Board NOTED the AMI president's verbal update and thanked him for the discussion.

13. Chief Executive Report

The Chief Executive summarised his report to the Trust Board. Board members noted the progress with Regional Alliance initiatives and that the Deputy Mayor will be invited to the December Board meeting. The passing of former Board member Tim Hannah was noted. Board members raised the accuracy of camera counts and whether an alternative counting method (e.g. Bluetooth pinging) can be investigated.

Ben Palmer left the meeting at 3:29pm.

The Trust Board NOTED the Chief Executive's report.

Action:

- In future, Health and Safety reports are to include information about any high-risk deployments (e.g. voyages and field work) to ensure that the Board is discharging its Health and Safety duties.

14. Strategic Capital Projects

The report was taken as read.

RESOLUTION 2025/49

That the Trust Board:

1. RECEIVES the report outlining key strategic capital projects, with indicative costings and timelines.

CARRIED

15. Approval of revised Audit and Risk Committee Charter and Capital Expenditure Policy

The Executive Officer outlined the proposed changes to the committee charter and policy which will allow the Audit and Risk Committee greater oversight of significant and capital projects. It was queried whether the committee charter adequately allows for oversight of project delivery and progress (as opposed to just project expenditure).

RESOLUTION 2025/50

That the Trust Board:

1. ADOPTS the amended Audit and Risk Committee Charter presented in **Attachment 1 subject to the minor amendment to 4.1.5.**
2. ADOPTS the amended Capital Expenditure Policy presented in **Attachment 2.**

CARRIED

Action:

- Review language in the Committee Charter to ensure that it adequately reflects the Committee's role to oversee project delivery and progress, not just project expenditure.

16. Adoption of the Risk Management Framework

The report was taken as read.

RESOLUTION 2025/51

That the Trust Board:

1. ADOPTS the Risk Management Framework (Attachment 1) as reported by the Audit and Risk Committee.

CARRIED

17. Taumata-ā-Iwi update

The Trust Board NOTED the Taumata-ā-Iwi update.

19. Pacific Advisory Group update

The Chief Executive provided an update on the Pacific Advisory Group's work and its report. The Board discussed the final points in the PAG report and agreed they should be on the Board's agenda – viz. how Pacific peoples access their taonga over the next three to four years, and how Pacific Peoples and others interested in the Pacific know what Pacific taonga and stories are on display at the Museum.

The Trust Board NOTED the update report from the Pacific Advisory Group.

The Trust Board took the following items en bloc:

Item 20 – Health and Safety and Item 21 – Financial Reports.

The Board discussed visitation and the need to ensure an attractive offer for visitors, including the display of taonga Māori and Pacific objects. There were questions and discussion on declining cruise ship numbers and the effects this has had on visitation and revenue, as well as the Museum's plans to increase visitation and revenue.

The Trust Board NOTED the reports.

21. Meeting close

The Chairperson thanked members for their attention to business and declared the meeting closed at 4:06 pm.