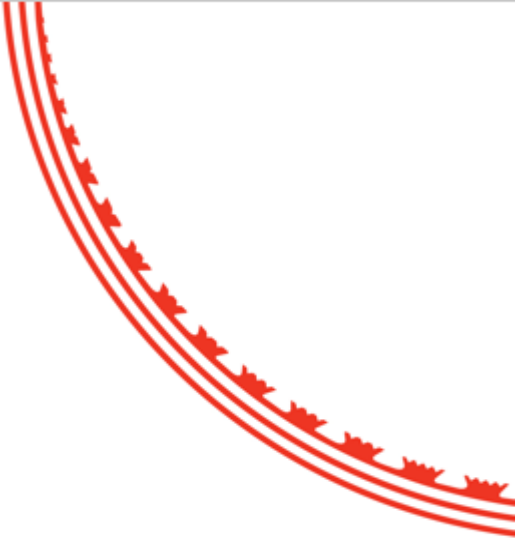




Karakia Timatanga

Tuia i runga, tuia i raro

Unite above, unite below

Tuia i roto, tuia i waho

Unite within, unite without

Tuia te here tāngata

Unite the people

Ka rongo te pō

The night hears

Ka rongo te ao

The day hears

Haumi e, hui e, taiki e

Let it be

board members – register of potential conflicts of interest



Name	Potential conflict of interest
Wayne Alexander	
David Ayers	Rangiora & Districts Early Records Society – committee member Heritage NZ - member Christ Church Cathedral Reinstatement Review Panel - member Kaiapoi District Historical Society – member Waimakariri Landmarks Group – member Board of Administration Methodist Church of NZ – member Methodist Connexional Property Committee – member Te Ngāi Tūāhuriri Holding Company – Board Selection Panel member Ashley Community Church Inc – Chair
Melanie Coker	Christchurch City Council Councillor for Spreydon Aheadstart Limited Christchurch City Holdings Limited Mason Foundation Trust
Robert Cruickshank	Brian Mason Scientific & Technical Trust – Trustee New Zealand Bio-Recording Network - Trustee New Zealand Journal of Zoology – Associate Editor University of Canterbury – Director of Environmental Science Mason Foundation Trust- Chair The Royal Society of New Zealand Canterbury Branch- Active member, Communications Leader
Puamiria Parata-Goodall	Lincoln University Council – Pro Chancellor Ngāi Tahu Fund Committee – Chair Te Pae Korako, Ngāi Tahu Archives and Whakapapa Committee – Member Arts Council of New Zealand – Member Te Māori Manaaki Taonga Trust – Member Christchurch City Council Public Art Advisory Group – Member Rarotoka Management – Shareholder Te Pakura Limited – Director National Repatriation Network – Member Museums Aotearoa – Member Flying Geese Trust – Member Te Atakura Development Trust – Member Te Matatiki Toi Ora Advisory Group, The Arts Centre of Christchurch – Kaiurungi (chair)
Kelly Perazzolo	Canterbury Horticultural Society Incorporated - Chair Friends of the Canterbury Museum Incorporated – Committee Member
Daphne Robinson	Canterbury Pilgrims and Early Settlers Association- Committee Member Amberley Archive – Committee Member The Arts Centre Te Matatiki Toi Ora- Member

Shayne Te Aika	Director, The Karshay Group. (family company) Current. Board member - Canterbury University 2015-2023. Pro-Chancellor Canterbury University 2021-2023. Director – Rannerdale War Veterans Home 2021-2023. Director – Rannerdale Home Care 2021-2023.
Tom Thomson ONZM	Elastomer Products Ltd - Managing Director and Shareholder Canterbury Manufacturers Trust – Board Member Motunau Beach RFF – Rural Fire Officer and Deputy Controller Institute of Directors – Member United Fire Brigade Association NZ – Board Member
Anthony Wright	Antarctic Heritage Trust – Deputy Chair AHT Expedition Endurance Limited - Director CCC Public Art Advisory Group – Chair Clark Collection Scholarship - Selection panel member Council of Australasian Museum Directors – Member Cranleigh Barton Estate Trust – Advisory Trustee Friends of Canterbury Museum – Committee Government House Gardens Auckland Committee – Member Mason Foundation – Trustee New Zealand Botanical Society – President Robin S Allan Memorial Fund – Trustee Ngākahu National Repatriation Partnership – Member Packer Street Park and Community Garden - Patron

As declared in Member profiles and at subsequent meetings

Updated 22 July 2026

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

Minutes of a meeting held on Monday 13 July 2026
commencing at 2.00 pm, in the Boardroom, 85B Shands Road, Hornby, Christchurch

Present: Tom Thomson (Chair), Shayne Te Aika, David Cartwright, Melanie Coker, Rob Cruickshank, Puamiria Parata-Goodall, Kelly Perazzolo, Anthony Wright

In Attendance: Anna Ford (minute taker).

Apologies: Wayne Alexander, David Ayers, Daphne Robinson.

1 WELCOME

Tom welcomed all attendees and offered Shayne condolences on behalf of the Board for the recent passing of his sister.

2 KARAKIA

The meeting was opened with karakia.

3 APOLOGIES

Apologies were noted from Wayne, David A and Daphne.

26/085 Resolved that the apologies be received.

(D Cartwright/P Parata-Goodall)

4 CONFLICTS OF INTEREST

4.1 Board members were asked to email aford@canterburymuseum.com with any changes to the current register.

5 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

5.1 The minutes of the meeting held on 8 June were reviewed.

26/086 Resolved that the minutes of the Canterbury Museum Trust Board meeting held 8 June 2026 be adopted as a true and correct record.

(T Thomson/D Cartwright)

5.2 Matters Arising
None.

6 CORRESPONDENCE

6.1 Email from Mayor Phil Mauger dated 8 June was reviewed.

26/087 Resolved that the correspondence be received.

(T Thomson/R Cruickshank)

Stephen Pennruscoe joined the meeting at 2.05 pm

7 HEALTH, SAFETY AND WELLBEING

- 7.1 Report on Health, Safety and Wellbeing for June 2026 by Stephen Pennruscoe, Upoko Whakapāpā | Head of Public Engagement, dated 1 July 2026 was reviewed.

The Board asked Stephen for more details on the email breach. Stephen reassured the Board that the breach was discovered within 5 minutes, which limited the potential impact. He advised that the Head of Technology will complete a full review of the incident, but that they are satisfied that the systems in place are robust. More investigation is needed on the cause of the breach, and the Board suggested that the Museum's policy on USB sticks might need to be reinforced. Stephen followed up and confirmed that the current IT policies and procedures does include controls around the use of USB sticks, and that the Employee Handbook will now be updated to include this caution.

Stephen Pennruscoe left the meeting at 2.10 pm

- 26/088 Resolved that the report on Health, Safety and Wellbeing be received.**

(K Perazzolo/M Coker)

8 REDEVELOPMENT PROJECT CONTROL GROUP

- 8.1 The draft unconfirmed minutes of the Redevelopment Project Control Group Meeting held 2 July 2026 were reviewed

- 26/089 Resolved that the draft unconfirmed minutes of the Redevelopment Project Control Group meeting held 2 July 2026 be received.**

(T Thomson/S Te Aika)

- 8.2 Summary Report on Canterbury Museum Redevelopment Project June 2026, by Tom Thomson, Toihau | Chair of Redevelopment Project Control Group, dated 26 June 2026 was reviewed.

- 26/090 Resolved that the summary report on Canterbury Museum Redevelopment Project be received.**

(P Parata-Goodall /K Perazzolo)

9 EMPLOYMENT COMMITTEE

- 9.1 Minutes of the Canterbury Museum Trust Board Employment Committee held 29 June 2026 were reviewed.

An error was raised within the minutes as Shayne Te Aika was noted as both present and an apology. The minutes will be corrected accordingly.

- 26/091 Resolved that the minutes of the Canterbury Museum Trust Board Employment Committee, as amended, held 29 June 2026 be received.**

(T Thomson/R Cruickshank)

10 GENERAL BUSINESS

None.

11 INTO COMMITTEE

11.1 Motion to Exclude the Public

26/092 Resolved to exclude the public from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of its resolution are as follows:

Agenda Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
1	Confirmation of In Committee Minutes	S7(2)(h) To enable the Museum to carry out, without prejudice or disadvantage, commercial activities and s7(2)(i) To enable to Museum to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(f) To enable the Museum to maintain effective conduct of public affairs through – (i) the free and frank expression of opinions by or between or to members or officers or employees of the Museum, or any persons to whom section 2 (5) of this Act applies, in the course of their duty; or (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment	Section 48(1)(a) – The public conduct of this matter would be likely to result in the disclosure of information for which good reason to withhold exists under section 7
2	Correspondence		
3	Health and Safety		
4	Fundraising and Development		
5	New Visitor Experience		
6	Finance		
7	Redevelopment Project Control Group		
8	Board and CEO only		
9	Board Only		
10	Out of Committee		

(T Thomson/K Perazzolo)

The meeting moved Into Committee at 2.14 pm.

26/106 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed In Committee be confirmed.

(T Thomson/R Cruickshank)

Following Karakia Whakamutunga, the meeting closed and members moved to a New Visitor Experience Seminar in the warehouse at 4.10 pm.

Confirmed as a true and correct record.

..... Chair

..... Date

REPORT ON HEALTH, SAFETY AND WELLBEING

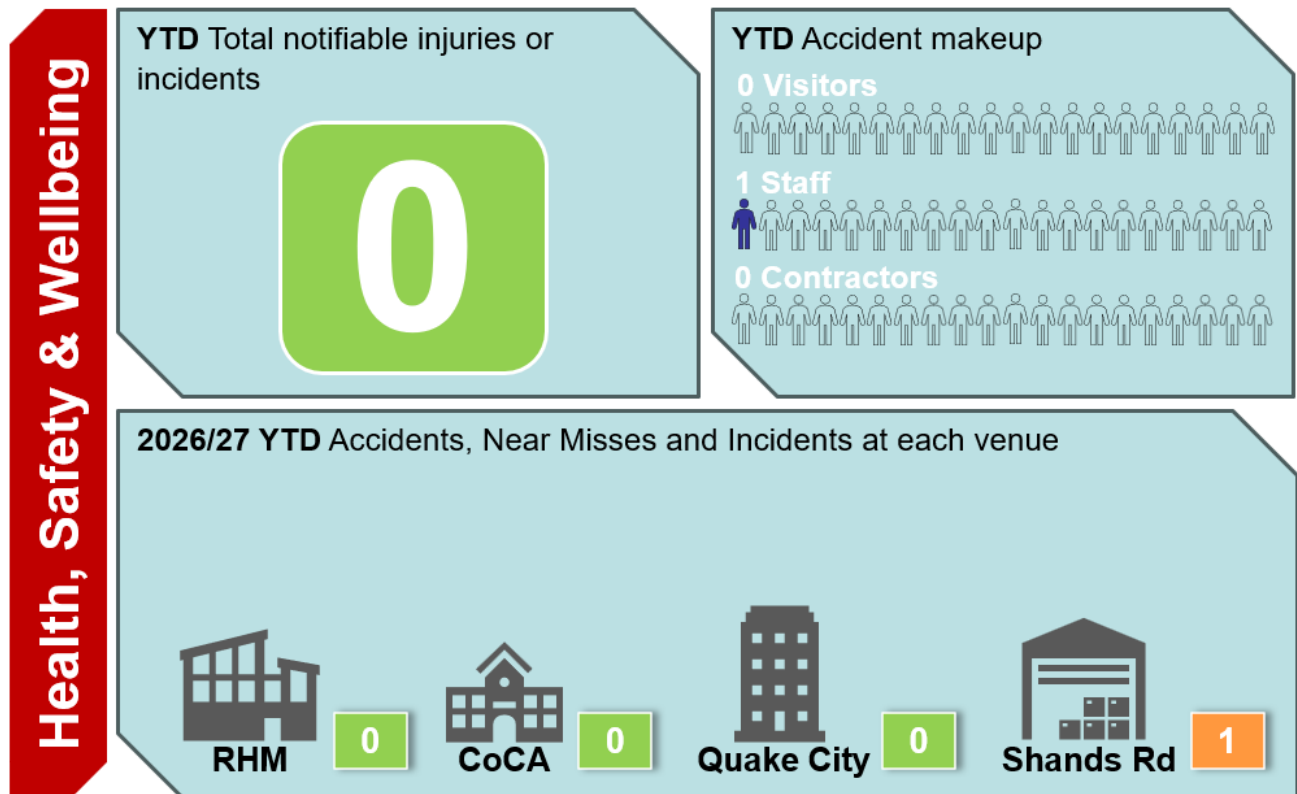
To: Canterbury Museum Trust Board

From: Stephen Penruscoe, Upoko Whakapāpā | Head of Public Engagement

Purpose

To update the Board on key Health, Safety, and Wellbeing matters for the period 1 – 31 July 2026 and year-to-date accident reporting.

Dashboard



Accident Reporting

There was 1 accident, 0 incidents, and 0 near-miss events reported during the period.

No.	Accident Details	Level*	Actions to reduce likelihood of the Accident reoccurring
1	Shands Rd Warehouse. 23 July, a staff member sustained puncture wounds to her left index finger, which drew blood, while attempting to remove a label from a collections box using sharp tweezers.	Minor	Self-administered first aid, cleaned the wound, and applied a plaster. Increased staff awareness of hazard.
	Incidents	Level*	Actions to reduce likelihood of the Incident reoccurring
0			
	Near-Miss	Level*	Actions to reduce likelihood of the Near-miss reoccurring
0			

ACC

There are currently no staff members away on work-related ACC leave.

Membership: Health, Safety and Wellbeing Committee

- Paul Verheyen – Health Safety & Wellbeing Officer (**Acting**)
- Stephen Pennruscoe – ELT Support
- Rick Bishop – Protective Services Representative
- Jack Cannon – NVE and Exhibitions Representative (**Chair**)
- Jane Comeau – Collections and Research Representative
- Kate Madden – Visitor Hosts and Education Representative
- Paul Verheyen – Shands Road Staff Representative

Key Health, Safety and Wellbeing Developments / Lead & Lag Indicators

1. The Health, Safety and Wellbeing Committee met in July.
2. Health and Safety training is up to date as of the end of July.
3. Canterbury Museum Risk Register
 - a. The Health and Safety Committee reviewed the Risk Register following the Museum's Audit and Risk Committee and Board meetings.
 - a) Two new risks have been identified and added to the Risk Register.
 - The café commercial kitchen at CoCA has been listed as a potential fire risk.
 - Cyber attacks have been added after a recent breach of a staff member's account.
4. Employee Assistance Programme (EAP) brochures, Critical Safety Risk Activities printout, and Health, Safety and Wellbeing Committee Minutes are present on staff noticeboards at all sites and accessible to all staff. The service continues to be used by museum staff.
5. After the recent review of the Museum's Hazardous Substances Emergency Response Plan, the following actions are still to be implemented.
 - a. Investigate the purchase of a trolley to transport collections stored in alcohol with a tub to retain capacity.
 - b. Create new and fit-for-purpose spill kits with equipment lists to reflect the ERP requirement.
 - c. Invite FENZ/local fire station for a familiar walkthrough of Shands.

Board Health, Safety and Wellbeing Audits [APPENDIX 1]

As part of the Board's commitment to health, safety, and well-being, site visits are now conducted periodically across all Canterbury Museum operational locations. These visits offer an opportunity to review safety measures, speak with staff, verify compliance with regulations, and identify areas for improvement.

1. There is only one remaining outstanding action from previous Board Health, Safety and Wellbeing Visits.
2. The new actions from the Board visit on 30 July are listed in the table.
3. Apologies for this month's audit were received from: Daphnie, Wayne and Anthony.
4. The next Board Audit is set for Thursday, 26 November 2026

Groupings

Group 1A	Puamiria	Tom	Shayne	Kelly	Lynell
Group 1B	Daphne	David C	Wayne	Anthony	Eion
Group 1C	Mel	David A	Rob	Vacancy	Stephen

Schedule

	March	July	November
Redevelopment Site	1A	1B	1C
Shands Road Site	1C	1A	1B
Pop-up, Ravenscar & Quake City	1B	1C	1A

2025-2026 Accident Reporting

Combined Accident Data: Pop-Up Museum, Ravenscar House Museum, Quake City and Shands Road Warehouse	2026/2027 Year to date	2025/2026 Year to date	2024/2025 Year to date
Total accidents, incidents, and near misses	1	25	17
Total notifiable injuries/incidents	0	0	0
Total accidents attributable to Museum negligence	0	0	0
Visitor Accidents per reporting year	0	13	6
Percentage of visitor accidents / total visitors	0%	0.006%	0.003%
Total staff accidents/incidents	1	11	10
Total contractor accidents	0	1	1
Total workdays lost	0	4	5

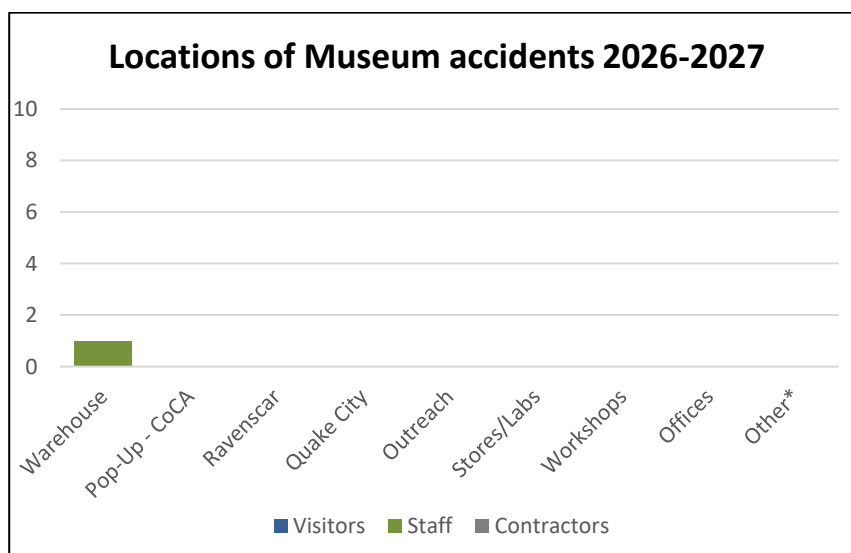
Year-to-date Graphs

Includes ergonomic, psychological, chemical, and other non-physical accidents.



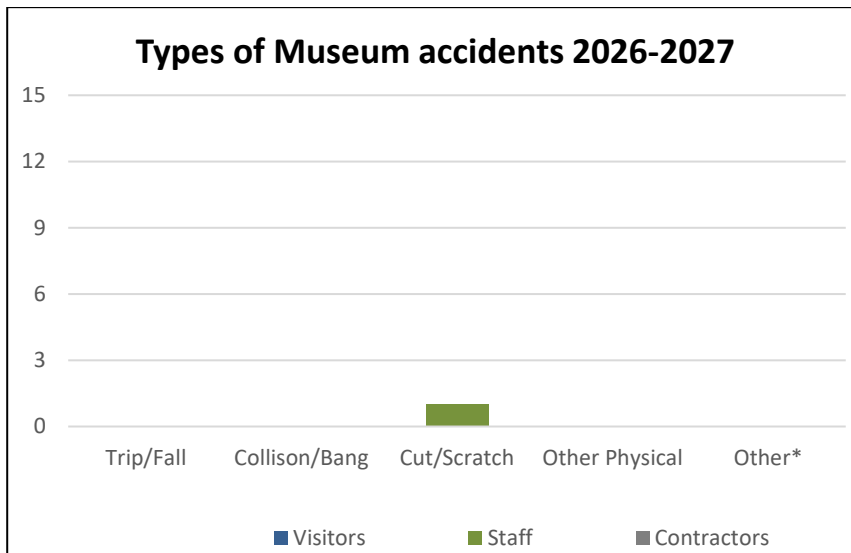
There has been a total of 1 accidents/incidents for the year-to-date as follows:

- Staff - 1
- Visitors – 0
- Contractors – 0



The locations of the accidents for the year-to-date are:

- Warehouse - 1
- Pop-Up - 0
- Ravenscar – 0
- Quake City – 0
- Outreach - 0
- Stores / Labs - 0
- Workshops - 0
- Offices – 0
- Other – 0



The types of the accidents for the year-to-date are:

- Trips / falls - 0
- Collisions / bangs – 0
- Cuts / scratches - 1
- Other physical - 0
- Other – 0

Upcoming critical risk activities

The following critical risk activities are scheduled to occur next month.

Critical Risk Category	Details of activity
Uncontrolled Energy Release	Ongoing - monthly electrical checks and maintenance.
Hazardous Substances	- Continuing to photograph the geology collection, which holds specimens that contain asbestos and other hazards. The team is using their hazards training to identify and isolate hazardous specimens before they reach the photography stage. - pXRF assessment of the taxidermy collection for heavy metals. DDT is also present on specimens. - Conservation has identified in the collection a batch of items that are possibly of high risk. These are mainly cylinders containing compressed gas, whose fill status is unknown or is full. The batch includes fire extinguishers containing Pyrene or 'dry chemicals'. The registrar has arranged for the items to be transferred to Tankfest for emptying. Post-treatment, these items will no longer be hazardous.
Working at Heights	No work planned other than potential gallery lighting maintenance at Pop-up Museum. Electrical contractor is "silver card" qualified
People vs Plant	No specific activities planned.

RECOMMENDATION

That the report be received.

APPENDIX 1: Board Health & Safety Visits – Outstanding Actions and Updates

26 March 2026 (updated 21 May 2026)

Site	Action Identified	Notes / Comments	Status
Shands Road	A low-extraction unit would be ideal and is currently included in the new museum.	Staff are in ongoing conversations with the supplier of the extraction system to inform structural changes and other considerations before the company can provide quotes for a downdraft/suction table. Off-the-shelf models available online are very expensive, so the team are exploring a custom solution with one of our fume cupboard suppliers to see if they can manufacture one at a potentially lower cost.	Underway

30 July 2026

General commentary:

Group 1A

- All fire extinguishers have passed tags checked, all current. Very good.
- Good pallet racking weight loading signage.
- Noted that we use a 'test and tag' process for the workshop power tools, managed by John Henson. No concerns raised.
- Discussed new online process for reporting accidents, incidents and near misses. Positive feedback on this.

Group 1B

- Everything good, no recommendations nor actions
- David wanted to make special note of the excellent "Black Ice" warning signage up everywhere.

Group 1C

- The board members were appreciative of the changes that have happened since their last city site visit.
- The question was asked about what happens to the electronic access doors during power cuts at all sites? The answer is that each mag-locked door has a UPS power supply and will stay secure for up to 12 hours.

Site	Action Identified	Notes / Comments	Status
Shands Road	Query re use of tall mobile ladder in warehouse.	Working at heights training is provided to all staff, and it is compliant for 1 person to climb the ladder alone.	Achieved
	Discussed an incident where a power cord was compromised outside of that process.	<i>Query re process for that (explained) and whether it should be recorded as an incident or near miss (this needs clarification and reporting).</i>	Logged
	Noted that the Exhibitions Team are currently looking to identify where the electrical lockout board is for the workshop.	<i>This is to be reported on for next time.</i>	Logged
	Discussed eyewash station.	Eyewash kits are included in all first aid kits, and a larger mobile eyewash kit is on order after the recent spill kit process and equipment audit.	Achieved
Ravenscar	No further Actions from Audit		Achieved
Pop-up Museum	There is a broken fire extinguisher in the CoCA storeroom.	<i>Establish if this is the extinguisher for the room or if it is stored there awaiting disposal.</i>	Logged
	The high racking storage in the CoCA storeroom, holding fluoro tubes, wood, lighting track and piping, has no restraint.	<i>Fit a restraint system to the rack to stop items falling.</i>	Logged
Quake City	The fire extinguisher by the skateboarding video is due for its inspection.	<i>Confirm when it was last inspected and if it is due, arrange for an inspection of all QC extinguishers.</i>	Logged
Rolleston Ave	No further Actions from Audit		Achieved

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting of Museum Redevelopment Project Control Group
held in the Rubix Boardroom
on 30 July 2026 commencing at 11.00 am**

Present: Tom Thomson (Chair), Jack Harris, Darren Moses, Anthony Wright

In Attendance: Sam Davis, Julian Donald, Trevor Watt, Lynell Bell (minutes)

Apologies: David Cartwright

1 WELCOME

Tom welcomed all attendees.

2 APOLOGIES

Apology received from David Cartwright.

P26/41 Resolved that the apologies be received

(T Thomson, J Harris)

3 CONFLICTS OF INTEREST

None noted.

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting (open) held on 2 July 2026 were received.

P26/42 Resolved that the minutes (open) of the Museum Redevelopment Project Control Group meeting held 2 July 2026 be adopted as a true and correct record.

(T Thomson, D Moses)

4.2 Matters Arising
Nil.

5.1 MOTION TO EXCLUDE THE PUBLIC.

P26/43 Resolved to exclude the public from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of its resolution are as follows:

Agenda Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
6	Confirmation of In Committee Minutes	s7(2)(h) To enable the Museum to carry out, without prejudice or disadvantage, commercial activities	Section 48(1)(a) – The public conduct of this matter would be likely to result in the disclosure of information for which good reason to withhold exists under section 7
7	Redevelopment Project PCG Monthly Report (July)		

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by sections 6 or 7 of the Act or sections 6, 7 or 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as shown above with respect to each item.

(T Thomson, A Wright)

10 OUT OF COMMITTEE

P26/47 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed In Committee be confirmed.

(D Moses, A Wright)

11 GENERAL BUSINESS

Nil.

Meeting closed at 12.15 pm.

12 DATE OF NEXT MEETING

Thursday 3 September 2026, 11am, Rubix Boardroom

Confirmed as a true and correct record.

..... Chair

..... Date

REPORT ON CANTERBURY MUSEUM REDEVELOPMENT PROJECT CONTROL GROUP

To: Canterbury Museum Trust Board

From: Tom Thomson, Chair, Redevelopment Project Control Group

BACKGROUND

The following report provides a brief summary of the progress of the Canterbury Museum Redevelopment Project for the most recent one-month reporting period.

RECOMMENDATION

That the report be received.

Tom Thomson
Toihau | Chair, Redevelopment Project Control Group

27 July 2026

Canterbury Museum Redevelopment Project Report

July 2026

Executive Summary

The main focus this month has been programme and funding. We are continuing to work through a number of delay, value engineering and pricing considerations. Stage 4 remains on budget and the focus is now on securing the remaining funding needed to complete Stage 5. This is supported by ministerial site visits planned over the coming months.

Construction is progressing well. The Robert McDougall Gallery basement has been fully demolished and excavation is steadily advancing. Grillage and floor slabs are well advanced, and the heritage lead and asbestos remediation within the Mountfort buildings is largely complete.

The base isolator and fluid damper remediation continues to progress, with the first dampers installed. The Orion substation design is now largely confirmed and equipment ordering will follow.

There were a small number of health & safety incidents during the period, including two Lost Time Injuries. Both workers are now back at work and appropriate investigations were undertaken. One work at height incident has resulted in an investigation being undertaken by the contractor, with findings yet to be confirmed.

Latest Site Images



Zones 1-2 Level 0 and Fibre Reinforced Polymer strengthening to columns



Zones 3-4 Level 0 and Fibre Reinforced Polymer strengthening to columns



Zone 3 Base Isolators and insitu grillage (below former Duff Wing)



Robert McDougall Gallery
excavation works



Robert McDougall Gallery
bracing to micropiles

REPORT ON QUARTER 4 2026 NEW VISITOR EXPERIENCE

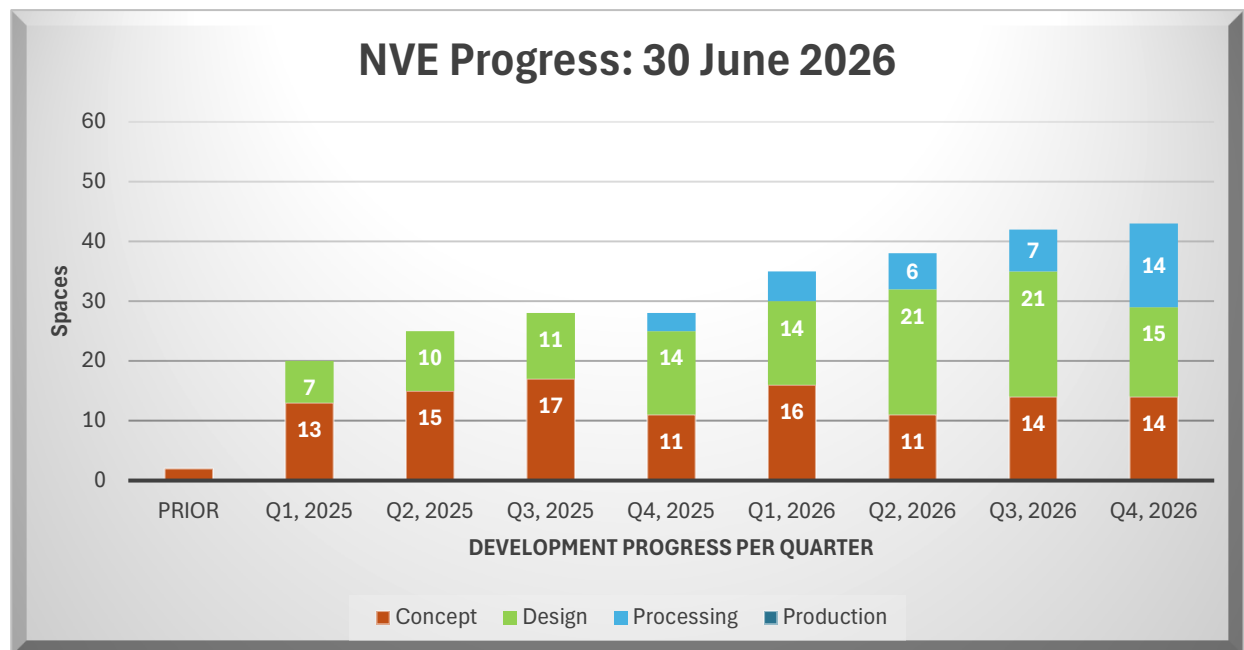
To: Canterbury Museum Trust Board

From: Lynell Bell, Head of People & Project Delivery | Upoko Whakawhanake Raukaha

Purpose

To inform the Board of Q4 2026 (1 April to 30 June 2026) and full financial year New Visitor Experience (NVE) activity and status of exhibition pods.

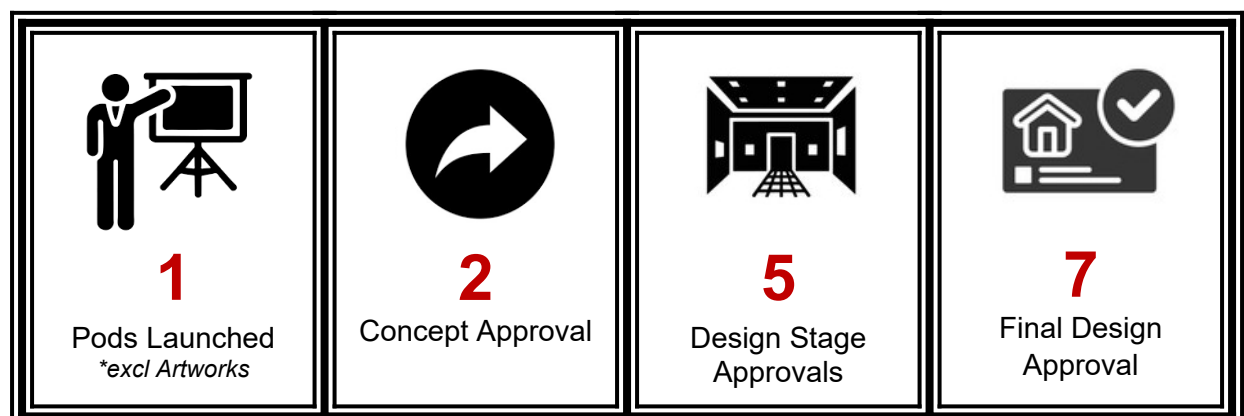
NVE Dashboard



2025-2026 NVE KPIs

		This Year	Overall
7.3	Minimum 15 NVE pods launched	16	43
7.4	10 NVE pods progressed to Developed Design 3 (design complete)	11	14

This Quarter



Key Activities and Successes this Quarter



A streamlined NVE process was launched to improve productivity. Reducing one design touchpoint and managing processing via sprint modelling will improve efficiency.



Hau Te Ananui o Tangaroa: Working with the architects and engineers, we have sought approval for the roof pitch to reduce from 35° to 33° to enable the Wharenui to fit within the space. A concept design for the first exhibition within the space has been presented.



Our external Articulator, Den Feaver, has completed and returned a trial involving articulating a Moa leg (replica). The first full Moa skeleton (Heavy-footed Moa, *Pachyornis elephant*) has now been shipped to him to articulate. This skeleton has been formed using bones from a number of skeletons, with two 3D printed bones.



The inaugural Te Whakaihu Waka hui was held on 15 May with representatives from Rāpaki, Koukourārata, Wairewa and Ōnuku. A preferred theme for the opening exhibition was agreed and subsequently confirmed at the second online wananga on 4 June when Tūāhuriri and Taumutu were also presented. The opening exhibition theme will focus on Ngai Tahu Creation history, with māhinga kai as a sub-theme. Much of the storytelling will be via oral histories.



Antarctica Heroica: We met with Athfield Architects to further develop the Antarctic Dome and SnoCat/Ice wall experiences. They will investigate the challenges for the dome and report back. We have received a quote from VAE Group to commence a design scoping process for the ice walls.



Nic Low's, Araiteuru Content Writer/Developer, fixed term contract with the Museum ended on 22 May. Iwi engagement is now being overseen by Sarah Murray, Upoko Kohinga Rangahau | Head of Collections and Research / Tumuaki Tuarua | Deputy Tumuaki Matua | Director.

Key NVE Risks

As outlined in the NVE Risk Register, attached as Appendix 2.

The resignations this month of the Curatorial Manager and an NVE Exhibition Preparator will have a negative impact on NVE delivery capacity and timeframes.

Appendices:

- Overview of NVE Programme
- NVE Risk Register

Recommendation

That the report be received by the Board

Lynell Bell

Head of People & Project Delivery | Upoko Whakawhanake Raukaha

2 July 2026

Appendix 1: Overview of NVE Programme: Status Achieved at 30 June 2026

<i>NVE no.</i>	<i>Exhibition Pod</i>	<i>Briefed</i>	<i>Concept</i>	<i>Mid-Design</i>	<i>Final Design</i>	<i>Processing</i>	<i>Production</i>	<i>On Target</i>
1	Hau Te Ananui o Tangaroa							
2	Blue Whale Skeleton							
3	Elephant							3
4	Kate Sheppard/Henry Nicholas							
5	Studdingsail Hall							
6	RMG Link Landing							
7	Tropical North Canterbury							
8	Squawkzilla							
9	White Heron Diorama							1, 2
10	Paua Shell House							
11	Canterbury Potters							
12	Rewi Alley & Asian Arts							4
13	Digital Experience (DeXter)							
14	Antarctica Heroica							
15	Mountfort 1870 (Haast's Museum)							
16	Mountfort 1877 Display Cases							4
17	Araiteuru							
18	Christchurch Street							
19	Exhibition Furniture							3, 4
20	Fast & Slow on Water							
21	Holden (Rose Reynolds)							
22	RMG Heritage Oils							
23	Discovery							
24	Moa Experience							
25	Sub-Antarctic							
26	Exhibition Wall System							3
27	Shag Diorama + NZ Birds							
28	Pasifika							
29	RMG Water Colour & Misc							
30	RMG Ship Nails & Tail Feathers							
31	RMG Sculpture Hall							
32	Moa (crawl-through) Cave							
33	Ivan Mauger							3, 5
34	Ed Hillary & Mountaineering							
35	Unity							
36	Pounamu Experience							
38	RMG Mid Century Art							
39	RMG Toi Māori							

40	RMG Contemporary Art						
41	Penguins						
42	Dinosaurs on Mezzanine						
44	Learning Centre						
45	Peace City						

Key:	1 - Staff Capacity	2 - Space Capacity	3 - External Delay	4 - Case Design	5 - Scope TBC
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Appendix 2: NVE Risk Register – top risks (this update 2 July 2026)

Ratings

- 1 Negligible – minimal or no impact and minimal adjustment needed to carry on
- 2 Minor – limited impact on organisational capability, minor interruption to operations
- 3 Moderate – temporary loss of function, adverse impact, disruption to operations
- 4 Important – serious impact on function and capability, operations compromised
- 5 Major – sustained impact on operational capability, total shut down, long term recovery

Inherent Risk Rating: Combined effect of Likelihood/Consequences				
Likelihood		Consequence		
		High	Medium	Low
		16-25	10-15	0-9
High		16-25	10-15	0-9
Medium		10-15	0-9	0-9
Low		10-15	0-9	0-9

N	Description of Risk	Early Warning Signs	Potential Museum Impacts	Unmitigated Risk			Mitigating Controls / Action Taken to Date	Mitigated Risk		
				L/Hoc	Conse	IRR		L/Hoc	Conse	RRR
1	Funding	Secured funding levels fall below current NVE commitments or planned expenditure	Lack of funding to fit-out exhibition and public spaces.	5	5	25	Backup planning for staged opening scenarios and 'cheaper' options to fill any blank spaces.	5	4	20
2	Resourcing: staff	Staff workload continues to increase. Staff are under pressure. Cultural disengagement. Resignations.	Inability to develop, design, fabricate and install exhibition spaces and storytelling. Delays due to lack of staff resourcing.	5	5	25	Increase staffing levels to ensure adequate resourcing during all stages of NVE design, development and delivery.	4	4	16
3	Delivery scope	Inability to deliver the required scope to the quality required with current resourcing, time or budget. Quality of design, content or interpretation starts to drop.	Reduce scope to ensure quality remains high. Spaces can be added later but poor quality spaces are hard to recover from reputationally.	5	5	25	If scope is not reduced (staged opening, fewer objects in vignettes or quality expectation lowered) this will remain a high risk.	4	4	16
4	Resourcing: external design, fabricate and install	Lack of time for external parties to complete work. Lack of availability to fabricate or install to meet Museum timeframe expectations.	Ensure time to develop detailed scope and briefings. Advise contractors of timeframe expectations clearly and early.	4	5	20	Commence scope of works development as early as possible and resourcing allows. Ongoing communication with third party contractors.	4	4	16
5	Resourcing: installation labour	Additional people resourcing required to manage installation (experienced exhibition leaders, collections staff, skilled and semi-skilled contracted labour)	Inability to install exhibitions in a timely manner (to meet opening expectations)	4	4	16	Early recruitment of required specialist exhibition and installation staff and contractor resources. Build current exhibition team and provide training to ensure each member can lead an installation team. Availability of contract labour.	3	4	12
6	DEXter delivery	Inability to deliver required DEXter functionality within required timeframes, due to content development and delivery, or technology concerns.	Technology not developing as expected. Content not being developed as expected. Inability to curate content via the app.	4	4	16	Appropriate time and resourcing allocated to developing content and functionality. Labels as backup plan.	3	3	9
7	Installation: Timing	Ensure planned timing is feasible. Ongoing review to ensure timeframe is being met.	Installation timing delays occurring re transport, supply chain, resourcing, large object access, crane operations external contractors etc	4	4	16	Adequate resourcing. External specialist brought in to manage with in conjunction with Crown Removals. Good Council engagement. Cross-functional team training where possible.	3	3	9
8	Fabrication and Storage space	Process is delayed due to lack of workshop space or equipment.	Ensure appropriate work, processing and storage space	4	4	16	Ongoing review of spatial requirements. Appropriate securing of required on or offsite storage or workshop space/s.	3	3	9
9	Succession Planning	Risk of key staff departure due to perception of overwork; stress.	Delays in upskilling others to take over key inputs to NVE.	4	4	16	Organisational culture approval via workload management. Good documentation. Good engagement.	3	3	9

QUARTERLY REPORT FROM THE TUMUAKI MATUA | DIRECTOR FOR APRIL TO JUNE 2026

To: Canterbury Museum Trust Board

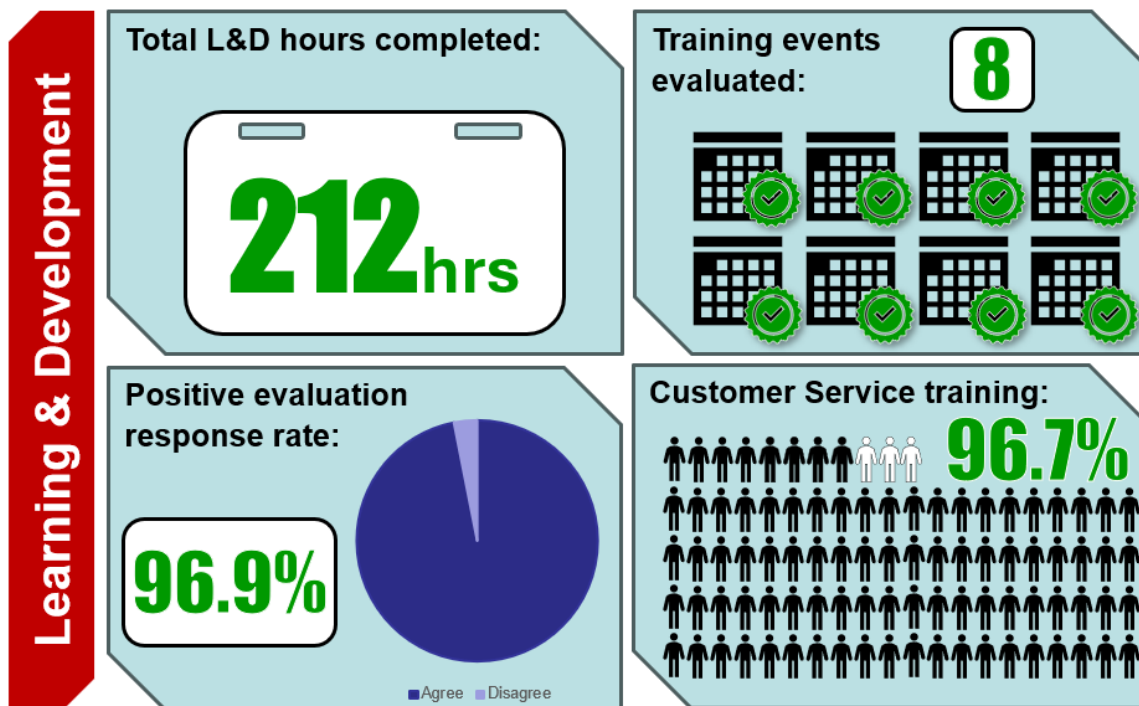
From: Anthony Wright, Tumuaki Matua | Director

PRINCIPAL ACHIEVEMENTS – APRIL TO JUNE 2026

People & Capability

Learning and Development

- Learning and Development activity remains aligned with organisational priorities, with a targeted approach adopted to support capability development and NVE delivery outcomes.
- Customer Service training has been completed by all but three staff. They will be scheduled once a group of sufficient size is available for a session.
- Additional professional development opportunities have been made available to staff, with three staff members enrolled in external courses focused on delegation and time management.
- Mandatory compliance training continues to be monitored, with Fire Extinguisher Training scheduled for remaining staff in July 2026.
- A total of 212 Learning and Development hours were completed during the reporting period.



Technology

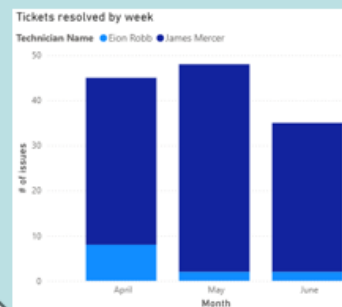
IT

- The selection of a new Financial System should provide a great boost to efficiency for the 2026/27 financial year, and the inclusion of Payroll and HR as part of that package will provide a much-needed refresh to one of our oldest technology systems at the Museum. With the ability to additionally capture non-financial KPIs, auditing time should also be reduced.
- The open-sourcing of our in-house Microfading software package to the world will expose us to a new ecosystem of volunteers, while also promoting the Canterbury Museum name into the back-of-house of other museums around the world.
- The upgrade of our Wi-Fi systems has improved security while also giving the Museum opportunity to provide free Wi-Fi to the public at *Quake City*. International visitors are now able to continue their journey with arranging travel and accommodation, potentially improving visitor satisfaction.

5.8 Answer 100% of IT helpdesk requests within 2 working days
100%

Achieved 

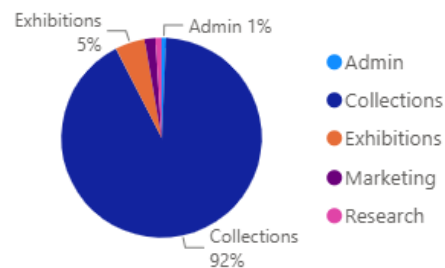
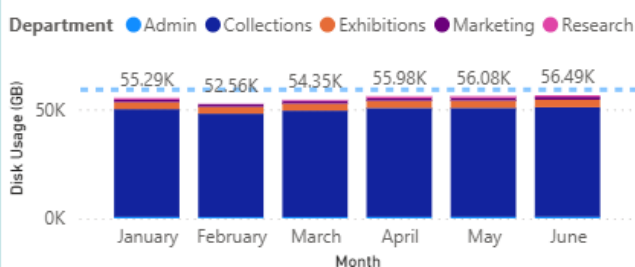
Number of tickets closed



Q4

Disk Usage Tracking

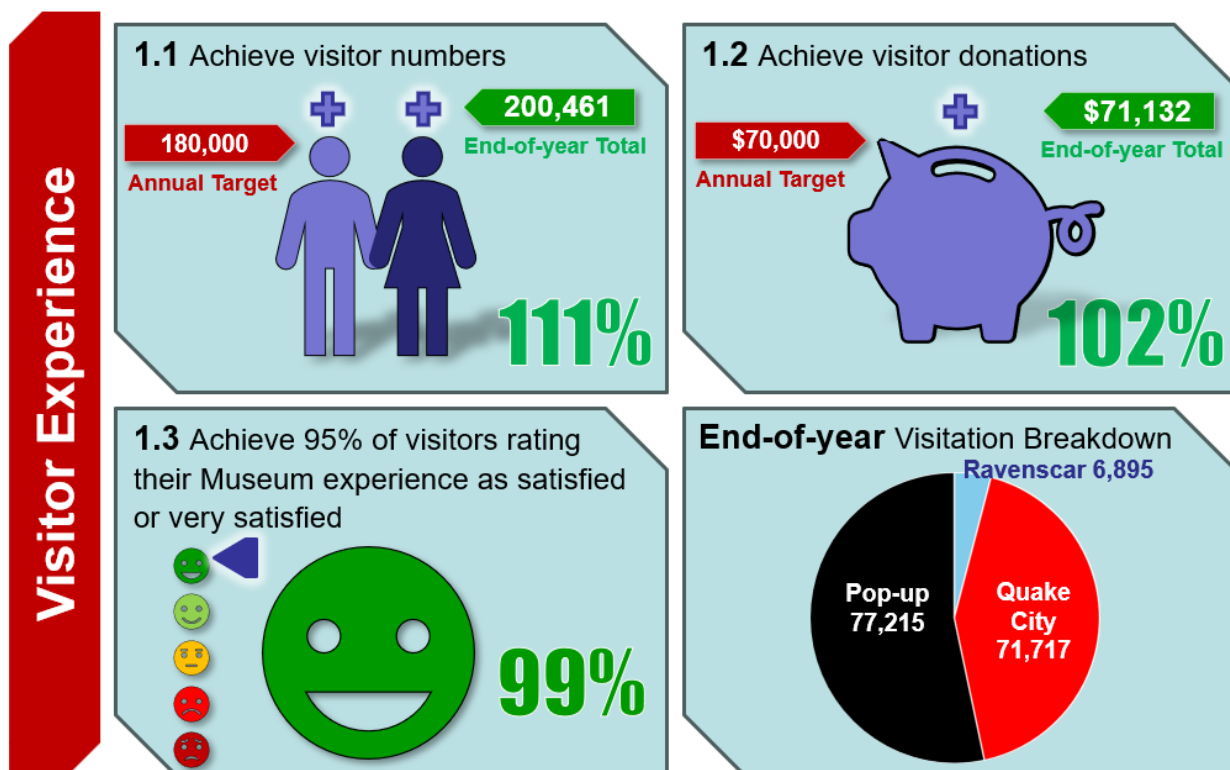
Monthly Disk Usage



Public Engagement

Museum Visitors

- Visitor satisfaction remained outstanding, with 99% satisfaction for both the overall visit experience and staff interactions, indicating that service standards remain consistently high across all sites. Having a Visitor Host team that is engaged and cross-trained across all three sites contributes to the consistent results across the venues.
- This quarter saw the anticipated seasonal decline in visitor numbers after the busy summer tourist season; however, Customer Experience delivered solid results, continuing to demonstrate strong public engagement and effective commercial performance across the Museum's visitor sites. The uptake on Twin Tickets has been especially rewarding with the sale of 169 twin tickets across Quake City and Ravenscar House Museum.
- Ravenscar House Museum is gaining interest as a venue for wedding photos and events. A wedding ceremony held on 14 April was a strong success. Car park hire also created a new revenue opportunity, beginning with The Observatory Hotel and extending to use by Arts Centre bridal parties at The Great Hall.
- During the cooler months, the Pop-Up Museum saw an increase in local family visits due to Dinosaurs: Surviving Extinction. The April school holidays saw 3,913 visitors over the three weekends, and whilst numbers during term time diminished, the final three weekends saw a tremendous 3,753 visitors sneak in before it closed.

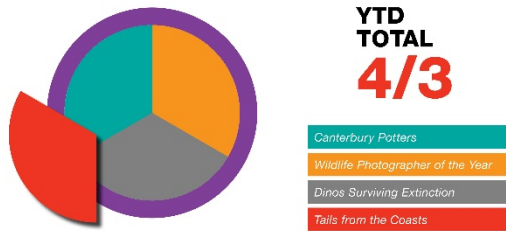


Exhibitions

- During the quarter, the Exhibitions team delivered a strong programme aligned with Annual Plan KPIs. Four special exhibitions have now been delivered year-to-date, meeting KPI 2.1, with Tails from the Coasts; Nature Stories from Singapore joining Dinosaurs Surviving Extinction, Canterbury Potters Association 52 and Wildlife Photographer of the Year 60.
- Touring activity met KPI 2.2, with a staggering total of visits recorded this quarter (171,016). This brings our year-to-date total to 304,349. Strong engagement at Tūranga Central Library (an estimated 140,000; final figure to be reported when available) highlights the value of partnering with central city libraries.
- Visitor experience has been maintained across all sites, supported by ongoing exhibition upkeep and the refresh of public spaces. Team capability continues to grow through learning and development opportunities; however, the resignation and departure of one of the preparators will impact delivery over the coming months.
- External partnerships continue to grow, alongside delivery of international opportunities; Tails from the Coasts opened on Friday 26th June to much acclaim from the arts community. The production team has continued to receive excellent feedback for their professionalism, pragmatism and solution-focused mindset.
- While inflationary pressures and increasing workload remain a risk, expansion of the team presents an ongoing opportunity. Key priorities include refining NVE Sprint processes to maximise available hours and skillsets; however, new Exhibitions staff will be needed to maintain momentum on the NVE project.

EXHIBITIONS

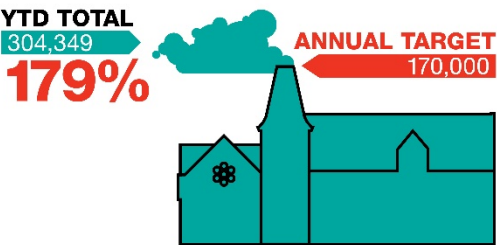
2.1 Develop, deliver and evaluate three special exhibitions



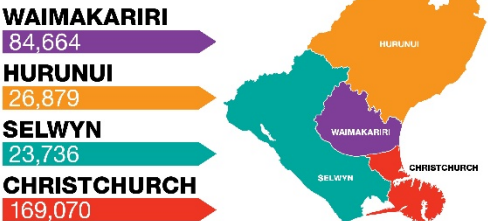
Q3 Average visitation per day per exhibition staged 2025/2026 FY



2.2 Tour exhibits to the four local authorities

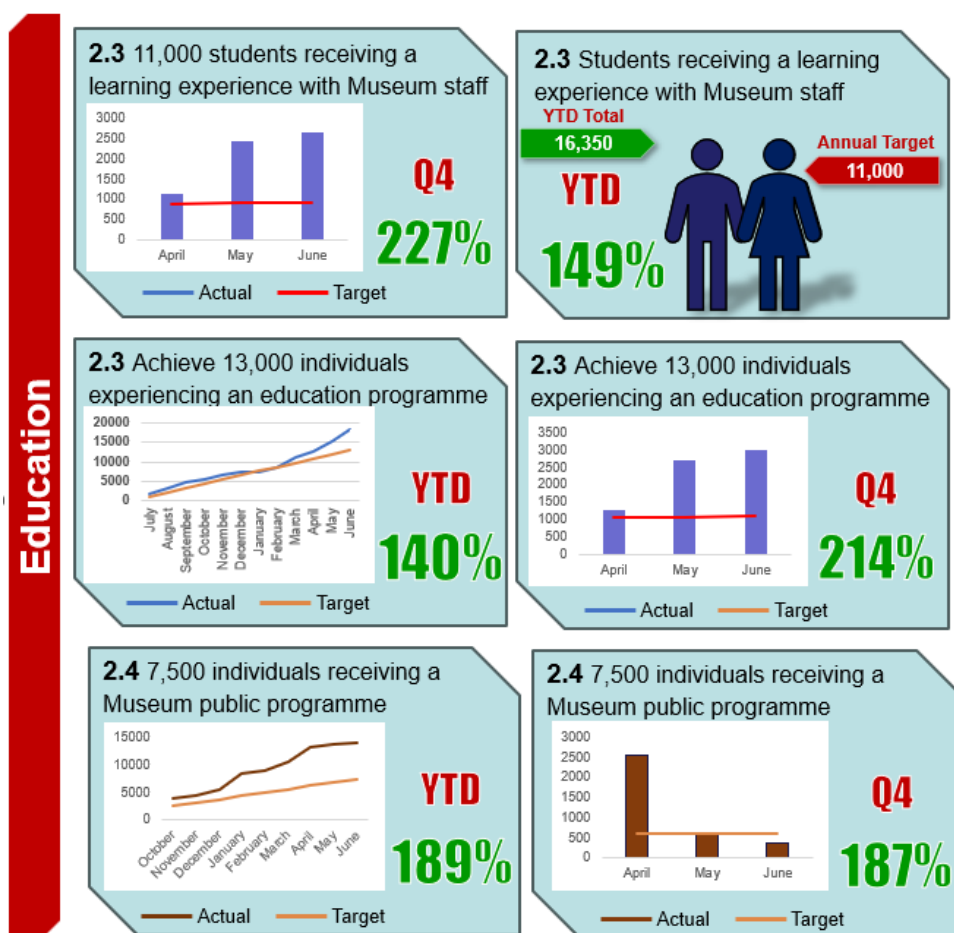


2.2 Canterbury Touring Programme reach YTD



Education and Public Programmes

- This quarter showed strong demand for both Education and Public Programmes, with the team continuing to deliver a broad and varied offer across Museum sites, community venues and partner locations. Education activity was particularly strong at *Quake City*, where winter-season school bookings increased noticeably. This appears to be linked to the stronger presence of the Canterbury earthquakes in the school curriculum, as well as a deliberate effort to encourage schools to visit during the quieter tourism period. That approach is working: it creates a better experience for schools and Educators, while also helping to keep *Quake City* active during the colder months.
- Dinosaurs: Surviving Extinction continued to attract a strong number of self-guided visits from school and early childhood groups. Morgane also continued her lecturing commitments at the University of Canterbury, maintaining an important connection between the Museum's education work and the tertiary sector.
- Public programmes continued to extend the Museum's reach into the community. The April school holiday insect drop-in sessions at libraries across Christchurch and Selwyn attracted 1,118 people, and 1,000 copies of the Autumn Shared Trail were distributed to children visiting the Pop-up Museum. Programmes with Dementia Canterbury and Blind Low Vision NZ also continued, using themes from Dinosaurs: Surviving Extinction, Our Insect Neighbours at Tūranga, and Antarctica to support accessible and inclusive engagement. The team also contributed to the second Festival of Archaeology at Kate Sheppard House, which was well attended.
- The spread of delivery across onsite and offsite locations also reflects the team's growing reach and flexibility. As demand continues to build, we will keep strengthening coordination, shared planning and opportunities for Educators to connect across the programme.



Communications and Marketing

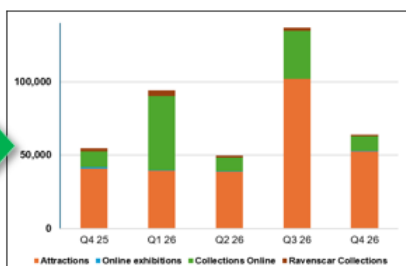
- The media coverage in the quarter focused primarily on redevelopment funding and the City Council's discussions about funding the city's iconic building. This topic accounted for 81 of 201 media hits during the quarter, a 15% increase over the quarterly target of 175.
- Digital and social media engagement was slightly up overall on previous Q4 quarters at the Pop-Up Museum, with 64,056 engaged sessions, an 11.4% increase on the quarterly target of 57,500. Social media engagement reached 47,801, a 27% rise on the quarterly target of 37,500. During this period, we developed the communications and marketing plan for *Tails from the Coasts* and hosted the VIP preview of the exhibition on 25 June, which was well attended and enjoyed by guests.
- The annual *Quake City* Sponsorship Report for the Natural Hazards Commission Tōka Tū Ake was produced along with a draft proposal to NHC to renew their 3-year sponsorship agreement.

Communications

1.7 Digital Engagement annual target of 230,000

Quarter Target

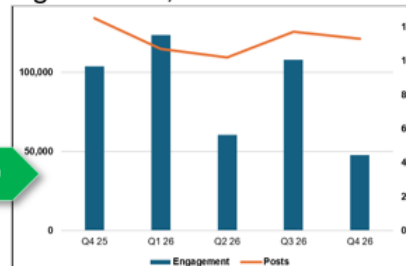
57,500



1.8 Social Media Engagement annual target of 150,000

Quarter Target

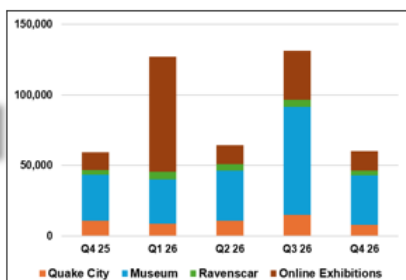
37,500



Q2 Digital Visitors

Quarter Total

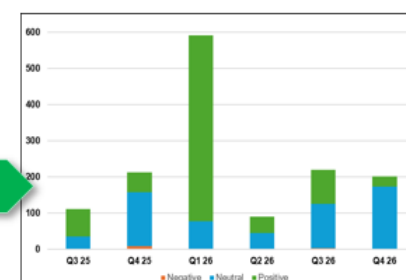
60,102



2.6 Media Hits annual target of 700

Quarter Target

175



Health and Safety

- It has been a steady quarter for health, safety and wellbeing, with no notifiable events recorded either this quarter or across the full reporting year. The incidents reported were mostly minor and were dealt with promptly, with practical follow-up actions already in place where needed, including improved maintenance checks, installation of a handrail, and stronger site management controls for higher-risk areas.
- The annual figures show an increase in total reported accidents, incidents and near misses compared with the previous two years. Still, visitor accidents remain very low as a proportion of total visitation, and there were no incidents attributable to Museum negligence.
- Active site audits, risk register reviews, staff noticeboard information and EAP support demonstrate that health, safety and Wellbeing are being proactively monitored and kept visible across Museum operations.

Health, Safety & Wellbeing

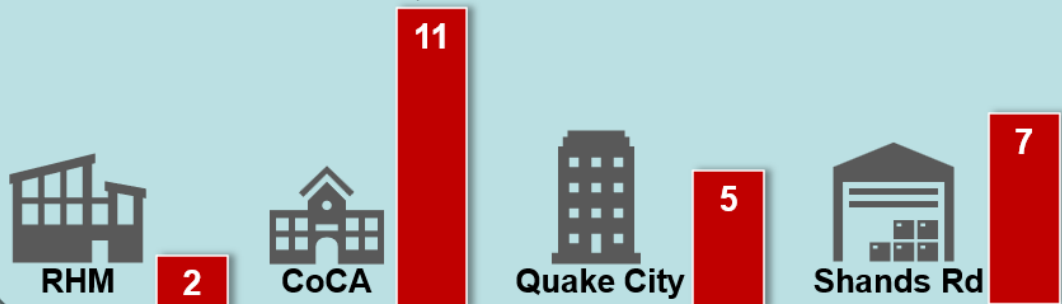
Q4 Total notifiable injuries or incidents

0

YTD Accident makeup



YTD 2025/26 Accidents, Near Misses and Incidents at each venue



Building Operations

- During Quarter 4, the Building Operations team concluded the financial year with a strong focus on safety, compliance, operational resilience, and continuous improvement across all Museum sites. The Museum achieved a significant safety milestone, recording zero notifiable events for the entire 2025/26 financial year (1 July 2025–30 June 2026), reflecting proactive health and safety management and effective risk mitigation across all operations.
- The team also delivered measurable operational efficiencies. A review of the Museum's cleaning services contract identified approximately \$24,000 in annual savings, demonstrating a continued focus on value for money while maintaining service quality.
- Across the Museum's sites, Building Operations completed a range of practical improvements that enhanced accessibility, safety, and workplace functionality, including installing accessibility handrails at the Shands Road warehouse and adding storage at the Pop-Up Museum to improve emergency egress and operational efficiency. Ongoing investment in staff wellbeing, sustainability initiatives, and preventative maintenance continued to support productive and safe working environments.
- Despite the Building Operations Manager's retirement during the quarter, service delivery and compliance remained uninterrupted, with the Facilities Officer successfully stepping into the role with support from the Head of Public Engagement, as recruitment for the permanent role progresses.

Building Operations

1.6 Ensure all Museum premises occupants remain in an environment where zero Notifiable Events arise through negligence of the PCBU's business or undertaking

Achieved 

5.7 Maintain healthy, safe, and secure facilities...



5.7 ... Achieve Building Warrant of Fitness's

RHM
due Nov 26



RMG
NA



CoCA
due Jan 27



Quake City
due Aug 26



Shands Rd
due Jun 27



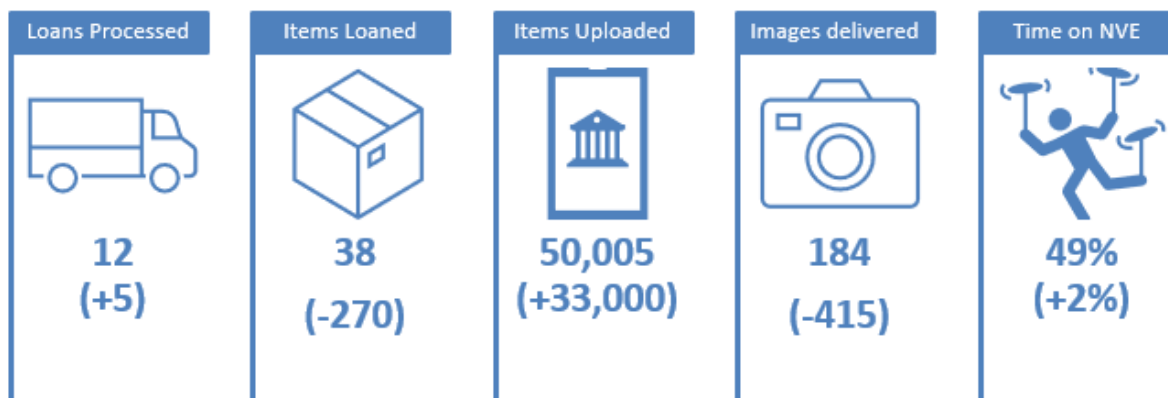
Museum
NA



Collections and Research

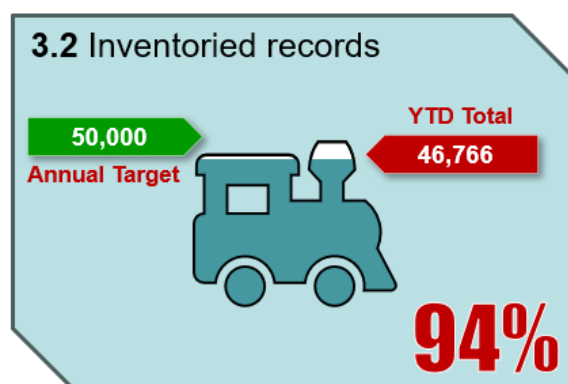
Registration

- This quarter, the Registration team continued to support traditional museum activities while increasing its contribution to NVE projects. Loan activity increased, including significant work supporting the moa articulation and Hau Te Ananui restoration projects.
- NVE-related work now accounts for 49% of team activity, reflecting focused effort on pods such as Moa, Squawkzilla and the Studding Sail Hall sprints.
- The team also delivered extensive staff training in object handling, condition reporting, and both basic and advanced Vernon use, strengthening organisational capability and collections management practices.



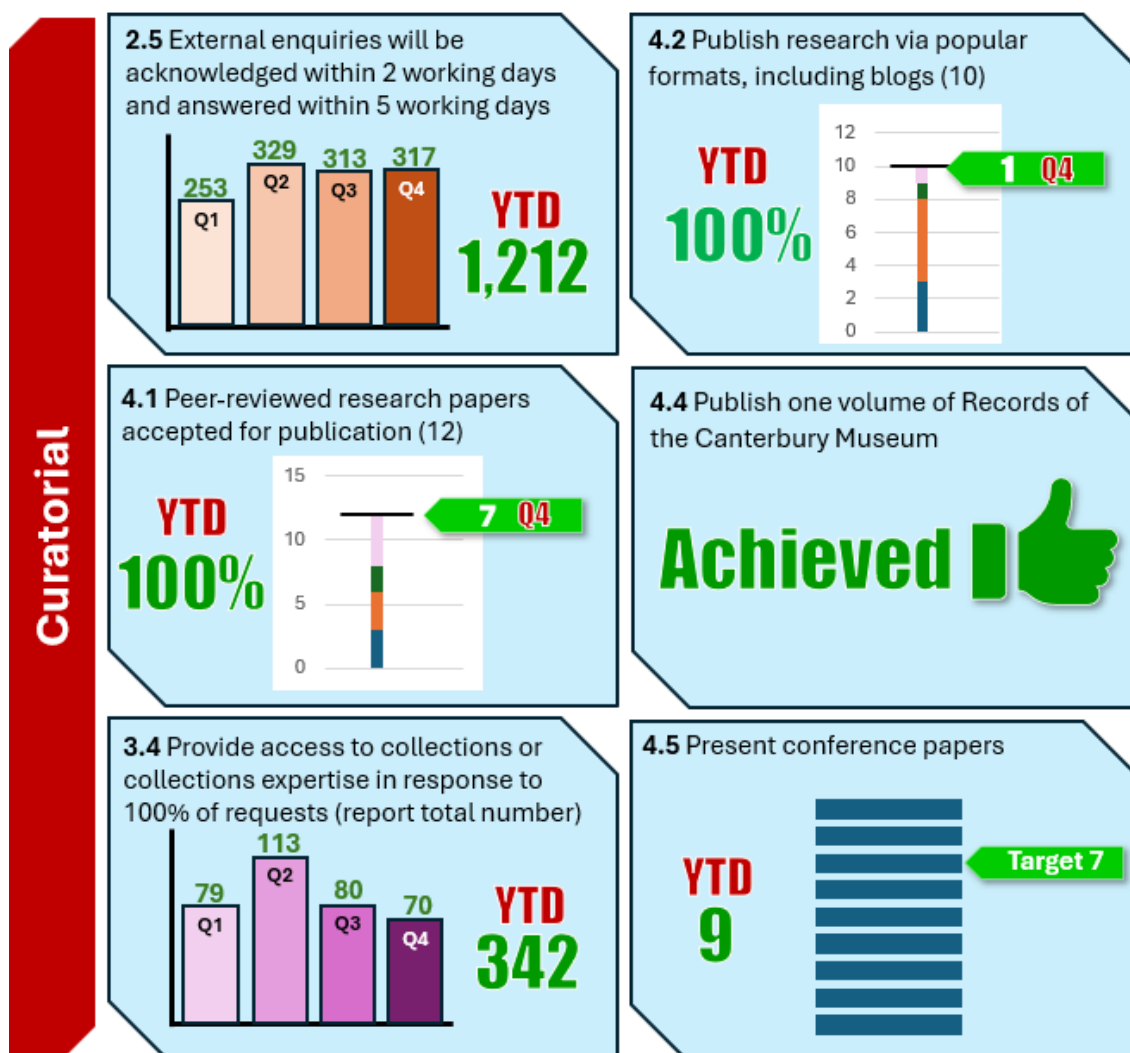
Collections Inventory

- Continued the inventory of objects for display in the New Visitor Experience including Taonga Māori, Discovery and Geology.
- Collaborated with Conservation to inventory and clean Discovery birds and test them for hazards.



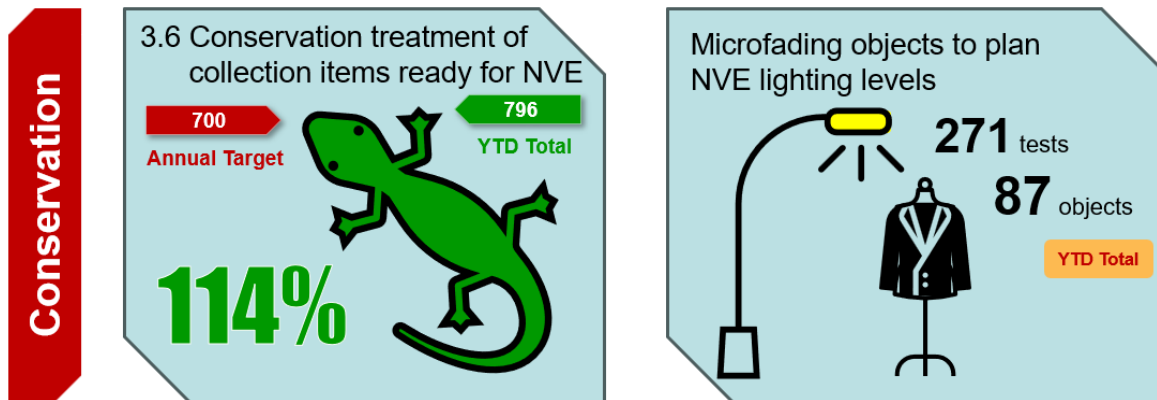
Curatorial

- First completed moa skeleton for the Moa Experience shipped for articulation
- Very successful site visit and relationship building with Robert McDougall descendant Tim Seay and former Senior Curator at Christchurch Art Gallery Neil Roberts.
- Acquisition of rare pounamu sculptures by Kelvyn Anderson, which are a homage to Theo Schoon.
- Selection/curation of pounamu material for outward loan to Hunan Provincial Museum.
- Publication of Digging Deep: Women on New Zealand's Goldfields by Senior Curator Julia Bradshaw, which "fills a long-neglected and significant gap in the social history of our country."
- Two resignations in the team in June from team members who together have over 20 years of knowledge and experience of the Museum, its collection and processes. The team of Curators is now running at almost half capacity, with vacancies in four full-time positions: Curatorial Manager, Curator Natural History, Associate Curator Natural History, Associate Curator Māori and Pacific.



Conservation

- Examination and treatment of many NVE items, identifying potential issues and creating solutions. 175 NVE treatments and 603 analytical examinations/analysis, resulting in reaching 114% of our KPI.
- Led hazardous collections awareness including radon and taxidermy testing and presented hazards in the collection training.



Security and Risk

- During the quarter, Security focused on improving site security, emergency preparedness and operational processes across all Museum sites.
- Key achievements included security upgrades for the Pop-Up Museum and Riki Manuel's workshop, completion of security reviews and CCTV assessments, updated procedures and training, and continued planning to support future exhibitions and the New Museum project (NVE).

Fundraising and Development

- Q4 was a significant quarter for the redevelopment project, marked by major funding progress and exceptionally strong community advocacy. Christchurch City Council formally ratified its investment in the project, approving a \$15 million grant and a conditional \$28.6 million loan, supported by a further \$4.8 million from regional councils. This outcome provides a substantial step toward closing the Stage 5 funding gap and demonstrates strong confidence in the redevelopment.
- The quarter also saw the conclusion of the Stand Up For Your Museum campaign. More than 4,400 submissions were generated through the Museum's portal, with 97% of respondents identifying funding for Christchurch's iconic buildings as critical or most important. This represented a clear and compelling community mandate that assisted in shaping Council decision-making.
- High-level government engagement remained a key focus, including a Prime Ministerial site visit and ongoing discussions with central government representatives regarding future funding support. Additional ministerial visits are planned to maintain momentum toward securing the remaining funding required.
- Philanthropic activity continued to build, including receipt of a \$20,000 online donation from Christchurch expatriates living in the United States and renewed momentum through the Fundraising Advisory Group. Overall, the quarter significantly strengthened the project's funding position and established a strong platform for the next phase of fundraising and advocacy activity.

Finance

- Draft Annual Plan submissions prepared for Christchurch City Council, Selwyn and Waimakariri District Councils. Hearings presentations made to Christchurch City Council and Waimakariri District Council
- Facilitated meeting of Contributing Local Authorities to discuss Annual Plan objections
- Annual Plan approved by the Board and distributed to the Contributing Local Authorities
- Finance inductions for Board members David Cartwright and Wayne Alexander
- Planning and ongoing implementation of new Finance and Payroll systems
- Assisted with Friends of Canterbury Museum tour of the Collections Facility
- Prepared Mason Foundation financial statements
- Obtained liabilities insurance policy renewals

Museum Annual Objectives

The schedule below shows performance against the Museum's KPI's for the 2025/26 year with the following colour coding:

Green – achieved (45)

Amber – needs action to ensure achievement (2)

Red – not achieved (3)

The four amber and one red KPI's are explained below:

- 2.7 When a more in-depth analysis of participation in professional associations/external bodies is done at year end, including researchers, this invariably increases to the target.
- 3.2 With the secondment of a key team member and other vacancies, we re-allocated work to existing inventory team members where possible. We more than doubled our year-to-date total in the final quarter (from 20,111 to 46,783) but fell just short of the 50,000 target.
- 5.2 Museum Management is comfortable that whilst the manual counting of the Pop-Up visitation has resulted in an additional audit qualification (as it is unauditable), it is still the most accurate method.
- 5.4 The learning and development hours is at 78% of target and will increase with the on-the-job training figures from the Individual Performance Reviews which are completed in late July, however with the focus on NVE this year, the target may not be met.
- 5.7 The Gallup Q12 overall employee engagement score was 3.8, one point lower than the best-practice five-year average of 3.9. Options to address this are being progressed via the People and Capability strategies.

MUSEUM ANNUAL OBJECTIVES REPORT FOR JULY 2025 - JUNE 2026				
Ann. Plan No.	Objective 2025-2026	12 month target	Total for year	% of total
1	Our Visitors			
1.1	Achieve visitor numbers	180,000	200,461	111%
1.2	Achieve visitor donations	\$70,000	\$71,132	102%
1.3	Achieve % of visitors rating their Museum experience as satisfied or very satisfied	≥ 95%	99%	
1.4	Achieve visitor numbers for Quake City	85,000	85,576	101%
1.5	Ensure staff have completed relevant customer service training	95%	97%	
1.6	Ensure all Museum premises occupants remain in an environment where zero Notifiable Events arise through negligence of the PCBU's business or undertaking	Achieve	Achieved	
1.7	Number of unique visits to Museum websites by our digital visitors	230,000	344,900	150%
1.8	Social media engagement (eg comments, interactions, shares, likes)	150,000	339,437	226%
2	Our Programmes			
2.1	Develop, deliver and evaluate 3 special exhibitions	3	4	133%
2.2	Tour exhibits to the four local council areas to reach a visitor target of	170,000	319,818	188%
2.3	Achieve 13,000 individuals receiving a Museum education programme throughout the contributing council areas delivered either by Museum staff or their own teacher (including 11,000 school students)	13,000 (11,000)	18,217 (16,350)	140% (149%)
2.4	Achieve 7,500 individuals engaging in a Museum delivered public programme	7,500	14,166	189%
2.5	100% of external written/phone/email enquiries will be acknowledged within 2 working days and answered within 5 working days (total number to be reported)	100%	100% (4,216)	
2.6	Achieve 700 media hits (via print, broadcast, and online media)	700	1,102	157%
2.7	Actively participate in professional associations/external bodies	40	35	88%
2.8	Provide outreach advice and support to other Canterbury museums and related organisations (number of interactions)	200	274	137%
3	Our Collections			
3.1	Process 100% of newly offered objects received between 1 April 2025 and 31 March 2026 in the 2025/26 financial year	100% (Max.700 acquired)	100% (565)	
3.2	Create new inventory records and check and verify new and existing Vernon records	50,000	46,783	94%
3.3	Process 100% of all approved loan requests (total number of objects loaned)	100%	100% (1,178)	
3.4	Provide access to collections or collections expertise in response to 100% of requests (total number to be reported)	100%	100% (364)	
3.5	Make collections more accessible by adding records and images to Collections Online	50,000	67,731	135%
3.6	Complete conservation treatment of collection items ready for new visitor experience	700	796	114%
4	Our Research			
4.1	Peer reviewed research papers accepted for publication	12	16	133%
4.2	Publish research via popular formats, including blogs	10	11	110%
4.3	Peer review external articles or supervise theses	15	17	113%
4.4	Publish one volume of Records of the Canterbury Museum	1	1	100%
4.5	Present conference papers	7	9	129%
4.6	Adjunct positions held in research institutions	3	3	100%
4.7	Undertake professional visitor survey research to drive continuous improvement	Achieve	820	137%
5	Our people and working environment			
5.1	Maximise return on investment funds within the Museum's Investment Policy	>3.42%	3.55%	104%
5.2	Achieve timely audit to a pre-agreed plan with the only qualification being agreed departure from accounting standards as regards valuation and capitalisation of heritage assets	Achieve	Not achieved - Pop-Up visitor numbers	
5.3	Achieve an end-of-year financial result within budget	Achieve	On target	
5.4	Achieve learning and development hours	1,800	1,413	78%
5.5	Review risk register quarterly for report to the Audit and Risk Committee	Achieve	Achieved	
5.6	Maintain healthy, safe and secure facilities in accordance with Building Compliance schedules by completing regular cyclical maintenance and achieving Building Warrants of Fitness for Museum sites	Achieve	Achieved	

Ann. Plan No.	Objective 2025-2026	12 month target	Total for year	% of total
5.7	Seek an employee engagement mean score within the two top bands of best practice, being 3.9 or higher as indicated by the annual Gallup Q12 survey, underpinned by a people and capability strategy	Achieve	Not achieved (3.75 out of 5)	
5.8	Answer 100% of IT helpdesk requests within 2 working days	Achieve	Achieved	
6	Museum Redevelopment Construction Project			
6.1	Maintain an up-to-date construction project plan	Achieve	Achieved	
6.2	Update construction staging plan for quarterly reporting to the Board	Achieve	Achieved	
6.3	Report quarterly on the Redevelopment construction fundraising target to the Board	Achieve	Achieved	
6.4	Deliver the construction milestones to the agreed targets	Achieve	Achieved	
7	New Visitor Experience			
7.1	Maintain an up-to-date project plan and manage planning for the New Visitor Experience	Achieve	Achieved	
7.2	Report quarterly on the Redevelopment New Visitor Experience fundraising strategy to the Board	Achieve	Achieved	
7.3	Lead project planning and resource management to ensure effective delivery of NVE milestones with at least 15 NVE pods launched	15	16	107%
7.4	10 NVE pods progressed to Developed Design stage 3	10	14	140%
8	Projects & Strategy Delivery			
8.1	Complete a Museum-wide IT Strategy review and improvement development project through a review of systems, processes and resourcing for technology to future-proof Museum operations	Achieve	Achieved	
8.2	Research, complete and present business cases for retail, merchandising, café operations, and functions/events to ELT	Achieve	Achieved	

Projects Office

- One Project was started in the last quarter and one closed.

#	Title	Project Manager	Target Start Date	Target End Date	Current Status	Current Status Comments
CM3 2026	One Million Silver Needles	David Cooper	1.5.26	1.12.26		On Track

Tumuaki Matua | Director's Update

- Represented the Museum on the China partnership trip with Hunan Museum, strengthening international relationships.
- Prime Minister's Lunch attended by Tom Thomson, Shayne Te Aika and Andrea Webley.
- Continued oversight of the Redevelopment Project through weekly Tight Five project team meetings and monitored redevelopment progress via monthly Construction Control Group meetings.
- Hosted the Prime Minister on a Redevelopment site visit
- Attended strategic partnership and stakeholder meetings, including Te Tai Poutini and Canterbury Museum China partnership discussions, fundraising meetings, PAAG and AHT Committees.
- Engaged with iwi and community through visits and hui with Ōnuku Rūnunga and Te Whakaihu Waka, including the Te Whakaihu Waka Wānanga (Deputy Director).
- Participated in governance activities, including the Audit, Risk & Investment Committee and Board induction for new Trustees.
- Met with external stakeholders, including Rachel Haydon (Orana Wildlife Park) and Philippa Graham regarding the Rock Art book project (Deputy Director).
- Delivered a presentation to the Early Pilgrims Association (deputy Director).
- Attended the AHT Explorers' Conference at Te Pae.
- Hosted Tails from the Coasts opening and Dinner with Singaporean delegation.
- Represented the Museum at International Ground Engineering Awards 2026 in London.
- Participated in a staff quiz night.
- Attended the Mason Foundation AGM.

RECOMMENDATION

That the Tumuaki Matua | Director's quarterly report be received.

Anthony Wright
Tumuaki Matua | Director

22 July 2026

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of an Employment Committee Meeting
held on Monday 13 July 2026 at 12.30pm, 85B Shands Road, Christchurch**

Present: Tom Thomson, Shayne Te Aika, Melanie Coker, Anthony Wright

1 WELCOME

Tom Thomson welcomed members.

2 APOLOGY

None

3 INTO COMMITTEE

3.1 Motion to exclude the public

E26/049 Resolved to exclude the public

I move that the public be excluded from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of its resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
1 Consideration of the Letter of Expectation	Good reason to withhold information exists under section 7(2)(a) To protect the privacy of natural persons, including that of deceased natural persons and s7(2)(i) To enable the Museum to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	Section 48(1)(a) - Protect the privacy of natural persons, including that of deceased natural persons

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by sections 6 or 7 of the Act or sections 6, 7 or 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the

proceedings of the meeting in public are as shown above with respect to each item.

(S Te Aika /M Coker)

4 OUT OF COMMITTEE

E26/051 Resolved to readmit the public

I move that the In Committee business having been concluded, the public be readmitted, and the resolutions passed in committee be confirmed.

(T Thomson/S Te Aika)

There being no further business, the meeting closed at 1.05 pm.

Confirmed as a true and correct record.

..... Chair

..... Date

CANTERBURY MUSEUM TRUST BOARD - SCHEDULE OF MONTHLY MEETINGS & ANNUAL PLANNING AND REPORTING CYCLE FOR 2027

MONTH	MEETING DATES 2027	PLANNING	REPORTING	REVIEW
JANUARY	No meeting			Staff 6 monthly performance reviews
FEBRUARY	Monday 8 February	Staff formulate Annual Plan objectives	Six monthly accounts Jun – Dec Accounts payable Nov/Dec/ Jan	
MARCH	Monday 8 March	Board approves draft Annual Plan for release to CLAs	Quarterly Report for Oct – Dec	Review CMTB sub-committee structure Board strategic planning
APRIL	Monday 12 April		Accounts payable Feb/Mar	Seminar Group visit: Collections and Research
MAY	Monday 10 May	Board adopts Annual Plan	Quarterly Report for Jan – Mar Nine-monthly accounts Jun – Mar Accounts payable Apr	
JUNE	Monday 14 June		IT Strategy Report	Staff performance planning Risk appetite Board strategic conversation
JULY	Monday 12 July		Accounts payable May/Jun	Seminar Group visit: Operations
AUGUST	Monday 9 August		Quarterly Report for Apr – Jun Accounts payable Jul	
SEPTEMBER	Monday 13 September		Draft unaudited annual accounts	Director's annual review and forward plan (Employment Committee) Review CMTB Skills Matrix Board strategic conversations
OCTOBER	Monday 11 October		Accounts payable Aug/Sep	Seminar Group visit: Public Engagement
NOVEMBER	Monday 8 November	Annual Budget figures prepared	Quarterly Report for Jul – Sep Board adopts financial statements Three monthly accounts Jul – Sep Accounts payable Oct	
DECEMBER	Monday 13 December	Board approves draft Annual Budget for CLA budgeting purposes	It Strategy Report	Board shape 2028 programme

CANTERBURY MUSEUM TRUST BOARD – SCHEDULE OF SUB-COMMITTEE MEETINGS 2027**REDEVELOPMENT PCG**

Held in the Boardroom, Rubix, 52 Oxford Terrace, Christchurch

MONTH	MEETING DATES 2027 TBC	TIME
JANUARY		
FEBRUARY		
MARCH		
APRIL		
MAY		
JUNE		
JULY		
AUGUST		
SEPTEMBER		
OCTOBER		
NOVEMBER		
DECEMBER		

ŌHĀKĪ Ō NGĀ TĪPUNA

Held in the Boardroom, Canterbury Museum, Shands Road

MONTH	MEETING DATES 2027	TIME
MARCH	Thursday 11 March	9.30 – 11.00 AM
JUNE	Thursday 19 June	9.30 – 11.00 AM
AUGUST	Thursday 12 August	9.30 – 11.00 AM
NOVEMBER	Thursday 11 November	9.30 – 11.00 AM

AUDIT, RISK & INVESTMENT COMMITTEE

Held in the Boardroom, Jarden, 148 Victoria Street

MONTH	MEETING DATES 2027	TIME
FEBRUARY	Wednesday 3 February	2.00 – 3.30 pm
MAY	Wednesday 5 May	2.00 – 3.30 pm
AUGUST	Wednesday 4 August	2.00 – 3.30pm
NOVEMBER	Wednesday 3 November	2.00 – 3.30pm

EMPLOYMENT COMMITTEE

Held in the Boardroom, Canterbury Museum, Shands Road

MONTH	MEETING DATES 2027	TIME
MARCH	Monday 8 March	12.30 – 1.30 pm
JUNE	Monday 14 June	12.30 – 1.30 pm
SEPTEMBER	Wednesday 22 September	2 – 4 pm
DECEMBER	Monday 14 December	12.30 – 1.30 pm

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

Resolved to exclude the public from the following parts of the
The general subject of each matter to be considered while the public is
excluded, the reason for passing this resolution in relation to each
matter, and the specific grounds under section 48(1) of the Local
Government Official Information and Meetings Act 1987 for the passing of
its resolution are as follows:

Agenda Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
1	Previous meeting minutes	S7(2)(h) To enable the Museum to carry out, without prejudice or disadvantage, commercial activities and s7(2)(i) To enable to Museum to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(f) To enable the Museum to maintain effective conduct of public affairs through – (i) the free and frank expression of opinions by or between or to members or officers or employees of the Museum, or any persons to whom section 2 (5) of this Act applies, in the course of their duty; or (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment	Section 48(1)(a) – The public conduct of this matter would be likely to result in the disclosure of information for which good reason to withhold exists under section 7
2	Fundraising and Development		
3	Finance		
4	Audit, Risk and Investment Committee		
5	Redevelopment Project Control Group		
6	Quarterly Report		
7	Loan Renewal		
8	Letter of Expectation		
9	Board & CEO only		
10	Employment Committee		
11	Board only		

This resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by sections 6 or 7 of the Act or sections 6, 7 or 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as shown above with respect to each item.