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

Canterbury Museum

Name	Potential conflict of interest
Wayne Alexander	Ngāi Tahu Research Centre – Adjunct Senior Research Fellow South Island Schools Universities Polo Association – President Water to Water Ltd – Director and Shareholder Waters Agency Ltd – Director and Shareholder
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 Te Ngāi Tūāhuriri Holding Company – Board Selection Panel member Ashley Community Church Inc – Chair Robin S Allan Memorial Fund – Trustee
David Cartwright	Christchurch City Council Councillor for Fendalton Cartwright Catering Group Ltd- Director Cartwright Children's Trust Scallions Trust Christchurch Marathon- Trustee
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 Horticulural Society Incorporated - Chair

	Friends of the Canterbury Museum Incorporated – Committee Member
Daphne Robinson	Canterbury Pilgrims and Early Settlers Association – Committee 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 – Chair Ngākahu National Repatriation Partnership – Member Packe Street Park and Community Garden - Patron

As declared in Member profiles and at subsequent meetings

Updated 12 October 2026

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

Minutes of a meeting held on Monday 12 October 2026 commencing at 2.00 pm, in the Boardroom, 85B Shands Road, Hornby, Christchurch

Present: Tom Thomson, Shayne Te Aika, David Ayers, David Cartwright, Melanie Coker, Rob Cruickshank, Daphne Robinson, Anthony Wright.

In Attendance: Sarah Murray, Anna Ford (minute taker).

Apologies: Wayne Alexander (for lateness), Puamiria Parata-Goodall, Kelly Perazzolo.

1 WELCOME

2 KARAKIA

The meeting was opened with karakia.

3 APOLOGIES

Puamiria and Kelly sent their apologies, Wayne advised that he was running late.

26/157 Resolved that the apologies be received.

(T Thomson/M Coker)

4 CONFLICTS OF INTEREST

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

Stephen Pennruscoe joined the meeting at 2.02 pm.

5 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

5.1 The minutes of the meeting held on 14 September were reviewed.

26/158 Resolved that the minutes of the Canterbury Museum Trust Board meeting held 14 September 2026 be adopted as a true and correct record.

(T Thomson/D Robinson)

5.2 Matters Arising

None.

6 HEALTH, SAFETY AND WELLBEING

6.1 Report on Health, Safety and Wellbeing for September 2026 by Stephen Pennruscoe, Upoko Whakapāpā | Head of Public Engagement, dated 1 October 2026 was reviewed.

Stephen suggested that the new in-house reporting system is likely to produce a spike in reporting but that will reflect the improvement to the system and should

not cause alarm. Thorough reporting of minor incidents and near misses will ultimately help to improve health, safety and wellbeing.

26/159 Resolved that the report on Health, Safety and Wellbeing be received.

(T Thomson/D Cartwright)

Stephen Pennruscoe left the meeting at 2.05 pm.

7 REDEVELOPMENT PROJECT CONTROL GROUP

7.1 The draft unconfirmed minutes of the Redevelopment Project Control Group Meeting held 1 October 2026 were reviewed.

26/160 Resolved that the draft unconfirmed minutes of the Redevelopment Project Control Group meeting held 1 October 2026 be received.

(T Thomson/S Te Aika)

7.2 Summary Report on Canterbury Museum Redevelopment Project September 2026, by Tom Thomson, Toihau | Chair of Redevelopment Project Control Group, dated 28 September 2026 was reviewed.

26/161 Resolved that the summary report on Canterbury Museum Redevelopment Project be received.

(D Ayers/R Cruickshank)

8 EMPLOYMENT COMMITTEE

8.1 The draft minutes of the Canterbury Museum Trust Board Employment Committee Meeting held 28 September were reviewed.

26/162 Resolved that the draft minutes of the Canterbury Museum Trust Board Employment Committee Meeting held 28 September be received.

(T Thomson/M Coker)

9 GENERAL BUSINESS

9.1 Report on Board Meeting Frequency by Anthony Wright, Tumuaki Matua | Director, dated 1 October 2026.

This report followed discussion at the end of the last Board meeting, and the schedule provided in the appendix highlighted where changes could be made to support focus on the redevelopment and new visitor experience.

Anthony confirmed that the proposed schedule includes seminars with individual teams within the museum, providing the Board with multiple opportunities to interact with staff and learn first-hand of the work of the Museum.

Tom advised that all the meeting times should be kept in diaries in case they are required, and the Board cautioned that meeting agendas should not be overloaded. It was agreed that Teams meetings could also be utilised.

26/163 **Resolved that the the revised annual meeting cycle under which ordinary Board meetings continue to be scheduled in February, June and October, but may be cancelled by the Chairperson, in consultation with the Director, where there is insufficient business to warrant a meeting and no urgent, significant or time-critical matters requiring Board consideration be approved; and that the effectiveness of the revised meeting cycle be reviewed after 12 months.**

(R Cruickshank/D Cartwright)

10 INTO COMMITTEE

10.1 Motion to Exclude the Public

26/164 **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 2 3 4 5 6 7	Previous meeting minutes Fundraising and Development Finance Redevelopment Project Control Group Employment Committee Board & CEO only Board only	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,	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

		employees, and persons from improper pressure or harassment	

(T Thomson/M Coker)

The meeting moved Into Committee at 2.13 pm.

26/174 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed In Committee be confirmed.

(S Te Aika/T Thomson)

11 KARAKIA WHAKAMUTUNGA

The meeting closed at 5.00 pm.

Confirmed as a true and correct record.

…….. Chair

…….. Date

REPORT ON HEALTH, SAFETY AND WELLBEING

To: Canterbury Museum Trust Board

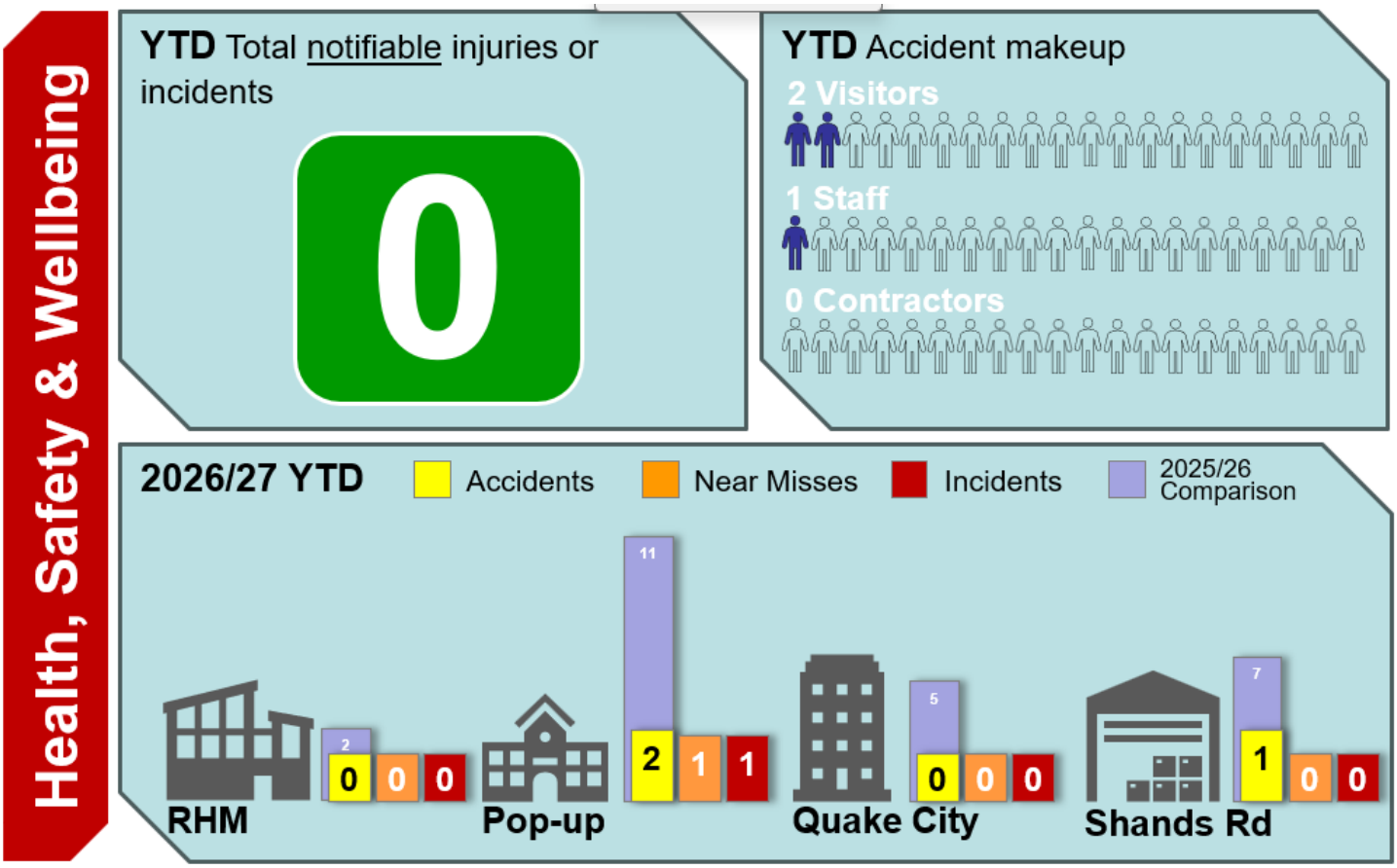
From: Stephen Pennruscoe, Upoko Whakapāpā | Head of Public Engagement

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Purpose

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

Dashboard



Accident Reporting

- There were 0 accidents, 0 incidents, and 1 near-miss event reported during the period.
- October is the second month in a row with no Accidents or near misses reported.

No.	Incidents	Severity *	Actions to reduce likelihood of the incident recurring
1	**Quake City –** Sept/Oct: following recent remedial work on the HVAC ducting fire dampers by contractors, a section of the ductwork was left disconnected. This caused air from the uncoupled duct to spill directly into the gallery, and a foul odour to the area.	Minor	The property manager arranged for an HVAC service company to reconnect the ducting. We will monitor the air quality to confirm that this has addressed the issue.

**** Severity:***
Low / Minor: *First-aid treatment only, negligible property or environmental damage.*
Moderate: *Medical treatment required, temporary disruption or moderate damage.*
Major / High: *Serious injury, hospitalisation, significant operational disruption.* ***Notifiable***
Critical / Extreme: *Fatality, multiple severe injuries, or catastrophic structural/environmental damage.* ***Notifiable***

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 October.
2. Health and Safety training is up to date as of the end of October.
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.
    b. No new risks have been identified this month.
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. The Wigram FENZ fire station crews visited Shands Road for a familiar walkthrough and review of the Museum's Hazardous Substances Emergency Response Plan. We are actioning several recommendations from the visit to improve the display and accessibility of the MSDS folders.
6. Although the new online incident reporting portal went live at the end of September, we are not yet noticing a jump in monthly reporting as a result. Hopefully this is an indication of a well-managed and safe workplace.

Board Health, Safety and Wellbeing Audits

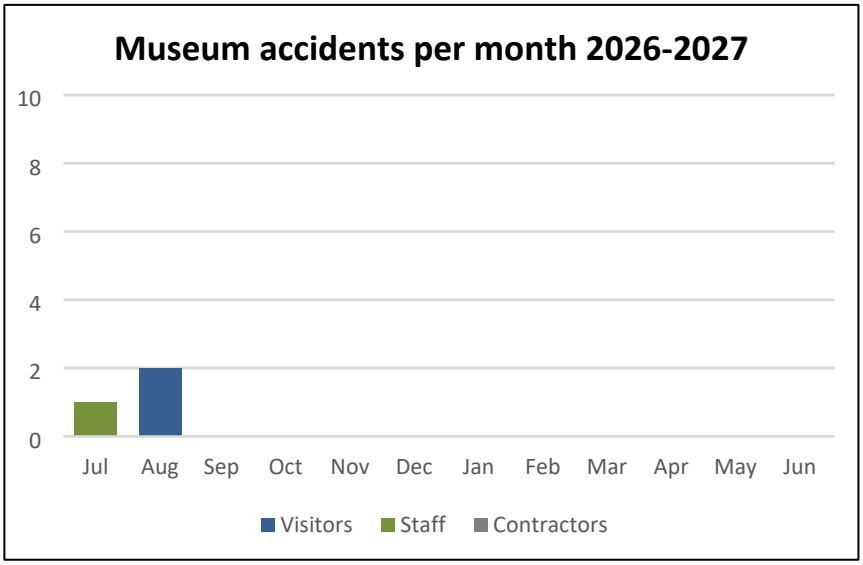
1. There is one outstanding action from previous audits, and recently completed actions are listed on 26 March 2026 (updated 1 November 2026)

Site	Action Identified	Notes / Comments	Status
Shands Road	A low-extraction unit would be ideal and is currently included in the new museum. Investigate the possibility of acquiring it now.	The downdraft table has been ordered. It is being fabricated to order. We are awaiting an installation date.	Ongoing

2. The next Board HS&W Audit is set for Thursday, 26 November 2026.

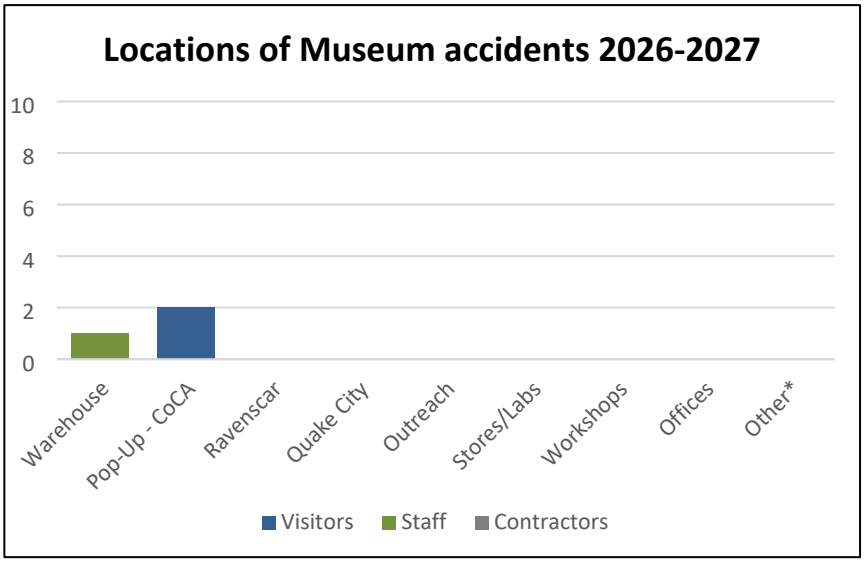
Year-to-date Graphs

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



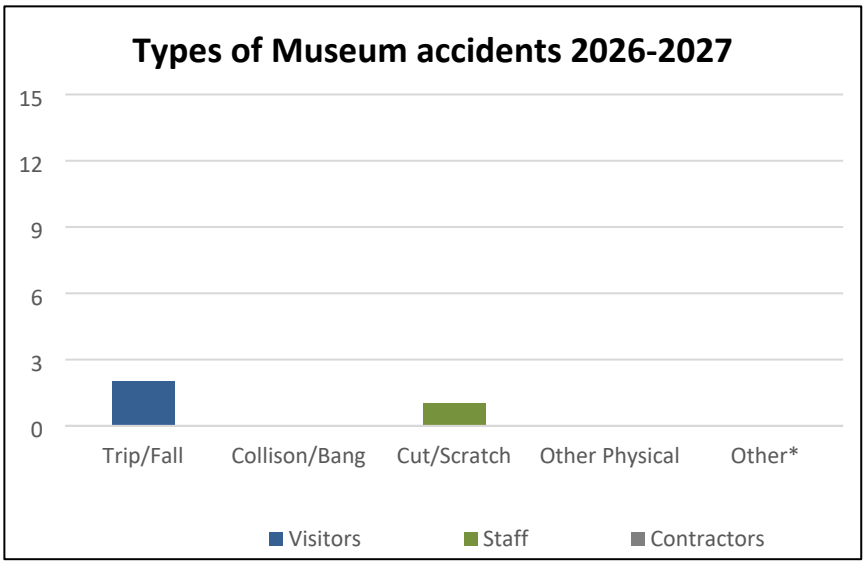
There have been a total of 3 accidents/incidents for the year-to-date as follows:

- Staff - 1
- Visitors – 2
- Contractors – 0



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

- Warehouse - 1
- Pop-Up - 2
- 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 - 2
- Collisions / bangs – 0
- Cuts / scratches - 1
- Other physical - 0
- Other – 0

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	2	25	17
Total notifiable injuries/incidents	0	0	0
Total accidents attributable to Museum negligence	0	0	0
Visitor Accidents per reporting year	1	13	6
Percentage of visitor accidents / total visitors	0.005%	0.006%	0.003%
Total staff accidents/incidents	1	11	10
Total contractor accidents	0	1	1
Total workdays lost	0	4	5

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. • We have begun using our personal mercury monitor to test suspected objects for mercury vapour.
Working at Heights	• Exhibition changeover and gallery lighting at Pop-up Museum.
People vs Plant	• Addition of large and heavy object handling as pounamu boulders are prepared and crated for loan to China.

RECOMMENDATION

That the report be received.

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

Minutes of a meeting of Museum Redevelopment Project Control Group held at Rubix offices on 29 October 2026 commencing at 11.00 am

Present: Tom Thomson (Chair), Wayne Alexander, Jack Harris, Anthony Wright

In Attendance: Julian Donald, Trevor Watt, Liam Craven, Lynell Bell (minutes)

Apologies: Darren Moses, Sam Davis, David Cartwright

1 WELCOME

Tom welcomed all attendees.

2 APOLOGIES

Apologies received from Darren Moses, Sam Davis and David Cartwright.

P26/64 Resolved that the apologies be received

(T Thomson/A Wright)

3 CONFLICTS OF INTEREST

Anthony noted that the Museum's auditors have advised that they have picked up some discrepancies with the conflicts register (no details are available yet). If you have any potential or actual conflicts of interest, please let Lynell know and she will update the register.

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting (open) held on 1 October were received.

P26/65 Resolved that the minutes (open) of the Museum Redevelopment Project Control Group meeting held 1 October 2026 be adopted as a true and correct record.

(T Thomson/W Alexander)

4.2 **Matters Arising**

None.

5.1 MOTION TO EXCLUDE THE PUBLIC

P26/66 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 7	Confirmation of In Committee Minutes Redevelopment Project PCG Monthly Report (October)	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

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.

(A Wright/J Harris)

10 OUT OF COMMITTEE

P26/70 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed In Committee be confirmed.

(A Wright/W Alexander)

11 GENERAL BUSINESS

Nil.

Meeting closed at 12.12pm

12 DATE OF NEXT MEETING

Thursday 26 November 2026, 11am, Rubix Boardroom (note amended date)

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

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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, being 26 September to 21 October 2026.

RECOMMENDATION

That the report be received.

Tom Thomson
Board Chair

27 October 2026

Canterbury Museum Redevelopment Project Report

October 2026

Executive Summary

Our contractor continues to express confidence in meeting the Stage 4 due date for completion. On site, the first section of the Level 1 slab and the Robert McDougall Gallery raft slab were poured during the month. Structural steel installation is due to recommence across multiple zones from late October.

There were six incidents reported during this period, including one Lost Time Injury (LTI), one first aid incident and four non-injury incidents. Investigations have been completed and, in the case of the LTI, WorkSafe has since deemed the incident not notifiable. We continue to undertake regular independent site health & safety audits. Stage 4 remains on budget.

The project risk remains largely consistent with the previous period. Ground risks continue to reduce with the Robert McDougall Gallery excavation predominantly complete and the raft slabs now commencing. The focus in this area now shifts to in-situ structural works benealth the Gallery.

Latest Site Images



Zone 1-2 Level 0 Walls, Capping Beams and Level 1 Tray Deck.

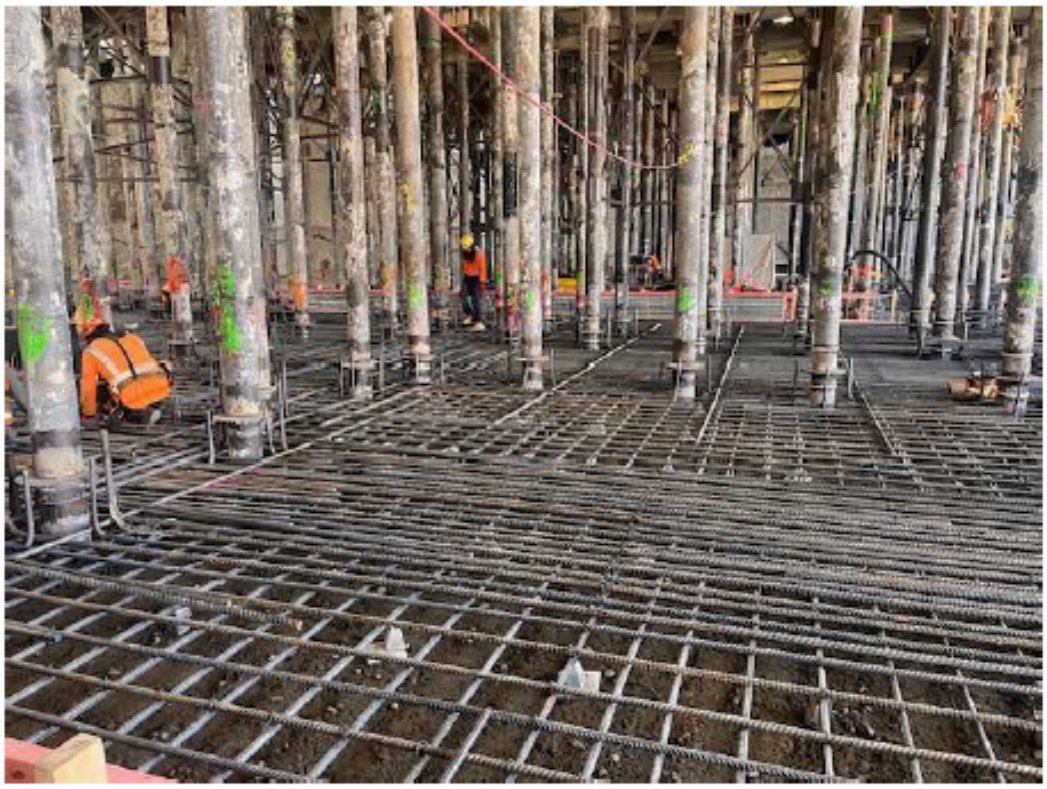


Zone 3-4 Level 0 Walls and Level 1 Tray Deck.



Zone 3 Level 0 Floor Slab and Columns.





RMG Raft Slabs formwork and reinforcing.

QUARTERLEY REPORT FOR JULY-SEPTEMBER 2026 ON NEW VISITOR EXPERIENCE

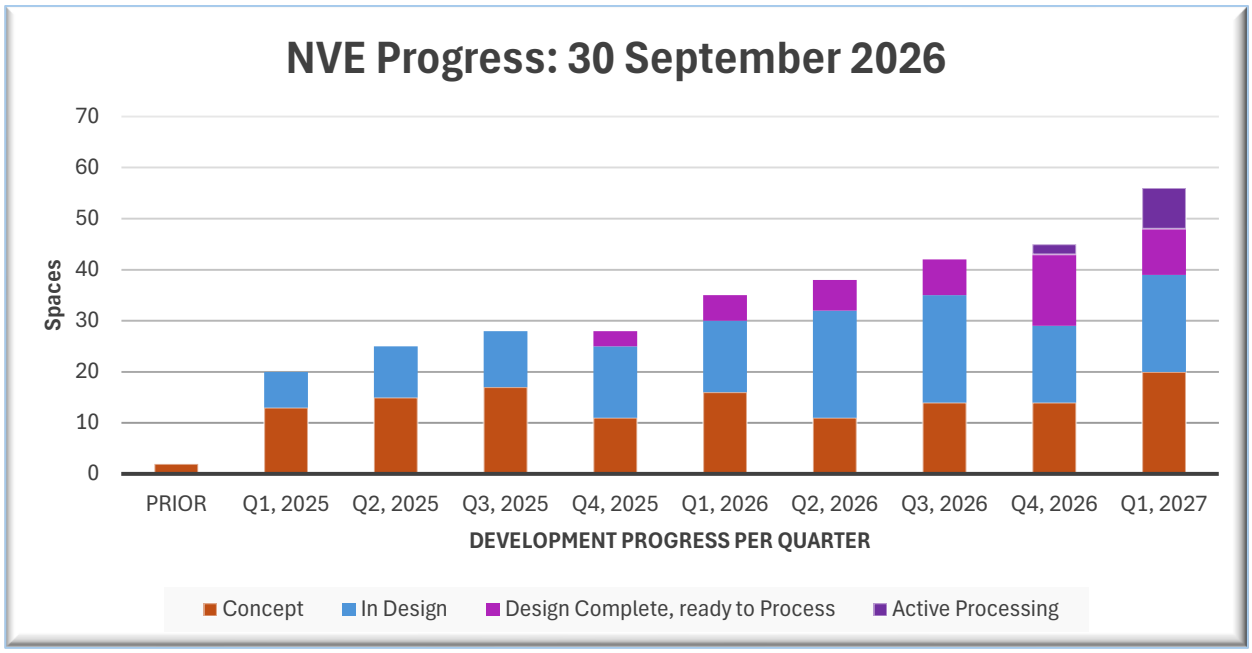
To: Canterbury Museum Trust Board

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

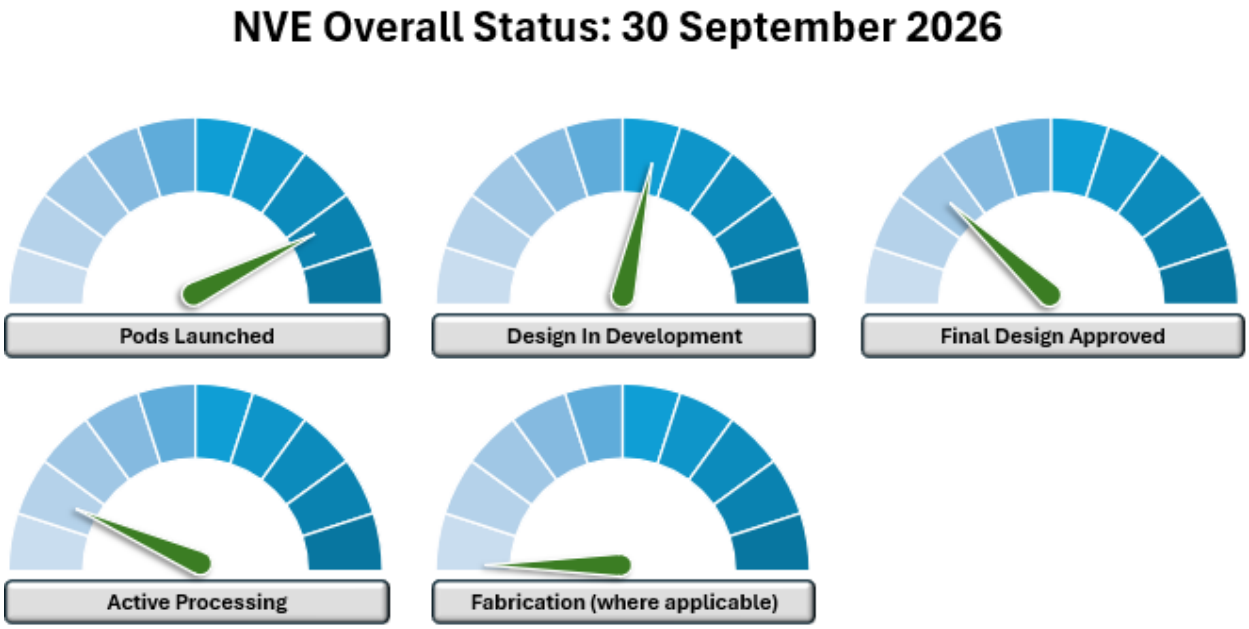
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Purpose

To inform the Board of Q1 2027 (1 July to 30 September 2026) New Visitor Experience (NVE) activity and status of exhibition pods.



**The integrated Art/Design works by selected Artists have now been included in the overall pod numbers.*



Key Activities and Successes this Quarter

Hau Te Ananui o Tangaroa work is progressing as expected. Athfield Architects have now been given approval to complete the structural design for the whare, which will enable Riki to continue his carving programme of works. The following images show the work Riki has done to define a significant feature of the tekoteko.





Following the receipt of the Letter of Expectation from the Board, dated 13 July 2026, the leadership team has been considering a number of options to ensure a stronger organisational focus on NVE delivery. Workforce planning has commenced to identify the skills, experience and roles that we need now and for the future. This is being measured against skills and knowledge we have inhouse, to inform the development of a priority resourcing and recruitment plan.

We are pleased to advise that celebrated New Zealand Artist, Lisa Reihana, has confirmed her interest in designing the skin form for our Blue Whale. We had an initial meeting with Lisa on 2 July and expect early concept designs from her before the end of the year.

Peter Robinson joined Anthony, Trevor and Lynell on 20 July for a visit to the redevelopment site. With a brief to create a Ngutu for the Botanic Gardens entrance to the Robert McDougall Gallery, the visit gave him inspiration and further knowledge about the environment. We expect to receive an updated design concept from him over the coming weeks.

A further review of the integrated art and design proposals we have received from our selected Artists was held on 11 September. We are now considering what action we may be able to take to commission some of these design proposals.

Our external Articulator, Den Feaver, is now working on articulating our Heavy-footed Moa, *Pachyornis elephant.* This skeleton has been formed using bones from a number of skeletons, with two 3D printed bones. Team members are expected to travel to Wellington over the coming months to review his work so far and develop some film content to be used as part of the theatre experience in the new Museum.

The third Te Whakaihu Waka Advisory Group hui, with representatives of local rūnanga, was held on 18 September. The group met to review a concept presentation around the storytelling, content and design of the Araiteuru space. The presentation was extremely well received by the representatives, who were very positive in their praise of the concept and are keen to see it progress and develop further.

	A review of the exhibition floors of the new Museum has been completed by our Fire Engineering Consultants, Stantec New Zealand. Overall, the report confirmed that our spaces and corridors are expected to meet code and consent requirements. We will need to request building consent exemptions for several walk-in structures, which will be done in bulk in conjunction with Athfield Architects. The Hannah Beehre tunnel being on the main egress pathway is an area of potential concern; however, we have an alternative layout that is being evaluated.
	This quarter has seen indepth reviews of various aspects of the new Museum with Athfield Architects. These include security and access, power and data, lab and collection store design, joinery and cases.
	Stephen and Lynell met with representatives from Ara Institute of Canterbury to have a very early discussion around the potential for students to be involved in some of the fabrication of basic exhibitions elements for the new Museum. Further discussion on the potential benefit to both students and the Museum is ongoing.
	We have confirmed two new appointments to the NVE Exhibition Team. Enzo Gordon joined the team as an Exhibition Technician on 14 September, and Amelia Fagence will join the team as an Exhibition Preparator on 12 October.

Appendices:

- Overview of NVE Programme by Space
- NVE Risk Register

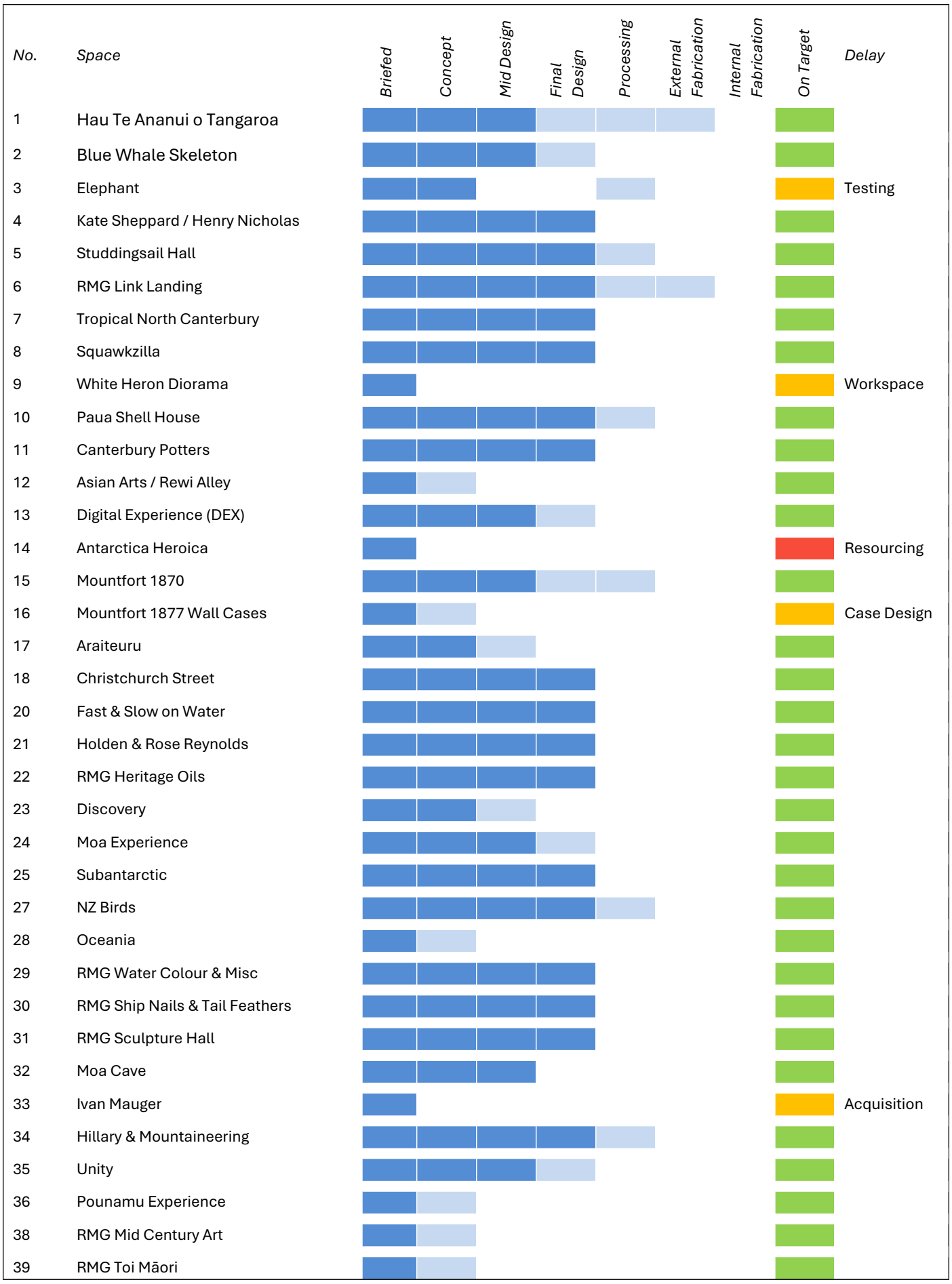
Recommendation

That the report be received by the Board.

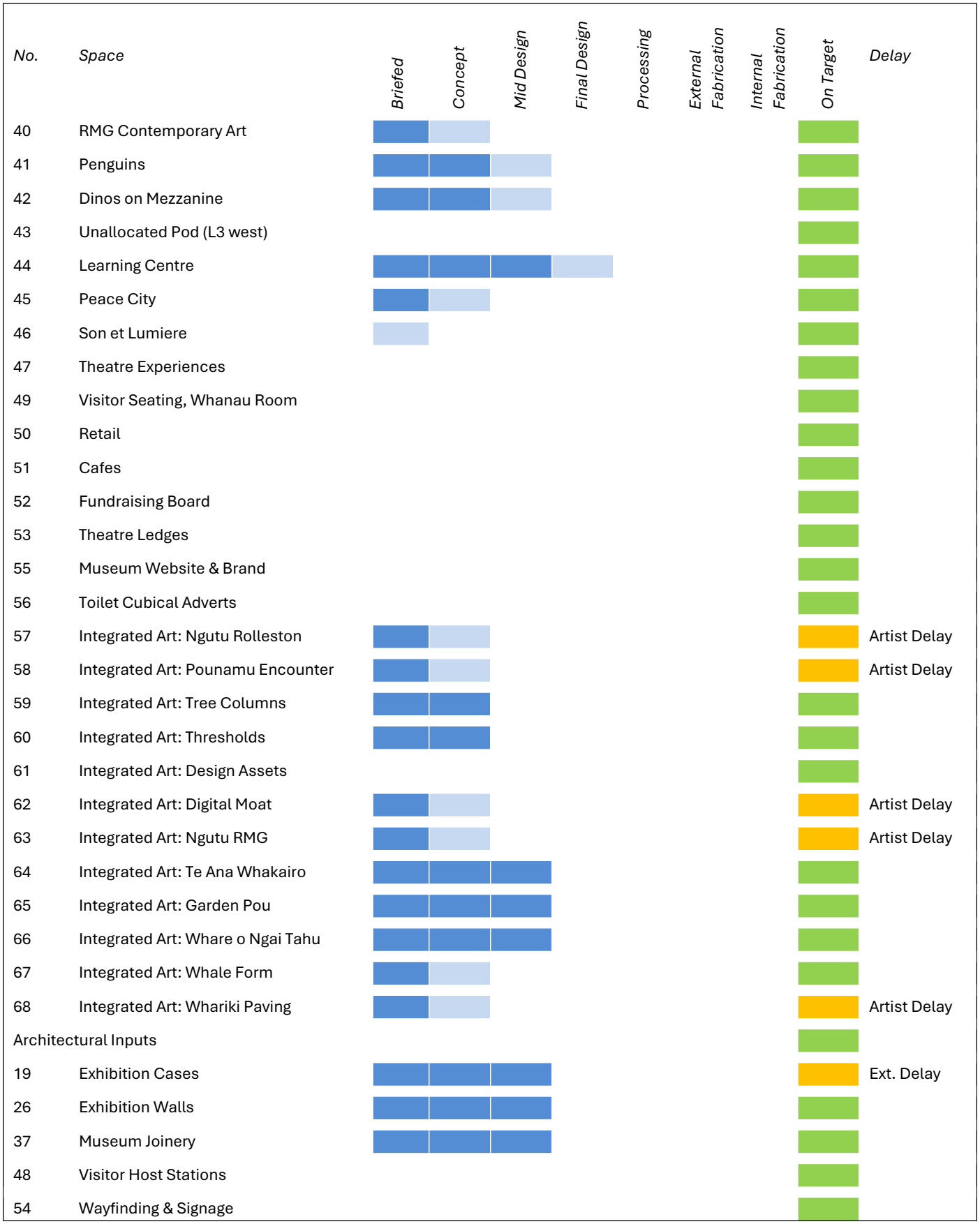
Lynell Bell
Head of People & Project Delivery | Upoko Whakawhanake Raukaha
5 October 2026

Appendix 1: Overview of NVE Programme Progress at 30 September 2026

Key: Complete | Underway



No.	Space	Briefed	Concept	Mid Design	Final Design	Processing	External Fabrication	Internal Fabrication	On Target	Delay
1	Hau Te Ananui o Tangaroa									
2	Blue Whale Skeleton									
3	Elephant									Testing
4	Kate Sheppard / Henry Nicholas									
5	Studdingsail Hall									
6	RMG Link Landing									
7	Tropical North Canterbury									
8	Squawkzilla									
9	White Heron Diorama									Workspace
10	Paua Shell House									
11	Canterbury Potters									
12	Asian Arts / Rewi Alley									
13	Digital Experience (DEX)									
14	Antarctica Heroica									Resourcing
15	Mountfort 1870									
16	Mountfort 1877 Wall Cases									Case Design
17	Araiteuru									
18	Christchurch Street									
20	Fast & Slow on Water									
21	Holden & Rose Reynolds									
22	RMG Heritage Oils									
23	Discovery									
24	Moa Experience									
25	Subantarctic									
27	NZ Birds									
28	Oceania									
29	RMG Water Colour & Misc									
30	RMG Ship Nails & Tail Feathers									
31	RMG Sculpture Hall									
32	Moa Cave									
33	Ivan Mauger									Acquisition
34	Hillary & Mountaineering									
35	Unity									
36	Pounamu Experience									
38	RMG Mid Century Art									
39	RMG Toi Māori									


No.
Space
Briefed
Concept
Mid Design
Final Design
Processing
External Fabrication
Internal Fabrication
On Target
Delay
40 RMG Contemporary Art
41 Penguins
42 Dinos on Mezzanine
43 Unallocated Pod (L3 west)
44 Learning Centre
45 Peace City
46 Son et Lumiere
47 Theatre Experiences
49 Visitor Seating, Whanau Room
50 Retail
51 Cafes
52 Fundraising Board
53 Theatre Ledges
55 Museum Website & Brand
56 Toilet Cubical Adverts
57 Integrated Art: Ngutu Rolleston Artist Delay
58 Integrated Art: Pounamu Encounter Artist Delay
59 Integrated Art: Tree Columns
60 Integrated Art: Thresholds
61 Integrated Art: Design Assets
62 Integrated Art: Digital Moat Artist Delay
63 Integrated Art: Ngutu RMG Artist Delay
64 Integrated Art: Te Ana Whakairo
65 Integrated Art: Garden Pou
66 Integrated Art: Whare o Ngai Tahu
67 Integrated Art: Whale Form
68 Integrated Art: Whariki Paving Artist Delay
Architectural Inputs
19 Exhibition Cases Ext. Delay
26 Exhibition Walls
37 Museum Joinery
48 Visitor Host Stations
54 Wayfinding & Signage

Appendix 2: NVE Risk Register (Top Risks Only)

NVE Risk Register This update: 25 September 2026

Likelihood and Consequence

1 Negligible – minimal or no impact and minimal adjustment needed
2 Minor – minor interruption to operations
3 Moderate – temporary loss of function
4 Important – serious impact on function and capability
5 Major – sustained impact on operational capability

Impact Rating

0-9	Low
10-15	Medium
16-25	High

				Mitigated Risk			
N	*Description of Risk*	*Potential Museum Impacts*	*Mitigating Controls / Action Taken to Date*	*Likelihood*	*Consequen*	*Rating*	*Current Status*
1	Funding	Lack of funding to fit-out exhibition and public spaces.	Backup planning for staged opening scenarios and 'cheaper' options to fill any blank spaces.	3	4	12	Adequate funding for the next twelve months.
2	Resourcing: external design, fabricate and install	Ensure time to develop detailed scope and briefings. Advise contractors of timeframe expectations clearly and early.	Scope of works development as early as resourcing allows. Ongoing comunication with third party contractors.	3	4	12	Ongoing development and discussions.
3	Resourcing: staff	Inability to develop, design, fabricate and install exhibition spaces and storytelling. Delays due to lack of staff resourcing.	Increase staffing capacity and output to ensure adequate resourcing during all stages of NVE design, development and delivery.	2	4	8	Workforce planning and recruitment underway.
4	Resourcing: installation labour	Inability to install exhibitions in a timely manner (to meet opening expectations)	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.	2	4	8	Ongoing planning. Adequate until 12 months prior to install.
5	Delivery scope	Reduce scope to ensure quality remains high. Spaces can be added later but poor quality spaces are hard to recover from reputationally.	Reduce scope via fewer objects in vignettes, reduced information created for public consumption etc	3	2	6	Regular review of scope.
6	DEXter delivery	Technology not developing as expected. Content not being developed as expected. Inability to curate content via the app.	Appropriate time and resourcing allocated to developing content and functionality. Labels as backup plan.	3	3	9	Regular review of progress.
7	Installation: Timing	Installation timing delays occuring re transport, suppy chain, resourcing, large object access, crane operations external contractors etc	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	Ongoing planning.
8	Fabrication and Storage space	Ensure appropriate work, processing and storage space	Ongoing review of spatial requirements. Appropriate securing of required on or offsite storage or workshop space/s.	3	3	9	Adequate for the next 8-12 months.
9	Succession Planning	Delays in upskilling others to take over key inputs to NVE.	Organisational culture approval via workload management. Good documentation. Good engagement.	3	3	9	Ongoing planning.

QUARTERLY REPORT FROM THE TUMUAKI MATUA | DIRECTOR FOR JULY TO SEPTEMBER 2026

To: **Canterbury Museum Trust Board**

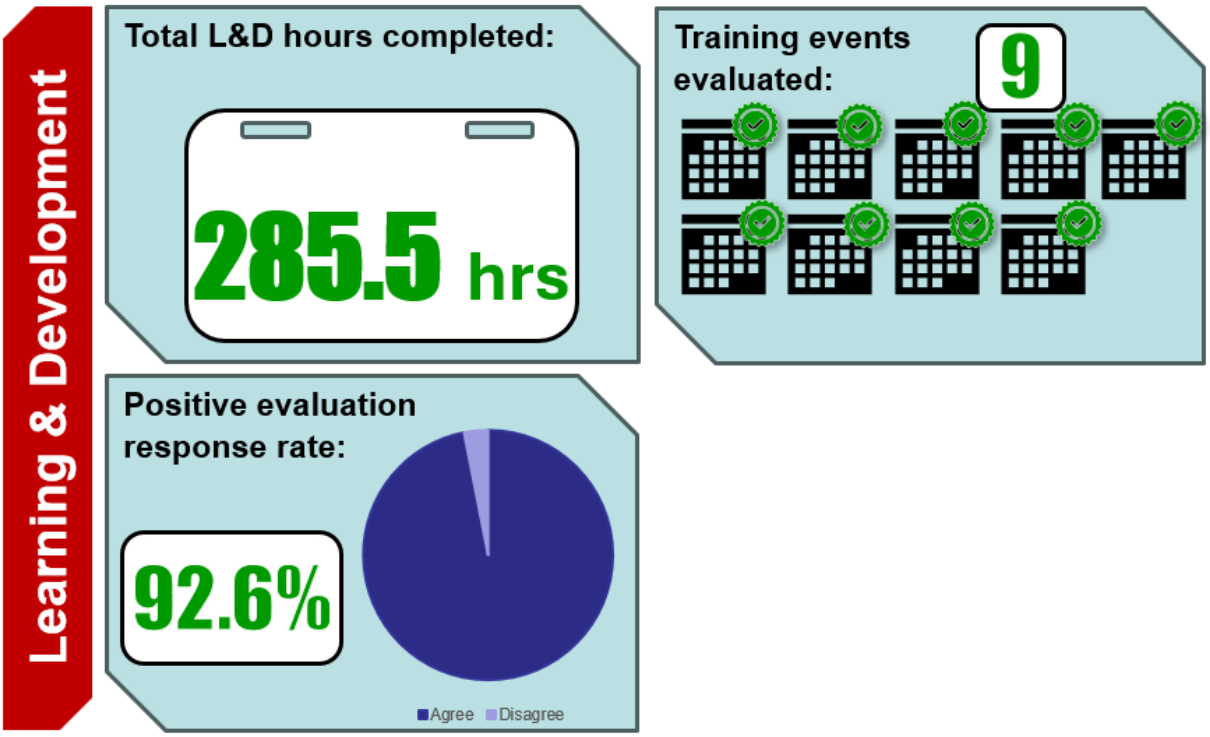
From: **Anthony Wright, Tumuaki Matua | Director**

PRINCIPAL ACHIEVEMENTS – JULY TO SEPTEMBER 2026

People & Capability

Learning and Development

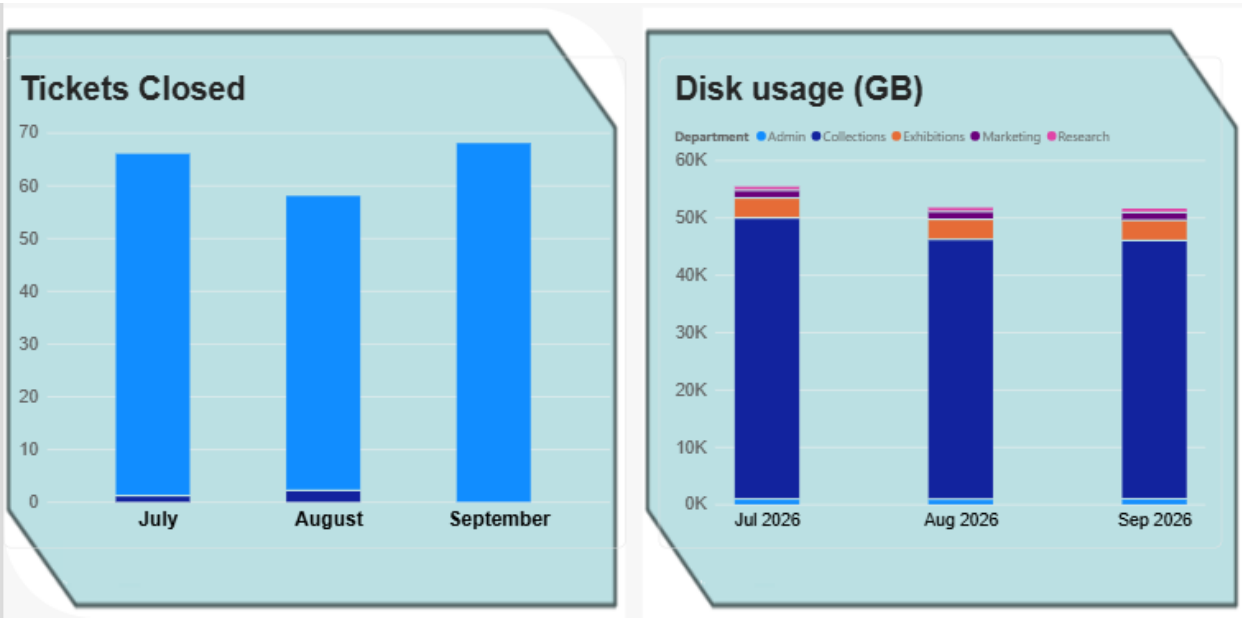
- Learning and Development activity continued to focus on strengthening staff capability and supporting the delivery of organisational priorities and NVE outcomes.
- A total of 285.5 Learning and Development hours were completed during the reporting period, reflecting continued staff participation in relevant training and professional development opportunities.



Technology

IT

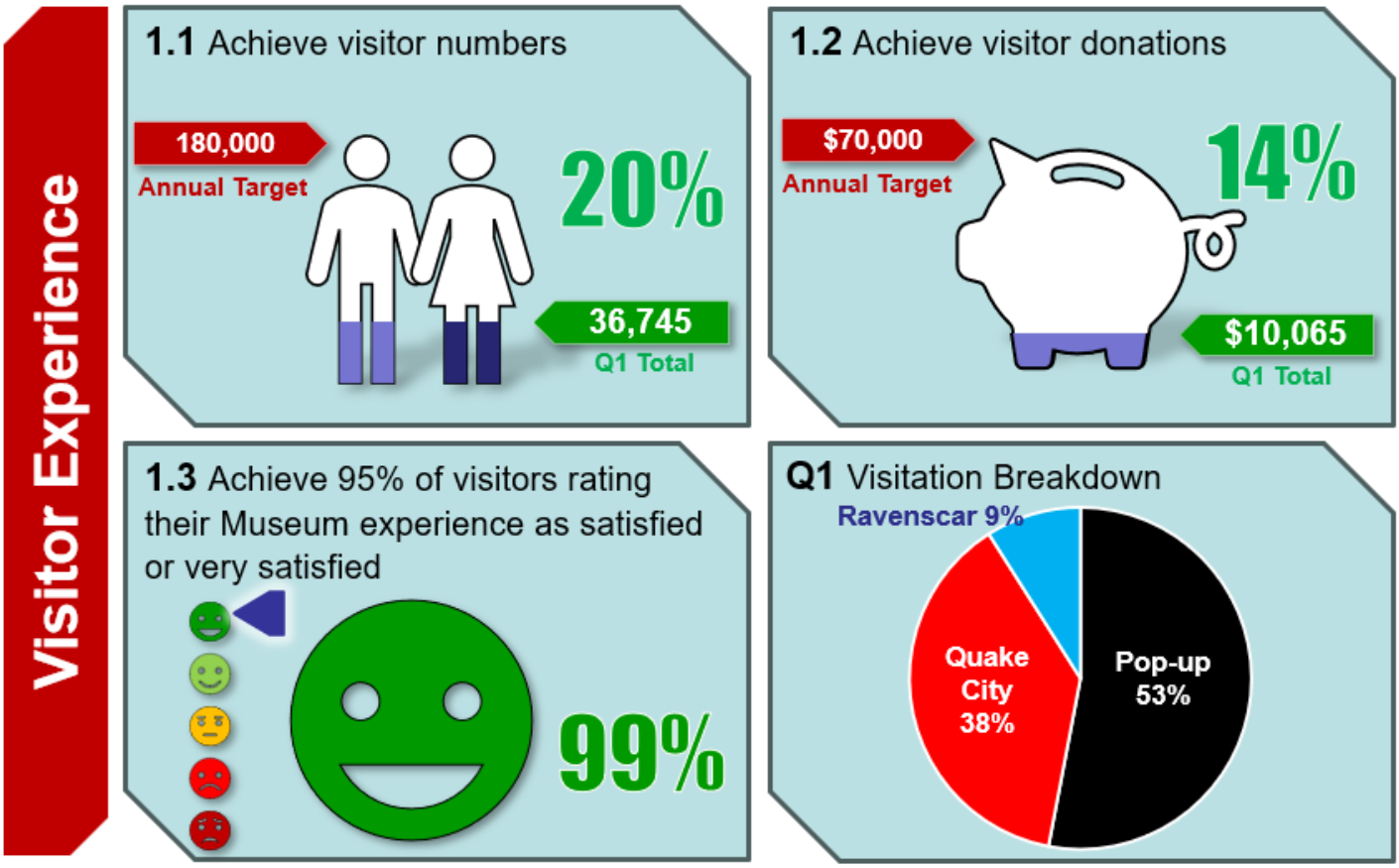
- The new Museum-wide Financial/HR/Payroll/Recruitment system, Wiise, has reached go-live, after extensive configuration, integration, migration, testing and staff training. The new system will allow the Museum to streamline purchases and financial planning, while also paving the way to reduce HR paperwork
- The development of our own in-house Condition Reporting software reduces our reliance on expensive commercial software, and proves the Museum's self-service ability to deliver its own tools and systems.
- The foundations for delivery of DeX are now in place, to prepare for an in-house March release of the first phase of the visitor digital experience app.



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. This is partly attributable to a Visitor Host team that is engaged and cross-trained across all three sites, contributing to consistent results across 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 of Twin Tickets has been especially rewarding, with the sale of 145 twin tickets across Quake City and Ravenscar House Museum, leveraging Quake City's popularity to boost visitation to Ravenscar House.
- Ravenscar House Museum is attracting increasing interest as a venue for wedding photos and events. Hiring out its car parks also provides extra income, including from bridal parties using the Arts Centre's Great Hall.

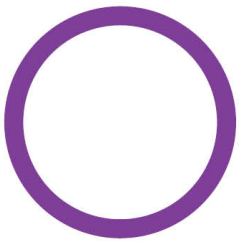


Exhibitions

- During the quarter, the Exhibitions team maintained essential services while making significant progress on the New Visitor Experience (NVE). The team directed a substantial share of its specialist design, technical and production capacity to NVE development and delivery.
- The team continued to deliver core exhibition services across the Pop-Up Museum, Quake City and Ravenscar House Museum. It also supported public programmes, enabled access to collections for research, and completed improvements that strengthened the visitor experience.
- The Canterbury Touring Programme recorded 171,275 visits during the quarter, already exceeding the Annual Plan target. The team also advanced exhibition design and production across the forward programme. Delivery of three exhibitions remains on track for next quarter, with One Million Silver Acupuncture Needles, Wildlife Photographer of the Year 62, and Canterbury Potters.
- These results show the team's ability to balance essential operations with NVE delivery in line with the Board's Letter of Expectation. Workforce capacity remains the main delivery risk because the NVE requires substantial specialist expertise and staff time. Prioritising available capacity towards agreed NVE outcomes will help maintain focus and progress.
- Clear prioritisation provides a more sustainable basis for planning, but specialist capacity continues to affect the pace and volume of NVE delivery. Maintaining momentum will require close alignment among resources, specialist capabilities, priorities, and delivery expectations. Additional appropriately skilled staff will support continued progress and reduce delivery risk.

EXHIBITIONS

2.1 Develop, deliver and evaluate three special exhibitions



YTD TOTAL
0/3

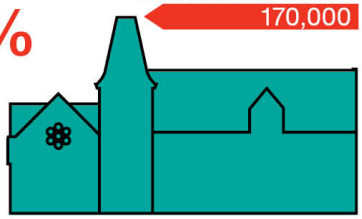
Q3 Average visitation per day per exhibition staged during 2026

Wildlife Photographer 60 19 Sep – 31 Jan	244
Dinos Surviving Extinction 13 Feb – 14 Jul	532
Tails from the Coasts 26 Jun – 2 Nov	212
Wildlife Photographer 62 upcoming	
Canterbury Potters 63 upcoming	
City of Peace upcoming	

2.2 Tour exhibits to the four local authorities

YTD TOTAL
171,275
100.75%

ANNUAL TARGET
170,000



2.2 Canterbury Touring Programme reach YTD

WAIMAKARIRI
0

HURUNUI
0

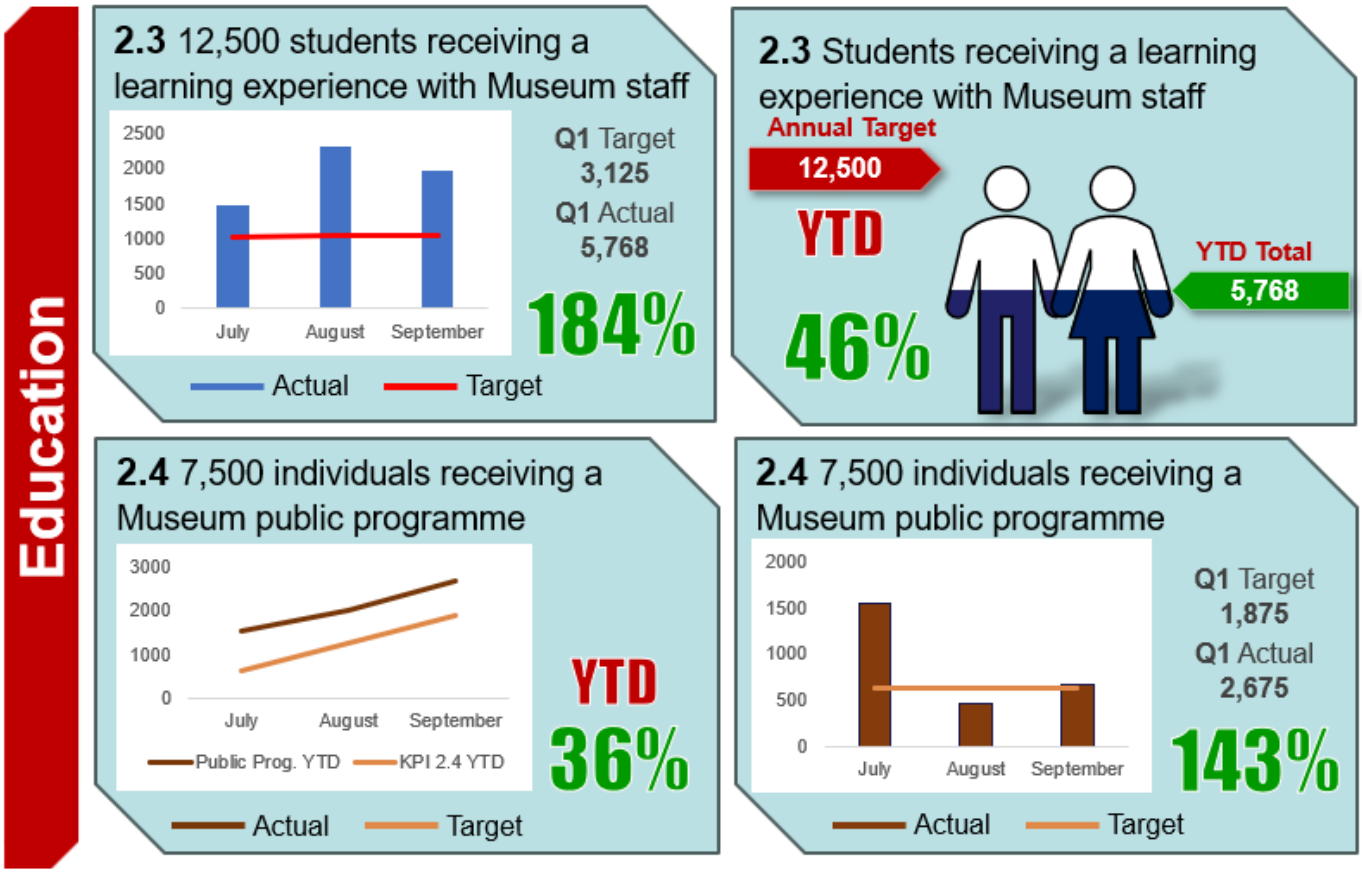
SELWYN
0

CHRISTCHURCH
171,275



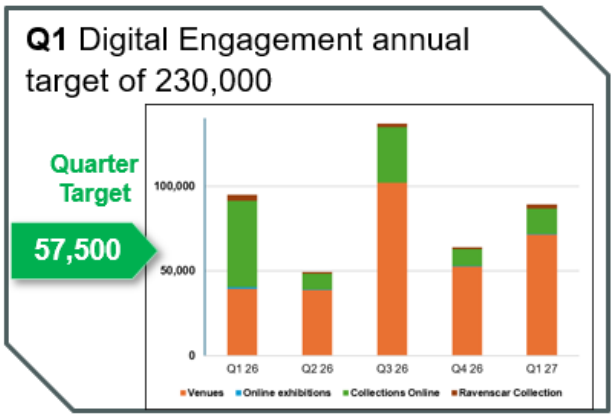
Education and Public Programmes

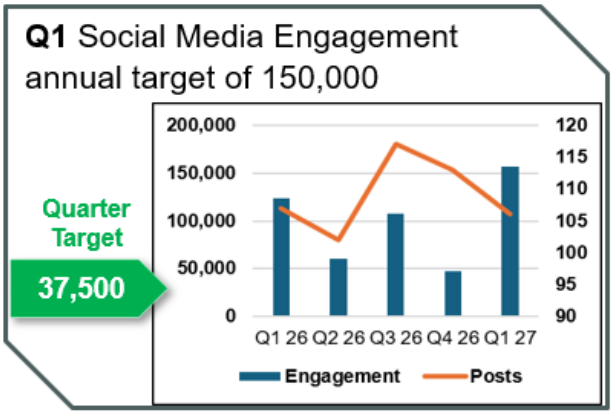
- Education delivery was in high demand throughout the quarter. The term was fully booked before it even began, something we had not experienced before. A total of 5,768 students took part in education programmes or self-guided learning experiences across Museum sites, while Quake City continued to attract increased interest from primary schools.
- The high level of onsite and offsite delivery meant educators often worked independently for extended periods. The team also developed two new one-off school programmes focused on Matariki and archaeology. The Matariki programme has the potential to become a permanent Term 2 offering for schools.
- Public programmes also offered a varied mix of events during the quarter, with 2,675 people participating in 33 talks, drop-in sessions, tours and trails. Curatorial staff and ELT delivered a wide range of talks, from Julia Bradshaw's Digging Deep book launch and related presentations to participation in a LIANZA webinar.
- Community-focused programming continued through visits from Dementia Canterbury, including a tour of Tails from the Coast, and a Riccarton House tour for the Younger Onset Dementia Canterbury group. Trails at Quake City and the Matariki trail remained popular, while Tails from the Coast attracted several retirement-home groups to guided tours at the Pop-Up Museum.

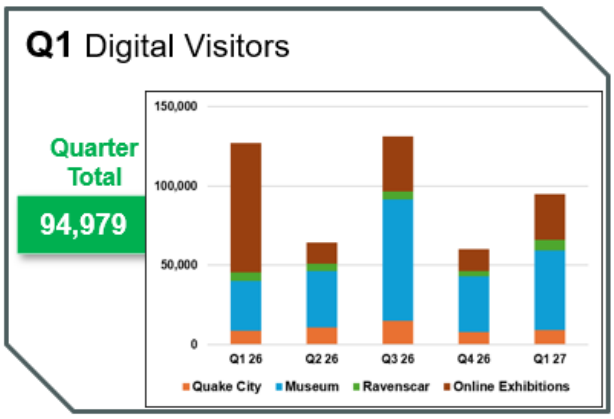


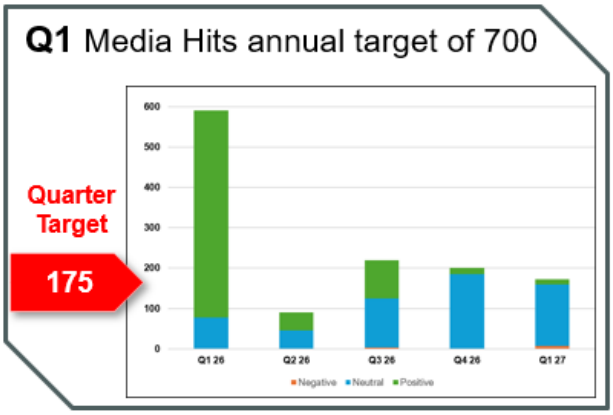
Communications and Marketing

- Digital and social media engagement was significantly up on the previous quarter, with 89,003 engaged sessions on the Museum's websites, 55% above target and 39% up on the previous quarter. Free entry weekends at Quake City and Ravenscar House Museum increased engagement on both attractions' websites. Both venues attracted record numbers over the two free weekends in August and September.
- Social media engagement rose to 156,355 from 106 posts, up 316% on target and 227% on the previous quarter, largely driven by a post about a collection object that we were trying to identify and a video reel of Paul Scofield's talk on fossil discoveries in St Bathans to the Friends of Canterbury Museum. The video was viewed 41,000 times on Facebook, 13,000 times on TikTok and 56,000 times on Instagram.
- At 172, media hits were slightly below target and down 14% from the previous quarter. A leaked confidential Museum letter to Council about redevelopment funding resulted in 8 negative media hits in The Press and on NewstalkZB talkback radio.
- Natural Hazards Commission Tōka Tū Ake has verbally confirmed that it will renew its sponsorship of Quake City for a further three years, increasing its support by $5,000 to $35,000 a year.



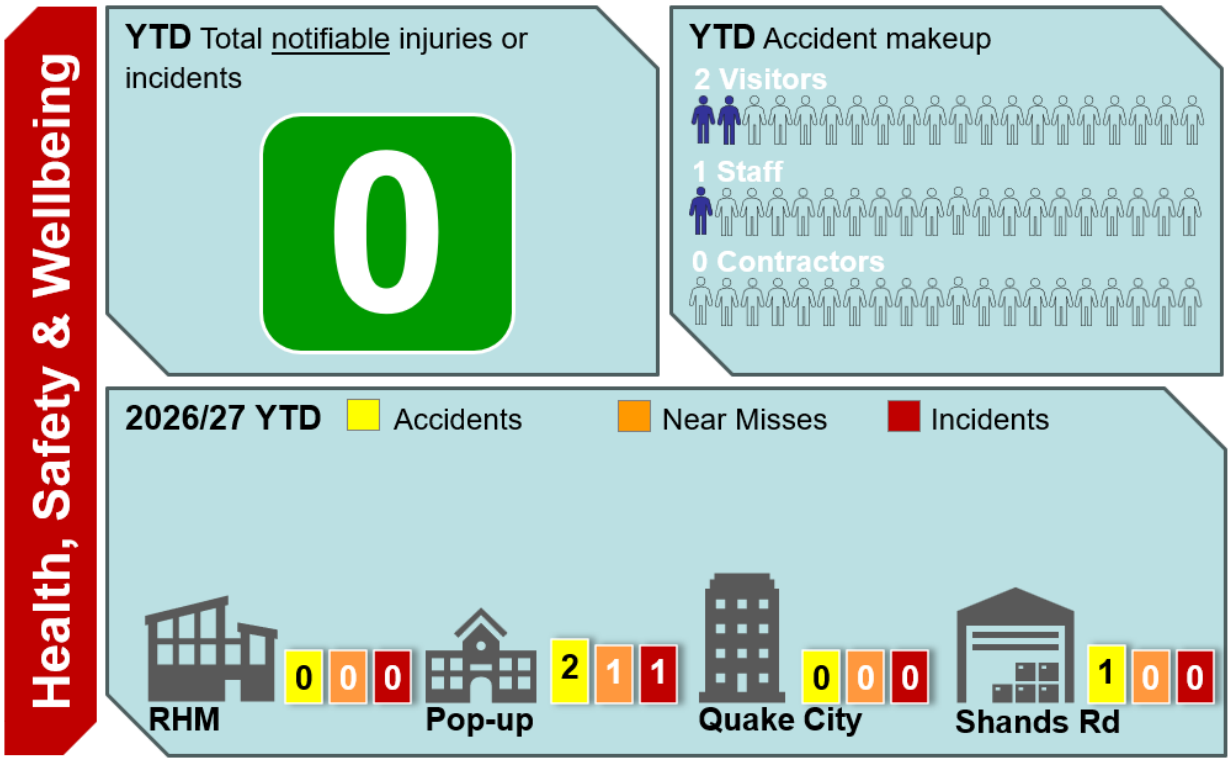






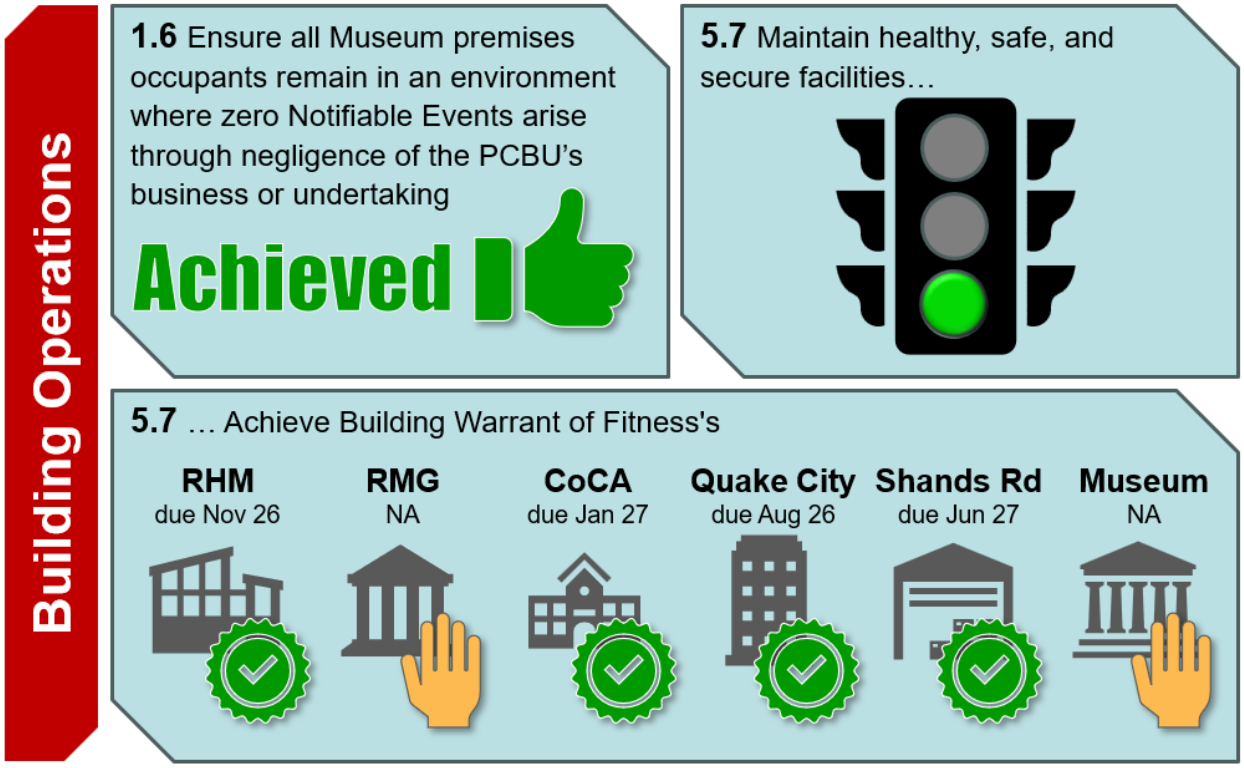
Health and Safety

- Health, safety and wellbeing performance remained steady during the quarter.
- Reassuringly, there were no notifiable events, work-related lost days, contractor accidents or events attributed to Museum negligence.
- Five events were recorded: three minor accidents, one minor near miss, and one moderate incident, each of which was responded to promptly and appropriately. Follow-up actions included first aid, clearer hazard marking, a planned non-slip treatment and liaison with the relevant agencies.
- Board site audits were completed on 30 July, with all actions completed.
- The Museum and Redevelopment Risk Registers were reviewed, with no new risks identified.
- Health and safety information and EAP support continue to be readily available to staff across all sites.



Building Operations

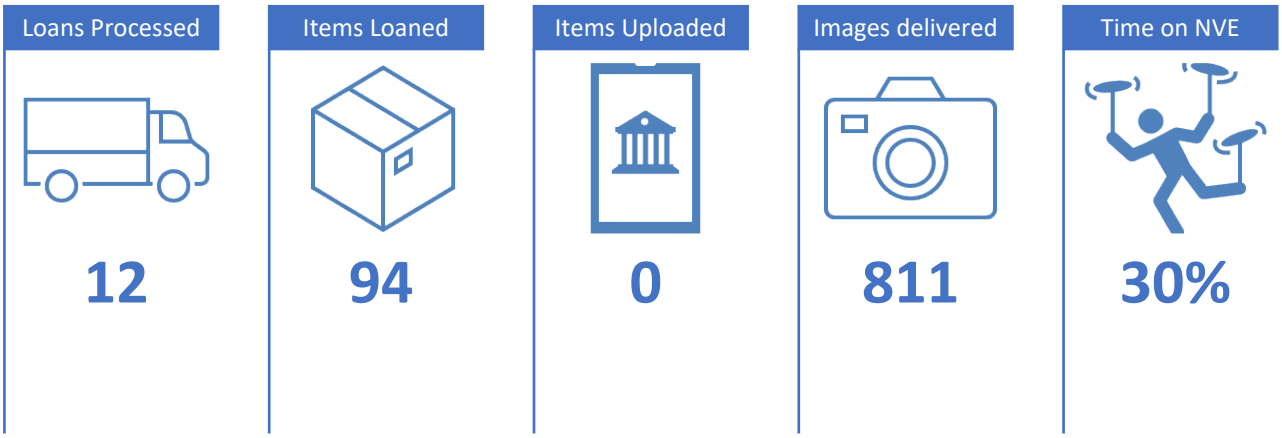
- Building Operations maintained safe, compliant, and functional environments across all Museum sites during the quarter, with zero notifiable events recorded from 1 July to 30 September 2026.
- Compliance and preventative maintenance remained on track through monthly IQP inspections, remedial work, first-aid and defibrillator maintenance, emergency-system checks, and scheduled contractor servicing. Shands Road's BWOF was issued in June 2026, with its next renewal due in June 2027.
- The team supported collections, research, and site operations through chemical-safety inductions, contaminated-waste disposal, fumigation, fume-cupboard certification, warehouse heating, contractor access, repairs, and upkeep of essential facilities. Workplace improvements continued across sites, including lighting, heating, ergonomic workstations, recycling, waste reduction, and maintaining clear work and emergency-access areas.
- Service delivery remained uninterrupted during the Building Operations Manager vacancy, with the Facilities Officer covering the role with support from the Head of Public Engagement while recruitment progresses.



Collections and Research

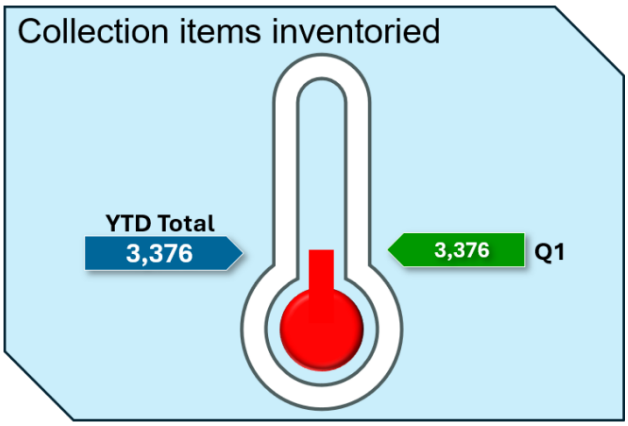
Registration

- Processed 12 loans for 94 collection items, with several significant exhibition and conservation loans underway and a further nine loans in progress
- Supported collection access through 87 curatorial requests, providing more than 200 hours of specialist collections assistance
- Delivered 811 images through 46 Image Service orders, supporting internal projects, researchers and external users. Image services accounted for more than 60% of Registration Technician time during the quarter.
- Training provided and received hours were well up this quarter. On the job training was provided in object handling, condition reporting, basic and advanced Vernon, photoshop, and collection documentation
- Some of this quarter's loans served the NVE directly, with items out for the Moa articulation and the Hau Te Ananui o Tangaroa restoration. Team members are assigned as technicians to 32 pods, and we project managed Rewi Alley/Asian Art, Hau Te Ananui and the Sub Antarctic Islands. Planning also continued for the World Jade Culture exhibition loan to Hunan and the loan of the Pāua Shell House to Te Unua Southland Museum, both of which support NVE mahi and will be a focus in quarter two.



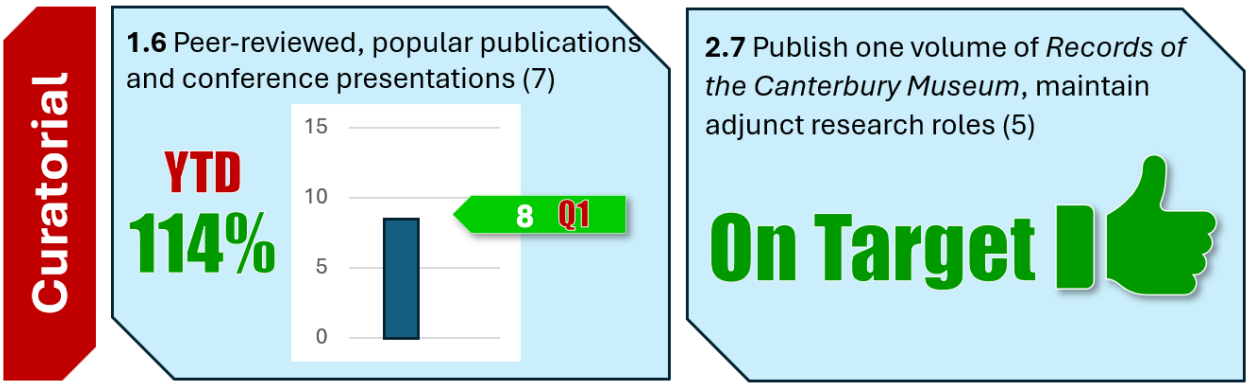
Collections Inventory

- Continued the inventory of objects for display in the New Visitor Experience.
- Completed the seven-year projects to catalogue and digitise the Ron Scarlett postcard collection and the Cranleigh Barton foreign watercolour collection.
- Contributed high-quality images for every object in the Hunan loan project.
- Commenced the cataloguing, cleaning and digitisation of Pāua Shell House objects for a future loan.



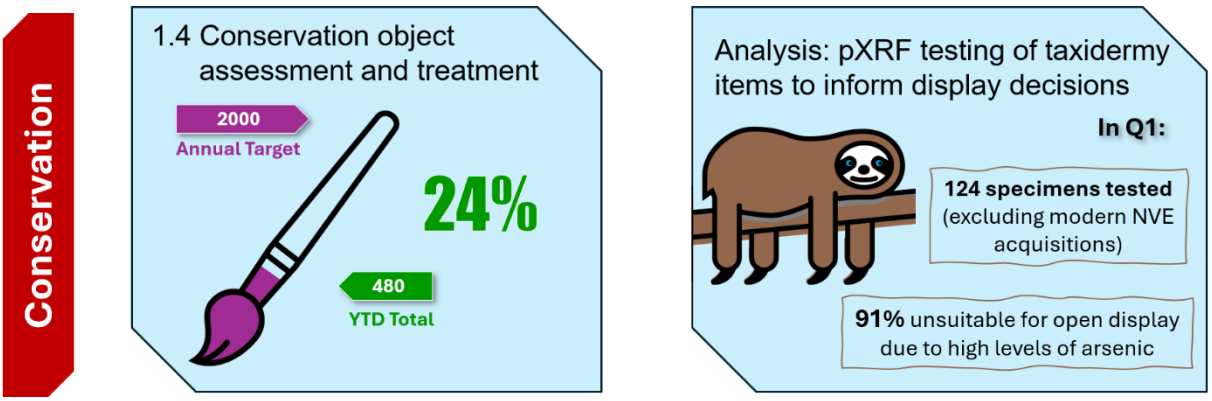
Curatorial

- Records of Canterbury Museum contains 7 articles on Canterbury Museum collection items, most authored by curators and research associates
- Work on World Jade Culture exhibition including selection/curation of pounamu material for outward loan to Hunan Provincial Museum and purchase of contemporary works.
- NVE sign offs: Antarctic Art achieved concept design approval; Subantarctic achieved design development stage 3; Fast Slow Holden achieved final design approval
- Volunteer Margaret Lovell-Smith was awarded the A.C. Rhodes History Medal by the Canterbury History Foundation



Conservation

- Examination and treatment of many NVE items, identifying potential issues and creating solutions. 480 treatments, assessments and analysis completed, resulting in reaching 24% of our KPI.
- Led hazardous collections awareness including mercury and taxidermy testing.
- Condition reported and treated all objects in Hunan loan project.



Security and Risk

- Security strengthened incident reporting, collection protection and operational readiness this quarter through the launch of the new Incident Report Form, completion of the Ravenscar Fortecho tag changeover, additional Pop-Up CCTV cameras and an updated Cash Handling SOP.
- The team also contributed to NVE planning and completed security reviews at Okains Bay Museum and Selwyn Heritage Centre.

Fundraising and Development

- The July to September quarter maintained momentum across government engagement, philanthropy, trusts and grants, and public advocacy while the Museum continued to seek the remaining redevelopment funding.
- A major achievement was the preparation and submission of a $15 million Lottery Grants Board application. The application positioned the redevelopment as a project of national significance, emphasising the importance of the Museum's heritage buildings and collections and its contribution to tourism, education and the visitor economy.
- Philanthropic engagement continued through a successful supporter event held on 11 August and planning for a new-prospect event. Government and stakeholder engagement remained intensive, with continued work on the Christchurch City Council funding arrangements and engagement with MPs and other decision makers.
- Public presentations continued to build understanding and support. Close to 30 presentations have now reached more than 2,000 people across Canterbury. The quarter also included completion of the Rātā Foundation close-out report, progress on New Zealand Lotteries reporting, and initial development of a potential multi-year education funding proposal.
- A comprehensive handover was commenced to ensure the fundraising programme, stakeholder relationships and active opportunities can continue after the Fundraising and Development Manager's departure on 23 October 2026.

Finance

- Collections insurance and material damage renewals for 2026/27 obtained and within budget
- Facilitate Canterbury Museum & Local Government Funding Working Party meetings
- 2025/26 Financial Statements prepared
- Facilitate three-weeks of auditors on-site
- Staff remuneration review calculated and processed through payroll system
- Ongoing implementation of new Finance and Payroll systems and transition from previous systems
- Friends of Canterbury Museum financial statements completed

Museum Annual Objectives

The schedule below shows performance against the Museum's KPI's for the first quarter of the 2026/27 year with the following colour coding:
Green – achieved/on way to being achieved in line with projections (36)
Amber – needs action to ensure achievement (6)
Red – not achieved (0)

The six amber KPI's are explained below:
Redevelopment Project
1.3 The Fundraising target will continue to need action to ensure achievement. There was a meeting of Mayors and CEOs in late September to progress the local government funding.
1.4a The NVE focused acquisitions will be catalogued in future quarters – on target.
1.4b The NVE related loans cannot be completed until the loans are completed – on target.
Essential Operations
2.1c Whilst there were no new special exhibitions in the first quarter, there are three planned for the next quarter – on target.
2.7a The *Records of Canterbury Museum* are usually published in the second quarter – on target
2.7b We currently only have four adjunct positions compared to the targeted five.

MUSEUM ANNUAL OBJECTIVES REPORT FOR JULY 2026 - SEPTEMBER 2026

Ann. Plan No.	Objective 2026-2027	12 month target	Total for 1/4 year	% of total at 25% of year
1	**Redevlopment Project**			
1.1	The construction project is delivered on budget and on time • Variations to the construction plan are well managed, reported and approved in accordance with the Delegations Policy • Effective oversight of worksite H&S culture	Reported monthly to PCG and the Board	Achieved	
1.2	Development of the new visitor experience (NVE) through a delivery pipeline, at planned rates that support the overall exhibition programme	Quarterly dashboard reporting to the Board	Achieved	
	• 85% of spaces in development	85%	82%	
	• 25% of spaces achieved final design approval	25%	25%	
1.3	Fundraising for the new Museum is raised via: • Central Government • Local Government • Philanthropy	$15m $49.7m (if by 30 Sept 26) $56.9m (if by 30 June 27) $2m	Ongoing	
1.4	Support the NVE by collection care and development.			
	• NVE focused acquisitions.	100% (Max.400 acquired)	25% (20 of 77)	
	• NVE related inward and outward loans.	100% (No. reported)	50% (12 loans; 94 items)	
	• Conservation object assessment and treatment that directly support the NVE and essential operations.	2,000	480	24%
1.5	Inventory all management-assigned collection items with a priority on NVE items	100% (number reported)	3,376	
1.6	Engage in and disseminate research that delivers an output to the NVE, through peer-reviewed and public channels including publications, popular publications and conference presentations	7	9	129%
1.7	Retain and attract new and diverse audiences for the new Museum; build local and national awareness of the redevelopment.			
	• Carry out a baseline public awareness survey by end October.	Achieve	Seeking EOIs	
	• Develop a new Stakeholder Engagement and Communications Plan by early December.	Achieve	Ongoing	
1.8	Give effect to Te Rautaki Kākano Rua (the bicultural strategy) through partnership with mana whenua and iwi, prioritising the outcomes required for the NVE			
	• Progress the co-design and development of Araiteuru.	Concept design confirmed	Achieved	
	• Maintain reciprocal engagement with mana whenua and relevant rūnanga throughout NVE development.	100% of agreed engagements achieved	Achieved	
1.9	Key activities in the People & Capability Strategy achieved:			
	• Workforce plan to assess current staff skills and capacity, and to identify the gaps we need to fill to support NVE delivery	Achieve	Achieved	
	• Focused and timely recruitment of roles identified to support delivery expectations	Achieve	Ongoing	
	• Clarity and accountability for everyone through clear Individual Performance Plans	Achieve	Achieved	
1.10	Technology and NVE Digital Experience developments			
	• Install, configure and implement new Wiise financial system by 1 October 2026	Achieve	Achieved	
	• Develop IT roadmap for ELT approval by 30 October 2026	Achieve	Ongoing	
	• MVP (minimum viable product) of Digital Experience App ("Dex") available for market testing by 30 March 2027	Achieve	Ongoing	
	• Ensure resilience by designing and implementing new storage infrastructure for all Museum data by 30 June 2027	Achieve	Ongoing	

MUSEUM ANNUAL OBJECTIVES REPORT FOR JULY 2026 - SEPTEMBER 2026

Ann. Plan No.	Objective 2026-2027	12 month target	Total for 1/4 year	% of total at 25% of year	
2	**Essential Operations**				
2.1	Keep connected and engage with our audiences at our three public attractions				
	• Achieve visitor numbers	180,000	36,745	31%	*
	• Ensuring visitors rate their Museum experience as satisfied or very satisfied	≥ 95%	100%		
	• Develop, deliver and evaluate special exhibitions	3	0	0%	
	• Achieve visitor donations	$70,000	10,065	32%	*
2.2	Keep connected and engage stakeholder audiences across the Museum's local funding areas				
	• Achieve visitor numbers for Canterbury Touring Exhibition Programme.	150,000	171,275	114%	
	• Retain key relationships with our communities through professional associations/external bodies (target no. TBC by ELT approval of existing involvements)	TBC	38		
2.3	Deliver engaging Museum education programmes in-house and in schools.				
	• Number of students participating	12,500	5,768	46%	
2.4	Deliver engaging public programmes to help maintain and develop new audiences.				
	• Number of people participating	7,500	2,675	36%	
2.5	Retain and attract new and diverse audiences for the public attractions and public programmes.				
	• Mainstream media hits	700	172	25%	
	• Museum websites unique visits	200,000	89,003	45%	
	• Social media engagements	150,000	156,355	104%	
2.6	Prioritise staff capacity for NVE by carefully limiting access to the collection and specialist expertise, approving only critical, time-bound requests with a manageable level of effort (ELT approval of requests)	100%	100% (40)		
2.7	The Museum is recognised as a respected centre of research				
	• Publish one volume of *Records of the Canterbury Museum*	1	0	0%	
	• Maintain Adjunct research roles	5	4	80%	
2.8	Keep employees engaged, well-informed and support well-being.				
	• Employee engagement mean score is within the top two bands of best practice, as indicated by the annual Gallup Q12 survey.	Achieve	Ongoing		
2.9	Mitigate and manage organisational risk.				
	• Maintain an accurate, up-to-date risk register	Reported Qtly	Achieved		
	• Achieve Building Warrants of Fitness for Museum sites	Sites comply	Achieved		
	• Continuously improve health and safety controls to prevent Notifiable Events arising from controllable workplace risks	0 notifiable events	Achieved		
2.10	Maintain accountable and prudent financial management of public funds.				
	• Maintain a return on funds invested within the Museum's Investment Policy	>3.42%	3.69%	108%	
	• Achieve financial operating outcome within budget.	Achieve	Ongoing		
	• Achieve the audit on time, with any qualifications limited to the Board's decision not to capitalise collection objects and the inability to audit the Pop-up museum door count.	Achieve	Ongoing		

** weighted average*

Projects Office

- Two Projects were started in the last quarter and two closed.

#	Title	Project Manager	Target Start Date	Target End Date	Current Status	Current Status Comments
CM4 2026	Hunan Museum World Jade Culture Exhibition	Jamie Te Heuheu		10.12.2026		On Track
CM5 2026	Wildlife Photographer of the Year WPY62	Stephen Pennruscoe	7.11.2026	26.4.2027		On Track

Tumuaki Matua | Director's Update

- Continued oversight of the Redevelopment Project through fortnightly Tight Five project team meetings and monitored redevelopment progress via monthly Construction Control Group and PCG meetings.
- Attended strategic partnership and stakeholder meetings, including Te Tai Poutini and Canterbury Museum China partnership discussions, fundraising meetings and AHT Committees.
- Participated in governance activities, including the Audit, Risk & Investment Committee, Ōhākī o Ngā Tīpuna Hui, Health & Safety site visit and Board induction for new Trustees.
- Delivered talks for the Friends of Canterbury Museum AGM and Nelson Botanical Society.
- Hosted the Mayors of the four contributing local authorities on a Redevelopment site visit
- Hosted a Japanese delegation headed by the President of their Diet or Senate at *Quake City*.
- Attended the opening of the China National Academy of Painting exhibition at the Rewi Alley Museum and the farewell to the Chinese Consul-General.
- Attended the book launch of *Digging Deep* by Senior Curator, Human History, Julia Bradshaw.
- Participated in the Cultural precinct tour arranged by the Arts Centre.
- Meetings held with the Auditor and Office of Auditor General.
- Attended a meeting held with artist Peter Robinson at RMG.
- Ongoing meetings and discussions with contributing local authorities.
- Meetings with potential fundraising partners.

RECOMMENDATION

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

Anthony Wright
Tumuaki Matua | Director 23 October 2026

REPORT ON TRANSITIONAL STRATEGIC PLAN 2027-2030

To: Canterbury Museum Trust Board

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

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Purpose

To seek Board approval of the Museum's Transitional Strategic Plan 2027-2030, to take effect from 1 January 2027.

Background

The current Canterbury Museum Strategic Plan expires on 30 June 2027. Whilst there will be six months still to run on this plan, it was agreed that a Transitional Strategic Plan covering the next three and a half years would more accurately reflect the focus required to deliver the programme for the Museum reopening.

Current Status

Working with Stuart Burgess from The Outperformance Hub, we have developed a Transitional Strategic Plan 2027-2030. This plan focuses on three key areas;

- The Redevelopment Project
- Essential Operations
- Opening the Museum.

These critical focus areas align with the direction provided by the Board, via the Letter of Expectations, in terms of directing energy to the reopening of the Museum. The Transitional Strategic Plan reflects a high-level strategic direction and aligns with the revised current Annual Plan. It will inform succeeding Annual Plans.

The draft plan was circulated via Leadership Team members for staff consultation, with overall positive response. The final draft was reviewed and endorsed by ELT and the Leadership Team on 3 November 2026.

Once approved, the Transitional Strategic Plan will be made available in both digital and printed form.

Recommendations

That the report be received and the Transitional Strategic Plan 2027-2030 be adopted effective from 1 January 2027.

That if adopted, this decision together with the report and plan be released into the open meeting minutes.

Lynell Bell
Upoko Whakawhanake Raukaha
Head of People & Project Delivery 3 November 2026

Mahere Rautaki Whakawhiti Transitional Strategic Plan 2027–2030

Canterbury Museum

He kura tata, he kura tawhiti
The enduring expressions of peoples, from near and afar

This Transitional Strategic Plan (TSP) sets out the priorities, investment of rauemi (resources) and focus to ensure the redevelopment sits at the centre of the Museum's decision-making.

Horopaki Context

The current Strategic Plan expires on 30 June 2027. The Board has requested that the Museum enter a transition period to fully focus on the successful delivery of the redevelopment and the New Visitor Experience (NVE).

To that end, the current Strategic Plan will be retired 6 months early on 31 December 2026 and this TSP has been developed for the remainder of the redevelopment project, 1 January 2027 to 30 June 2030. Prior to that end date, the Museum will develop a 5-year strategy to reflect the new era of Canterbury Museum from 1 July 2030.

Whāinga Whānui Our Mission

To open a welcoming, engaging and sustainable Museum that celebrates Waitaha Canterbury, connects people with the world, and inspires discovery through innovative experiences, accessible collections, public programmes and rangahau (research).

Te Rautaki Kākano Rua Our Bicultural Framework

Through Te Rautaki Kākano Rua, our bicultural strategy, we will embed biculturalism across our work and strengthen our partnerships with mana whenua and iwi.

Ngā Uara Our Values

- **Whai wāhitanga Engagement –** We actively engage with our manuhiri (visitors) and the wider Waitaha Canterbury hapori (community).
- **Mahi ngātahi Collaboration –** We are committed to working collaboratively with our hapori and with each other.
- **Kawe takohanga Accountability –** We are committed to accountability in all our actions.
- **Ngākau pono Integrity –** We always act with integrity for our people, the taonga we care for and the environment.

Ngā Whāinga Matua | Our Key Goals

- **Whāinga 1: Whakahouhia Te Whare Taonga Goal 1: Redevelopment Project**
  To complete the building and design, develop and install an impactful New Visitor Experience.
- **Whāinga 2: Ngā Mahi Matua Goal 2: Essential Operations**
  To focus operations and activities on delivering world-class Museum services.
- **Whāinga 3: Whakatuwherahia Te Whare Taonga Goal 3: Opening the Museum**
  To open a Museum that is welcoming, engaging and sustainable.

Mahere Rautaki Whakawhiti Transitional Strategic Plan 2027–2030

Te Mahere Our Plan



Whāinga 1: Whakahouhia Te Whare Taonga **Goal 1: Redevelopment Project** To complete the building, and design, develop and install an impactful New Visitor Experience.	Whāinga 2: Ngā Mahi Matua **Goal 2: Essential Operations** To focus operations and activities on delivering world-class Museum services.	Whāinga 3: Whakatuwherahia Te Whare Taonga **Goal 3: Opening the Museum** To open a new Museum that is welcoming, engaging and sustainable.
Ngā Hua Outcomes	**Ngā Hua Outcomes**	**Ngā Hua Outcomes**
• Building construction programme is completed on budget and on time. • Fundraising targets are achieved. • New Visitor Experience is designed, developed and installed. • Infrastructure and technology are in place enabling the Museum to innovate, adapt and deliver quality services. • Awareness of the new Museum has significantly increased, creating new and diverse audiences and a strong supporter base. • Relocation from the temporary collections facility and other sites is planned, prepared and ready to be implemented.	• Organisational risk, including Health, Safety & Wellbeing, is mitigated and well managed. • Audience and hapori (community) engagement has been strengthened through operating the *Canterbury Museum Pop-Up, Quake City* and Ravenscar House Museum. • Rauemi (resources) are carefully and strategically prioritised and directed to areas of greatest impact. • Workforce planning has utilised the diverse skills, knowledge and energy of our people. • Kaimahi (employees) are engaged, well informed and supported.	• The new Museum is open, taking manuhiri (visitors) on a journey of discovery and showcasing the taonga we care for. • Relationships with funders, key stakeholders and hapori (the community) are collaborative and supportive for the Museum and its kaupapa (objectives). • Collections are securely housed in fit-for-purpose facilities that support their long-term preservation, accessibility and use. • The Museum has the capacity, systems and rauemi (resources) to be operationally ready and effective. • The Museum is commercially viable and sustainable.

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 2 3 4 5 6 7	Previous meeting minutes Redevelopment Project Control Group Finance Audit, Risk & Investment Committee Quarterly Report Board & CEO only Board only	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

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.

Karakia Whakamutunga

Whakairia te tapu	*Elevate the sanctity*
Ki te pae tuara o Ranginui	*To the back of Ranginui*
Kia turuki whakatahā ai	*So as to return to normality*
Haumi e, hui e, taiki e	*Let it be*