

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
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 LIANZA Standing Committee on Freedom of Information - Member New Zealand Bio-Recording Network - Trustee New Zealand Journal of Zoology – Associate Editor University of Canterbury – Director of Environmental Science Mason Foundation Trust The Royal Society of New Zealand Canterbury Branch Incorporated
Tyrone Fields	Registered Social Worker, Social Workers Registration Board Member, Aotearoa New Zealand Association of Social Workers Member, Banks Peninsula Water Management Zone Committee Deputy Chair, Lyttelton Port Welfare Committee Member, New Zealand Labour Party Member, Lyttelton Community Association Trustee, Okains Bay Maori and Colonial Museum Trust Governor, Whaka-Ora Healthy Harbour Governance Group Christchurch City Councillor for Banks Peninsula
Nick Hawkins	Relationship with Redevelopment Project Consultants through Te Whatu Ora Project Director role, Infrastructure and Investment Group
Bryan Jamison	
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 - Member Friends of the Canterbury Museum Incorporated - Member
Daphne Robinson	Nil
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. Presiding member – Te Rōhutu Whio School, Rolleston (current)
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 25 November 2025

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting held on Monday 10 November 2025
commencing at 2.00 pm, 85B Shands Road, Hornby, Christchurch**

Present: David Ayers (Chair), Tom Thomson (Deputy Chair), Melanie Coker, Rob Cruickshank, Tyrone Fields (via Teams), Nick Hawkins, Bryan Jamison, Daphne Robinson, Shayne Te Aika, Anthony Wright

In Attendance: Lynell Bell, Sam Davis (via Teams), Stephen Pennruscoe, Nigel Tecofsky, Trevor Watt (via Teams), Andrea Webley, Brydie Lauder (minute taker)

Apologies: Sarah Murray, Kelly Perazzolo, Puamiria Parata-Goodall, Tyrone Fields (for lateness)

1 WELCOME

The Chair welcomed everyone to the meeting.

2 KARAKIA

The meeting was opened with karakia.

3 APOLOGIES

Apologies were noted from Sarah Murray, Puamiria Parata-Goodall, Kelly Perazzolo, and Tyrone Fields (via Teams) for lateness.

25/193 Resolved that the apologies be received.

(T Thomson/N Hawkins)

4 CONFLICTS OF INTERESTS REGISTER

4.1 Members Interest Register

No conflicts of interest specific to this meeting were advised.

5 CONFIRMATION OF THE MINUTES OF PREVIOUS MEETING

5.1 Minutes of the meeting held 13 October 2025 were reviewed.

25/194 Resolved that the minutes of the Canterbury Museum Trust Board meeting held 13 October 2025 be adopted as a true and correct record.

(D Robinson/T Thomson)

5.3 Matters Arising

There were no matters arising.

6 HEALTH, SAFETY AND WELLBEING

6.1 The Report on Health, Safety and Wellbeing for September 2025 by Stephen Pennruscoe, Head of Public Engagement (acting Health, Safety & Wellbeing lead), dated 3 November 2025 was reviewed.

There was very little discussion other than to note that another round of site inspections has been booked.

25/195 Resolved that the Health, Safety and Wellbeing report be received.

(R Cruickshank/M Coker)

Nigel Tecofsky joined the meeting 2.10 pm.

7 FINANCE

- 7.1 The Creditors Report for September 2025 was reviewed.

It was noted that the list of creditors had been reviewed by the Chair who had selected a random sample for explanation; there were no matters arising from this.

25/196 Resolved that the creditors for September 2025 be approved.

(D Ayers/S Te Aika)

- 7.3 The Report on Financial Statements for the three months ended 30 September 2025 was reviewed.

It was noted that based on recommendations from the Governance Review that the reports be brought to the Board one month earlier than previously required and the team were thanked for responding to this so promptly.

Trading income is currently sitting at 15 percent, which is exactly on target for this point in the year. This aligns with the expected seasonal pattern, with higher visitation over summer balancing out the quieter winter months. Expenses remain steady and consistent from month to month, showing no meaningful seasonal variation.

Below the line, there was a large Adson Trust acquisition of an Antarctic medal, which was offset by a distribution from the Adson Trust, resulting in little net impact. A request was made to adjust the financial reporting format to show Year To Date actuals versus Year To Date budget, including percentages and variance to clearly indicate whether items are over or under budget. Nigel will make these formatting changes for the next report.

Capital fixed purchases appear light against budget, likely due to timing issues, noting that these purchases are funded through depreciation via the operating levy. Redevelopment-related income remains on track relative to expenditure.

A question was raised regarding whether the cashflow of the project has been plotted against the cashflow of the funding sources, and it was confirmed this had been completed and would form part of upcoming PCG reporting.

25/197 Resolved that the financial statements for the three months ended 30 September 2025 be approved.

(R Cruickshank/M Coker)

Nigel Tecofsky left the meeting 2.20pm.

Andrea Webley joined the meeting 2.20 pm.

8 QUARTERLY REPORTS

- 8.1 The Quarterly Report on Fundraising and Development for July to September 2025, by Andrea Webley, Fundraising and Development Manager was taken as read.

Andrea gave a presentation to the Board to accompany her Quarterly Report, explaining that the fundraising strategy is a living document designed to grow

with the project, with clear goals, objectives, and adaptability. The current fundraising objective sits at \$84 million, with a two-phase approach: construction (including contingency) and the subsequent Hearts and Minds campaign focused on exhibitions, public engagement, trusts, corporate sponsorships, and public campaigns.

To date, local engagement has been strong, including nine site visits, seven collection warehouse tours, successful Lotteries funding for the retaining wall, Hau Te Ananui o Tangaroa, and air conditioning systems, and extensive relationship-building with philanthropists, resulting in verbal commitments, and recent notification of a significant bequest toward construction.

Next steps include inductions for new councils, discussion with the Selwyn mayor, early engagement in council annual plan/long term plan talks, and strategic support from stakeholder advisors to secure ministerial meetings.

Phase 2 focuses on campaigns that resonate emotionally with collection stories, such as Mountfort heritage restoration and the Buy-a-Stone public campaign, alongside launches inspired by the collection.

25/198 Resolved that the report be received.

(D Ayers/T Thomson)

Andrea Webley left the meeting 2.39pm.

Lynell Bell joined the meeting 2.39 pm.

8.3 The Quarterly Report on New Visitor Experience for July to September 2025, by Lynell Bell, Head of Projects and Strategy Delivery was taken as read.

Lynell reported that the project is progressing well, though there has been a slowdown in numbers of completed NVE pods due to the complexity of certain spaces, particularly non-exhibition areas, which are more time-consuming to prepare. Resourcing is currently at full capacity, and the involvement of architects and complex requirements such as weight loading adds to the timeline.

Some items on loan from Christchurch Art Gallery are being considered for temporary display to showcase the McDougall galleries as fully as possible. The team is moving away from the concept of a permanent display, with NVE designed to evolve and incorporate longer-term temporary exhibitions, offering a fresh experience for visitors.

Christchurch Art Gallery supports the approach of opening McDougall as an opportunity to highlight more of their permanent collection. The partnership with the Museum is mutually beneficial, creating a win-win scenario for both institutions.

25/199 Resolved that the report be received.

(D Ayers/D Robinson)

Lynell Bell left the meeting 2.43 pm.

8.5 The Quarterly report from the Director for July to September 2025, by Anthony Wright, Tumuaki Matua | Director was taken as read.

Little discussion other than to note that the first section of the report containing commercially sensitive information has been moved to In Committee, and that

going forward a move towards a more clear “traffic light” format will present the information in a way that is easier to understand.

25/200 Resolved that the Tumuaki Matua | Director’s quarterly report be received.
(S Te Aika/T Thomson)

9 AUDIT AND RISK

Nigel Tecofsky joined the meeting 2.45 pm.

9.1 The draft unconfirmed minutes of the Audit and Risk Committee meeting held 7 November 2025 were reviewed.

25/201 Resolved that the draft unconfirmed minutes of the Audit and Risk Committee meeting held 7 November 2025 be received.
(D Ayers/R Cruickshank)

10 INVESTMENT COMMITTEE

10.1 The draft unconfirmed minutes of the Investment Committee meeting held 5 November 2025 were reviewed.

25/202 Resolved that the draft unconfirmed minutes of the Investment Committee meeting held 5 November 2025 be received.
(T Thomson/D Ayers)

11 REDEVELOPMENT PROJECT CONTROL GROUP

11.1 Draft unconfirmed minutes of the Redevelopment PCG meeting held 29 October 2025 were reviewed.

25/203 Resolved that the draft unconfirmed minutes of the Redevelopment PCG meeting held 29 October 2025 be received.
(D Ayers/N Hawkins)

11.3 Canterbury Museum Redevelopment Project Report by Lynell Bell dated 26 October 2025 was taken as read.

25/204 Resolved that the report be received.
(N Hawkins/T Thomson)

12 INTO COMMITTEE

12.1 Motion to Exclude the Public

25/205 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	Previous meeting minutes	S7(2)(h) To enable the Museum to carry out, without prejudice or disadvantage,	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	Finance	commercial activities and	
3	Audit & Risk Committee	s7(2)(i) To enable to Museum to carry on, without prejudice or disadvantage,	
4	Investment Committee	negotiations (including commercial and	
5	Redevelopment Project Control Group	industrial negotiations)	
6	Hunan Museum	s7(2)(f) To enable the Museum to maintain effective conduct of public affairs through –	
7	Quarterly Reports	(i) the free and frank expression of opinions by or between or to	
8	Board and CEO Only	members or officers or employees of the Museum, or any persons	
9	Board Only	to whom section 2 (5) of this Act applies, in the course of their duty; or	
10	Out of Committee	(ii) the protection of such members, officers, employees, and persons from improper pressure or harassment	

(D Ayers/T Thomson)

The meeting moved into Committee at 2.50 pm.

25/222 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed in committee be confirmed.

(D Ayers/T Thomson)

The open meeting resumed at 4.59 pm.

Following Karakia Whakamutunga, the meeting closed at 5.01 pm.

Confirmed as a true and correct record.

..... Chairperson

..... Date

REPORT ON HEALTH, SAFETY AND WELLBEING

To: Canterbury Museum Trust Board

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

Purpose

To update the Board on key Health, Safety, and Wellbeing matters for the period 1 November to 30 November 2025 and year-to-date accident reporting.

Accident Reporting

There was one accident, one incident and no near-miss events reported during the period from 1 to 30 November 2025.

No.	Accident Details	Level*	Actions to Ensure the Accident Does Not Reoccur
1	3 November 2025 Shands Rd – A Staff member picked up an awkwardly sized box and underestimated its weight. They continued with the lift and tweaked their back.	Minor / Not Notifiable	No further action. Staff member reminded of restraints regarding manual handling, particularly when lifting items.

Incident – Thursday 12 November 2025 – Pop-Up Museum

Pop-Up Museum at CoCA – The Electrician and Facilities Officer were working in the ceiling space above the main stairs when a museum staffer, assuming the work had finished, removed the safety barriers that had been placed out to designate the stairs as a hazardous work zone.

Action – A contribution to Team Update, reminding all staff that if safety barriers have been placed out, then it is the responsibility of the person who placed them out to either remove them or to delegate this responsibility to another staff member.

Membership: Health, Safety and Wellbeing Committee

- Stephen Pennruscoe – Upoko Whakapāpā | Head of Public Engagement
- Kelvin Nolly – Kaiwhakahaere ā-Whare | Health and Safety Manager
- Rick Bishop – Health and Safety Representative for Operations
- Jack Cannon – Health and Safety Representative for Public Engagement
- Erna Tidy – Health and Safety Representative for Collections and Research
- Kate Madden – Health and Safety Representative for VH/PSOs
- Paul Verheyen – Co-opted Member

Risk Reporting

No new hazards reported for the period.

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

1. The Health, Safety and Wellbeing Committee met in November.
2. Health and Safety training is up to date as of the end of November. One member of staff attended First Aid training, another received a H&S Induction, and a fire evacuation drill was conducted at the Shands warehouse complex.
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. The Board adopted all the recommended changes, other than removing the fall risk from the cool cold store, which remains, with the new mitigations cited.

- c. The H&S Committee then reviewed the latest amendments to the existing risks, along with two new risks being tabled for the following quarterly review.
 - d. The Committee then reviewed the Working at Height Critical Risks.
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.

2025-2026 Accident Reporting

Accident Data - Combined CoCA, Ravenscar House Museum, Quake City and Shands Road Warehouse stats	2025/2026 Year to date	2024/2025 Year to date	2023/2024 Total
Total accidents	7	17	15
Total notifiable injuries/incidents	0	0	0
Total accidents attributable to Museum negligence	0	0	0
Visitor Accidents per reporting year	2	6	5
Percentage of visitor accidents / total visitors	0.01%	0.003%	0.002%
Total staff accidents	4	10	13
Total contractor accidents	1	1	7
Total workdays lost	4	5	0

ACC Section

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

Upcoming critical risk activities

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

Critical Risk Category	Details of activity
Uncontrolled Energy Release	<ul style="list-style-type: none"> Ongoing - monthly electrical checks and maintenance.
Hazardous Substances	<ul style="list-style-type: none"> Cataloguing and photography of radioactive specimens, expected to take 1-2 days. Staff involved are to wear radiation monitoring badges and have been advised on best practice to minimise their exposure and exposure to others.

Health, Safety and Wellbeing Board Visits

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.

Groupings

Group 1A	Puamiria	Tom	Shayne	Kelly	Sarah
Group 1B	Daphne	Nick	Tyrone	Anthony	Eion
Group 1C	Mel	David	Rob	Bryan	Stephen

Schedule

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

Site visits 7 August 2025

- All matters from the last Board visits have been completed. (APPENDIX 1)

Site visits 27 November 2025

- Attendance:

In Attendance	Apologies
○ Tom	○ Nick
○ Kelly	○ Tyrone
○ Mel	○ Bryan
○ David	○ Puamiria
○ Rob	○ Shayne
○ Daphne	

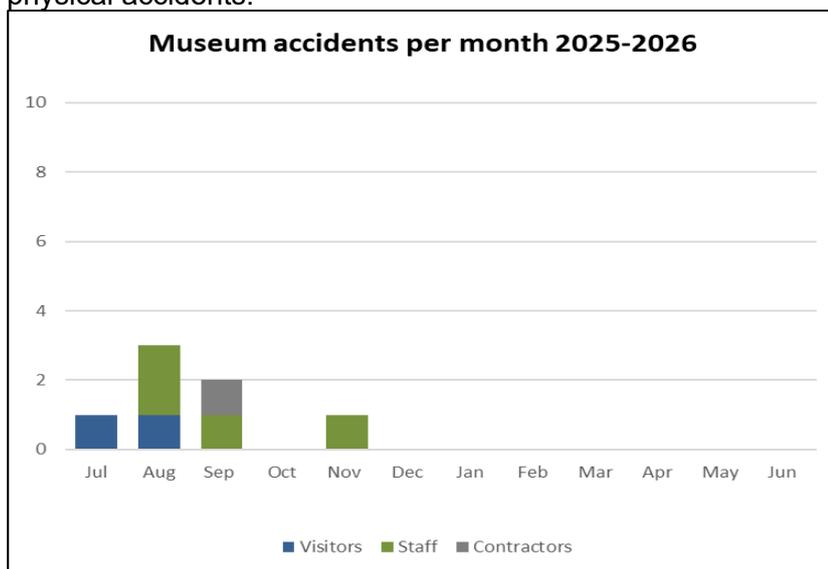
- Actions and notes are recorded on the Board Health & Safety Visits – Action Points Register (APPENDIX 2).

Pop-Up Museum at CoCA – Emergency Egress Route

In addition to the actions noted during the Board Audit, staff have identified another opportunity to improve the egress route at the rear of the CoCA building. Three quotes were received to lay a concrete path behind CoCA connecting the two galleries to the internal emergency egress route. Joint funding approved by ELT and CoCA Trust to proceed. However, work progress is subject to the owner of the carpark and adjacent building providing access through the carpark to undertake these works. Unfortunately, all access to and through his property has been denied. Staff are actively looking at alternative options. In the interim, the Museum staff at the Pop-Up will ensure that the rubbish bins at the back of the CoCA building are positioned so as not to impede egress.

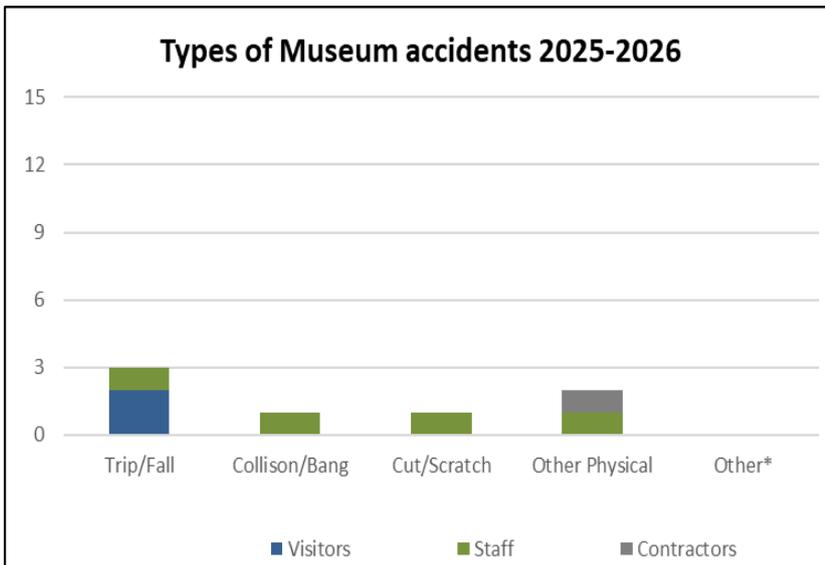
Year-to-date Graphs

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



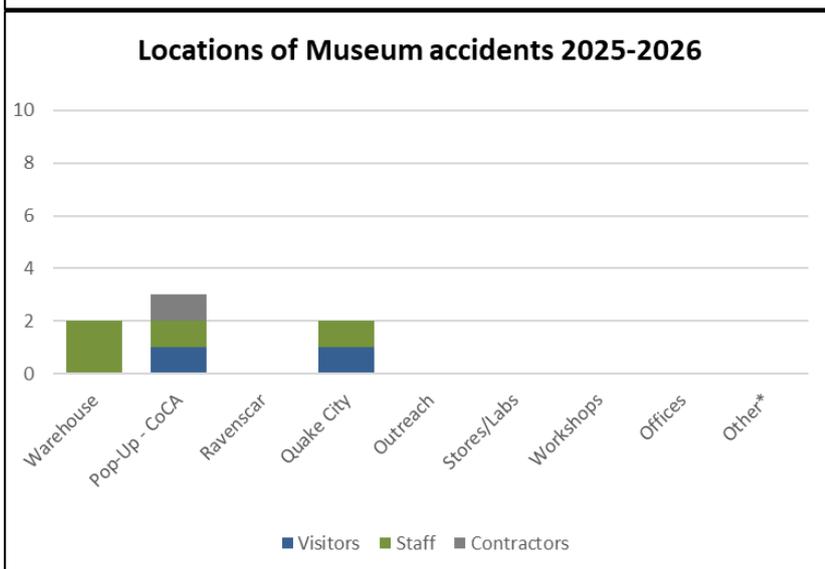
There has been a total of 7 accidents for the year-to-date as follows:

- Staff - 4
- Visitors – 2
- Contractors - 1



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

- Trips / falls - 3
- Collisions / bangs – 1
- Cuts / scratches - 1
- Other physical - 2
- Other - 0



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

- Warehouse - 2
- Pop-Up - 3
- Ravenscar – 0
- Quake City – 2
- Outreach - 0
- Stores / Labs - 0
- Workshops - 0
- Offices – 0
- Other - 0

RECOMMENDATION

That the report be received.

Stephen Pennruscoe
Upoko Whakapāpā | Head of Public Engagement

1 December 2025

APPENDIX 1: Board Health & Safety Visits – Action Points Register – 7 August 2025

Site	Action Identified	Notes / Comments	Status
Pop-up Museum	Review the evacuation route from the rear of Ō Papa Mair Gallery – ensure a safe egress point.	The evacuation route from the rear of the O Papa Mair Gallery is back into the building because the CoCA Trust does not own any of the surrounding land, and the building occupies the entire footprint.	Completed
	Replace the fixed desk phone with a portable option for emergency use.		Completed
	Apply fluorescent tape to the edges of the evacuation route stairs to Worcester Street.	The CoCA Trust have given its sign-off to upgrade all of the stair treads to the same solution as we did on the main stairs.	Completed
Ravenscar House Museum	Ensure emergency exit signs are visible from the entrance to the library.	The building is currently fire compliant. Fire engineers would need to review any suggested changes.	No further action
	Install backlit emergency exit signs.	Our ones are high-end, top-down illuminated signs. They are always on and glowing.	No further action
	Consider fencing a garden pond (potential drowning hazard).	All three ponds are already compliant and legally fenced.	No further action
Quake City	Replace the step on the emergency exit near “Jump on the Spot” interactive with a small ramp.	Recently, the ramp was replaced with a step to enhance structural integrity under Jump Interactive, in response to repeated fall incidents caused by the incline. Since changing, there have been no further incidents.	No further action
	Provide guidance on the meaning of fire extinguisher tag symbols.	It shows when the fire extinguisher was last visually checked by a qualified service technician in June of 2025. This is an annual event, and it was last pressure tested in 2022.	Completed

APPENDIX 2: Board Health & Safety Visits – Action Points Register – 27 November 2025 (updated 1 December 2025)

Site	Action Identified	Notes / Comments	Status
Pop-up Museum	Shelving in the Pop-up office space is a potential hazard if it topples. Securely fix the shelving to the wall.	Brackets now fitted	Completed
	Confirm the glass window behind the Senior Visitor Host desk is not float glass. This is a potential hazard if someone were to fall against it.	Upon inspection, it has been confirmed that the glass is not float glass and is building-compliant.	Completed
	Staff felt café noise was excessive.	Check noise exposure levels to ensure safe working conditions.	Underway
Ravenscar House Museum	Office shelving stores large items at high heights.	Ensure nothing heavy is stored on top shelves.	Underway
	RCH Defibrillator battery expired August 2025 Check all museum defibrillator models to ensure they are not part of a recent recall.	Replace Battery ordered We have confirmed that all the Museum Defibrillators are not part of a recall.	Underway
	Three city sites are managed by one chief warden, who is located at the pop-up.	Ensure processes and connections with other building wardens.	Underway
Quake City	Staff are unsure if the microplastics used in the Liquefaction table are safe.	A sample has been sent for testing to check that it doesn't contain asbestos. Staff are checking the MSDS to confirm that the microplastic sand is non-toxic.	Underway
	Staff felt road noise was excessive.	Check noise exposure levels to ensure safe working conditions.	Underway
Construction Site	The Audit passed with no actions or recommendations.		No Action Required
Shands Road	The Audit passed with no actions or recommendations.		No Action Required

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting of Museum Redevelopment Project Control Group
held in the Rubix Boardroom
on 27 November 2025 commencing at 10.30 am**

Present: Tom Thomson (Chair), Sam Davis, Julian Donald, Jack Harris, Darren Moses, Trevor Watt, Anthony Wright

In Attendance: Lynell Bell (minutes)

Apologies: Nick Hawkins

1 WELCOME

Tom welcomed all attendees.

2 APOLOGIES

The apologies as indicated above were received.

P25/62 Resolved that the apologies be received.

(T Thomson/D Moses)

3 CONFLICTS OF INTEREST

No conflicts advised.

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting (open) held on 29 October 2025 were reviewed.

P25/63 Resolved that the minutes (open) of the Museum Redevelopment Project Control Group meeting held 29 October 2025 be adopted as a true and correct record.

(T Thomson/J Donald)

4.2 Matters Arising

Nil.

5. PUBLIC EXCLUDED SECTION

5.1 Motion to exclude the public.

P25/64 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		

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/J Harris)

9 OUT OF COMMITTEE

P25/67 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed In Committee be confirmed.

(T Thomson/J Harris)

10 GENERAL BUSINESS

The PCG members were thanked for their mahi during the year. The construction project is in a good place and the Museum and Board appreciate everyone’s involvement and input. A special thank you to Darren for his liaison with Council, and to Tom and Nick for their input as unpaid Trustees.

Meeting closed at 11.30 am.

11 DATE OF NEXT MEETING

2026 – date to be confirmed and advised.

Confirmed as a true and correct record.

..... Chair

..... Date

REPORT ON CANTERBURY MUSEUM REBUILD PROJECT CONTROL GROUP

To: Canterbury Museum Trust Board

From: Lynell Bell, Upoko Whakawhanake Kaupapa | Head of Projects & Strategy Delivery, for the Rebuild Project Control Group

PURPOSE

To provide a brief summary of the progress of the Canterbury Museum Redevelopment Project for the most recent one-month reporting period, November 2025.

BACKGROUND

The Board requested a monthly progress report on the Redevelopment Project for the open section of its meeting.

RECOMMENDATION

That the report be received.

Lynell Bell

Upoko Whakawhanake Kaupapa | Head of Projects & Strategy Delivery 26 November 2025

Canterbury Museum Redevelopment Project Report

November 2025

Executive Summary

No new recommendations were made in the November report.

There were three minor near miss incidents reported during this period and one lost time injury. All issues were appropriately reported and addressed.

Previously identified risks remain consistent with last month; however, the Project Risk Register has been updated to reflect the risks associated with the splitting of Stages 4 and 5.

Value Engineering is progressing well, with updated design documentation related to Stage 4 issued for construction during the reporting period. Value Engineering related to Stage 5 is on schedule to be completed in February 2026.

Stage 4 works are progressing well. Following completion of the first raft slab pour in early October, two further slab pours are programmed through December and the contractor has installed the tower crane base.

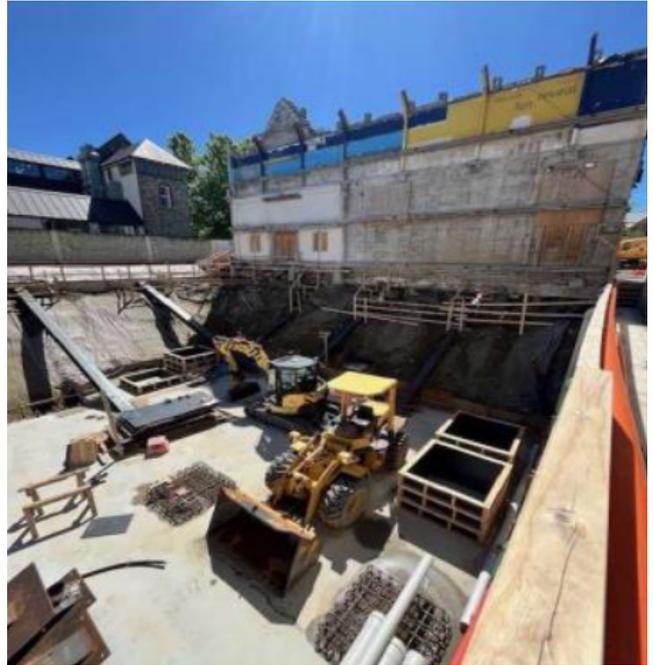
Latest Site Images



Site progress at 24 November 2025



Looking north of the extended raft slab 3 progressions.



Looking northeast to zone 1 (Centennial Wing) with temporary steel installed and plant ready for berm excavation.



Robert McDougall Gallery automated survey unit.



Completed needle beam and Freyssinet hydraulic jacks, including cut line for demo purposes.

REPORT ON PROGRESS TOWARD IMPLEMENTATION OF GOVERNANCE REVIEW RECOMMENDATIONS

To: Canterbury Museum Trust Board

From: Sarah Murray, Upoko Kohinga Rangahau | Head of Collections and Research, Tumuaki Tuarua | Deputy Director

Purpose

To update the Board on progress made to date in implementing the recommendations of the Independent Governance Review, and to outline the next steps planned through 2026 in strengthening the Museum’s governance systems, capability, and processes.

Background

The Independent Governance Review made a series of recommendations aimed at enhancing the effectiveness, capability, and resilience of the Canterbury Museum Trust Board. The recommendations focus on Board composition and appointments, information and reporting, risk and financial oversight, sub-committee structure, strategic decision-making, induction, and stakeholder engagement.

The Board adopted a Governance Action Plan in August 2025 to progressively implement these improvements over an 18-month period as below:

TIMEFRAME	Sept-25	Dec-25	Mar-26	Jun-26	Sept-26	Dec-26	Notes
ACTIONS							
Review Board sub-committee structure							
Board skills assessment matrix							Completed annually
Board strategic planning session							Completed annually
Engagement with appointing bodies							Provide appointing bodies with clearer input on skills needed and encourage coordination of appointments
Board pack refresh							Incremental improvement approach with increasing use of infographics
Quarterly strategic conversations							Staff initiated; Board to choose priority topics from a menu to be provided
More timely financial reporting							Identification of new financial management software a high priority

Stakeholder engagement plan						Formal reporting to appointing bodies
Develop risk appetite framework						To guide management decisions, workshopped by Audit and Risk Committee
Board shape programme						For 2027 year; identify 12 month priorities and start contributing to next strategic plan
Board induction improvements						Effective induction programme for new appointees to support culture and Board Code of Conduct

This report provides a summary of progress to date and outlines ongoing work scheduled through to December 2026.

Progress to Date

Review Board Sub-Committee Structure

Staff have completed a review of the current sub-committee structure and worked with the Chair to prepare a discussion paper for the December 2025 Board meeting. This paper will support the incoming Board to confirm an updated committee structure in early 2026. This responds directly to the recommendation to ensure sub-committees are fit for purpose heading into the redevelopment delivery phase.

The Review made recommendations to strengthen strategic focus on fundraising and stakeholder engagement. Recommendations about a revised approach to fundraising reporting and discussion are made as part of this paper.

Board Skills Matrix and Succession Planning

The Board completed a comprehensive skills matrix assessment in late 2025. This was provided to appointing bodies with clearer guidance on skill needs and succession planning requirements, including early awareness of the need for coordinated consideration of future Board Chair succession. A repeat assessment has been scheduled for September 2026 to maintain currency.

Board Pack and Reporting Improvements

The transition toward dashboards and infographic-based reporting is progressing. A learning and development opportunity is being arranged for people managers in early 2026 to build capability in visual communication of data and to support a consistent approach across reports. Incremental improvements to the Board pack continue quarterly.

Investigation is also underway to assess Board management platforms which offer improved functionality compared to OnBoard. Initial scoping has commenced, with further analysis expected in early 2026 to consider the benefits and costs of potential changes.

Work Underway / Ongoing Actions

Programme and Meeting Structure for 2026

A programme of strategic conversations for 2026 is being developed. The first Board strategic discussion is scheduled for March 2026. Topics proposed to date including development of the new strategic plan, fundraising approaches, government-relations/stakeholder strategies, and the implications of AI for Museums. Board members are encouraged to contribute their ideas to shape the most relevant programme.

More detailed Board involvement in the development of the Board programme for 2027 is scheduled for late 2026.

Engagement with Appointing Bodies

Ongoing work is focussed on strengthening relationships with appointing bodies. Staff will work with the Board in early 2026 on how Board members can use their networks and relationships to support more effective and coordinated engagement.

Continuous Improvement of Board Papers

Staff will continue to undertake incremental improvements to the layout, clarity, and focus of Board papers.

Financial Reporting Improvements

Staff are actively exploring a new financial services software package that will support more timely and accurate financial reporting. An update will be provided to the Board in March 2026.

Risk Appetite Framework

A risk appetite workshop is scheduled for June 2026, forming part of the Audit & Risk Committee's programme initially.

Board Induction Programme

Work is underway to develop a structured induction programme for all new Trust Board members at the start of the 2026–28 triennium. A dedicated induction session is proposed for the February 2026 Board meeting, including governance expectations, redevelopment overview, and responsibilities.

RECOMMENDATION

That the Board receive this report, note the progress made, and provide any guidance required to support the next phase of implementation.

Sarah Murray
Upoko Kohinga Rangahau | Head of Collections and Research, Tumuaki Tuarua | Deputy Director

26 November 2025

CANTERBURY PILGRIMS &
EARLY SETTLERS
ASSOCIATION INC.



c/- 52 Quaifes Road
Halswell
Christchurch 8025

7 October 2025

Anthony Wright
Director
Canterbury Museum Trust Board

Dear Sir,

Thank you for your letter requesting our nominee for the Canterbury Museum Trust Board 2025-2028

I have great pleasure in advising Daphne Robinson as our appointee for the next three-year term. Daphne is enjoying her current role with the Canterbury Museum Trust Board, and we are delighted she wishes to continue in this role.

Thank you and kind regards,

Linda McFarlane
Secretary, Canterbury Pilgrims & Early Settlers Association Inc.

Website: [https:// canterburypilgrims.nz/](https://canterburypilgrims.nz/)

Facebook: [https:// www.facebook.com/canterburypilgrims.nz/](https://www.facebook.com/canterburypilgrims.nz/)



12 November 2025

Anthony Wright
Canterbury Museum Trust Board
By email:

Dear Anthony,

Canterbury Museum Trust Board Appointment

I refer to your letter of 3 October 2025 regarding Selwyn District Council's appointment to the Canterbury Museum Trust Board.

At Council's Inaugural Meeting of 29 October 2025, Council reconfirmed Bryan Jamison to the position of Selwyn District Council Representative to the Canterbury Museum Trust Board.

This reconfirmation is for the coming three-year term of this Council.

We appreciate you providing Selwyn District Council the Independent Governance Review. Our team are working through this review and will be in touch in due course regarding next steps.

We trust the above is sufficient for notice purposes but do let us know if you have any questions.

Ngā mihi

A handwritten signature in blue ink that reads 'Sharon Mason'.

Sharon Mason
CHIEF EXECUTIVE OFFICER

Our Reference: 25112222477

21 November 2025

The Chairperson
Canterbury Museum Trust Board

Email: awright@canterburymuseum.com

Dear Sir/Madam

Re: Waimakariri District Council's Appointments to external Committees, Advisory Groups, Organisations and Working Groups

Following the October 2025 Local Body Elections, all previous Council appointments to external committees, advisory groups, and organisations were deemed discharged. Therefore, at its meeting on Tuesday, 4 November 2025, the Council resolved to reappoint David Ayers as the Waimakariri District Council representative on the Canterbury Museum Trust Board for the 2025–2028 electoral term.

The Council values its long-standing association with the Canterbury Museum Trust Board and believes that Mr Ayers will bring significant skills, knowledge, and an appreciation of the Group's work.

Yours sincerely



Thea Kunkel
Governance Team Leader

Chancellor's Office

Hon. Amy J Adams, Chancellor
Email: Chancellor@canterbury.ac.nz



24 November 2025

Mr Anthony Wright
Director
Canterbury Museum
via email: awright@canterburymuseum.com

Tēnā koe Anthony

UC Canterbury Museum Trust Board Appointment to take effect 1 December 2025

Thank you for your letter dated 3 October 2025, addressed to the Vice-Chancellor, requesting that the University of Canterbury | Te Whare Wānanga o Waitaha confirm appointment of a Canterbury Museum Trust Board member effective from 1 December 2025.

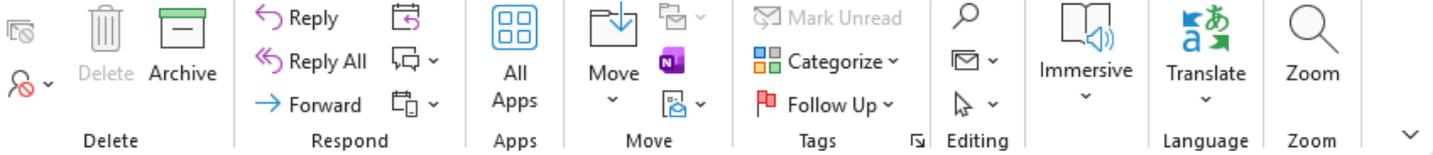
I am writing on behalf of the University of Canterbury Council to advise that on 19 November 2025 the Council approved the reappointment of Mr Shayne Te Aika, to the Canterbury Museum Trust Board as the UC representative, for a three-year term from 1 December 2025 to 30 November 2028.

The University of Canterbury and Mr Shayne Te Aika looks forward to continuing its valuable relationship with the Museum.

With kind regards
Ngā mihi nui

A handwritten signature in black ink, appearing to read 'Amy Adams'.

Hon. Amy Adams
Chancellor | Tumu Kaunihera
University of Canterbury | Te Whare Wānanga o Waitaha

File **Message** Help Tell me what you want to do

Re-appointment of branch representative



Roger Fagg <r.fagg@xtra.co.nz>

To  Anthony Wright

 Reply  Reply All  Forward 

Wed 26/11/2025 9:08 pm

 This sender r.fagg@xtra.co.nz is from outside your organization.

 This message was sent with High importance.

Hello Anthony

Sorry for the delay in getting back to you. We had a misunderstanding who was going to contact you.

The Canterbury branch council decided to re-appoint Rob Cruickshank to the Canterbury Museum Trust.

We did consider the documents you sent to us, outlining the types of skills needed/required for a Trust appointment, but we also considered the need for continuity on the Trust and the requirement of a person with a science background on the Trust and felt Rob was for us the correct choice for the coming term of branch representative.

We hope you agree with our decision.

Regards

Roger Fagg
Branch President
CBRSNZ
C: 0272497325

Canterbury Museum Trust Board Representative



Avril Fowler <avril.fowler@hurunui.govt.nz>

To ● Anthony Wright
Cc ○ Graham Sutherland

Reply Reply All Forward ...

Fri 28/11/2025 1:01 pm

This sender avril.fowler@hurunui.govt.nz is from outside your organization.

Hi Anthony,

I would like to confirm that at its meeting on 4 November 2025, the Hurunui District Council appointed David Ayers to continue as the Council's representative on the Canterbury Museum Trust Board for the current triennium. Below is the resolution from the confirmed minutes for you records:

THAT THE COUNCIL APPOINTS REPRESENTATION TO EACH OF THE FOLLOWING COMMITTEES, PANELS AND OUTSIDE GROUPS:

- COUNCILLORS CR DAVE HISLOP AND CR CHRIS SCARLET TO THE HURUNUI ROAD SAFETY COMMITTEE.
- CR CHRIS CARTHY AND CR STEVE HUTT TO THE CREATIVE COMMUNITIES NZ FUND ASSESSMENT PANEL.
- CR DAVE HISLOP TO THE SPORT NZ FUND ASSESSMENT PANEL.
- CR STEVE HUTT TO THE SECONDARY SCHOOL ACHIEVERS PANEL AND THAT CONSIDERATION BE GIVEN TO THE EXTERNAL MEMBERS OF THE PANEL.
- COUNCILLORS DAVE HISLOP AND CHRIS SCARLET TO THE MAYORAL RELIEF FUND PANEL.
- COUNCILLORS VINCE DALY AND TOM DAVIES TO THE COMMUNITY EARTHQUAKE HARDSHIP FUND PANEL.

THAT THE COUNCIL APPROVES:

- THE EXISTING MEMBERS OF THE MAINPOWER ENVIRONMENT FUND PANEL.
- THE EXISTING MEMBERS OF THE HURUNUI HERITAGE FUND PANEL.

THAT THE COUNCIL APPOINTS REPRESENTATION TO THE FOLLOWING OUTSIDE BODIES/JOINT COMMITTEES:

- CR VINCE DALY AND MAYOR MARIE BLACK TO THE LOCAL WATER DONE WELL REFERENCE GROUP.
- CR VINCE DALY TO THE BIOSECURITY ADVISORY GROUP.
- MAYOR MARIE BLACK TO ENTERPRISE NORTH CANTERBURY TRUST BOARD.
- MAYOR MARIE BLACK TO THE CANTERBURY REGIONAL TRANSPORT COMMITTEE.
- MAYOR MARIE BLACK TO THE CANTERBURY CIVIL DEFENCE EMERGENCY MANAGEMENT JOINT COMMITTEE.
- CHIEF EXECUTIVE OFFICER, HAMISH DOBBIE, TO THE CIVIL DEFENCE EMERGENCY MANAGEMENT COORDINATING EXECUTIVE GROUP.
- CR CHRIS CARTHY TO THE CANTERBURY WASTE JOINT COMMITTEE.
- CR CHRIS CARTHY TO THE CANTERBURY REGIONAL LANDFILL COMMITTEE.
- CR STEVE HUTT TO THE WELLBEING NORTH CANTERBURY COMMUNITY TRUST.

THAT THE COUNCIL APPROVES THE APPOINTMENT OF DAVID AYERS AS ITS JOINT REPRESENTATIVE ON THE CANTERBURY MUSEUM TRUST BOARD FOR THE CURRENT TRIENNIUM.

THAT AMENDMENTS BE MADE TO THE COUNCIL'S DELEGATIONS MANUAL IN ACCORDANCE WITH THE CHANGES ABOVE.

Harris/White

CARRIED

If you require anything further, please let me know.

Kind regards,
Avril



5 December 2025

Anthony Wright
Director Canterbury Museum

Dear Anthony

Trustee appointment

The Friends of Canterbury Museum committee has met and discussed our appointee for the Museum Trust Board

Committee member, KELLY PERAZZOLO, has been nominated to be our appointee for the term 2025 to 2028, taking effect 1 December 2025.

We have been pleased to be represented by Kelly and will continue to look forward to his reports of the Museum Board activities.

With kind regards

Yours sincerely

Jean Bell
President



Cc: David Ayres
Kelly Perazzolo

CANTERBURY MUSEUM TRUST BOARD - SCHEDULE OF MONTHLY MEETINGS & ANNUAL PLANNING AND REPORTING CYCLE FOR 2026

MONTH	MEETING DATES 2026	PLANNING	REPORTING	REVIEW
JANUARY	No meeting			Staff 6 monthly performance reviews
FEBRUARY	Monday 9 February	Staff formulate Annual Plan objectives	Six monthly accounts Jun – Dec Accounts payable Nov/Dec/ Jan	
MARCH	Monday 9 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 13 April		Accounts payable Feb/Mar	Seminar Group visit: Collections and Research
MAY	Monday 11 May	Board adopts Annual Plan	Quarterly Report for Jan – Mar Nine-monthly accounts Jun – Mar Accounts payable Apr	
JUNE	Monday 8 June		IT Strategy Report	Staff performance planning Risk appetite Board strategic conversation
JULY	Monday 13 July		Accounts payable May/Jun	Seminar Group visit: Operations
AUGUST	Monday 10 August	Results of independent H&S Audit to be presented to the Board	Quarterly Report for Apr – Jun Accounts payable Jul	
SEPTEMBER	Monday 14 September		Draft unaudited annual accounts	Director’s annual review and forward plan (Employment Committee) Review CMTB Skills Matrix Board strategic conversations
OCTOBER	Monday 12 October		Accounts payable Aug/Sep	Seminar Group visit: Public Engagement
NOVEMBER	Monday 9 November	Annual Budget figures prepared	Quarterly Report for Jul – Sep Board adopts financial statements Three monthly accounts Jul – Sep Accounts payable Oct	
DECEMBER	Monday 14 December	Board approves draft Annual Budget for CLA budgeting purposes	It Strategy Report	Board shape 2027 programme

CANTERBURY MUSEUM TRUST BOARD – SCHEDULE OF SUB-COMMITTEE MEETINGS 2026

REDEVELOPMENT PCG

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

MONTH	MEETING DATES 2026	TIME
JANUARY	Thursday 29 January	10.30 AM – 12.00 PM
FEBRUARY	Thursday 26 February	10.30 AM – 12.00 PM
APRIL	Thursday 2 April	10.30 AM – 12.00 PM
	Thursday 30 April	10.30 AM – 12.00 PM
MAY	Thursday 28 May	10.30 AM – 12.00 PM
JULY	Thursday 2 July	10.30 AM – 12.00 PM
JULY	Thursday 30 July	10.30 AM – 12.00 PM
SEPTEMBER	Thursday 3 September	10.30 AM - 12.00 PM
OCTOBER	Thursday 1 October	10.30 AM – 12.00 PM
OCTOBER	Thursday 29 October	10.30 AM – 12.00 PM
DECEMBER	Thursday 3 December	10.30 AM – 12.00 PM

ŌHĀKĪ Ō NGĀ TĪPUNA

Held in the Boardroom, Canterbury Museum, Shands Road

MONTH	MEETING DATES 2026	TIME
MARCH	Thursday 12 March	9.30 – 11.00 AM
MAY	Thursday 7 May	9.30 – 11.00 AM
JUNE	Thursday 18 June	9.30 – 11.00 AM
AUGUST	Thursday 13 August	9.30 – 11.00 AM
NOVEMBER	Thursday 19 November	9.30 – 11.00 AM

INVESTMENT COMMITTEE

Held in the Boardroom, Jarden, 148 Victoria Street

MONTH	MEETING DATES 2026	TIME
FEBRUARY	Wednesday 4 February	2.00 – 3.30 pm
MAY	Wednesday 6 May	TBA
AUGUST	Wednesday 5 August	2.00 – 3.30pm
NOVEMBER	Wednesday 4 November	2.00 – 3.30pm

AUDIT AND RISK COMMITTEE

Held in the Boardroom, Canterbury Museum, Shands Road

MONTH	MEETING DATES 2026	TIME
MARCH	Wednesday 4 March	10.00 am
JUNE	Wednesday 3 June	10.00 am
SEPTEMBER	Wednesday 2 September	10.00 am
NOVEMBER	Wednesday 4 November	10.00 am

EMPLOYMENT COMMITTEE

Held in the Boardroom, Canterbury Museum, Shands Road

MONTH	MEETING DATES 2026	TIME
MARCH	Monday 9 March	12.30 – 1.30 pm
JUNE	Monday 8 June	12.30 – 1.30 pm
SEPTEMBER	Wednesday 23 September	2.00 – 4.00 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,	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	Redevelopment Project Control Group	s7(2)(i) To enable to Museum to carry on, without prejudice or disadvantage,	
3	Gallup 12 Survey	negotiations (including commercial and industrial negotiations)	
4	Business Case Admission Charging	s7(2)(f) To enable the Museum to maintain effective conduct of public affairs through –	
5	Hau Te Ananui O Tangaroa	(i) the free and frank expression of opinions by or between or to members or officers or employees of the	
6	Board committee structure	Museum, or any persons to whom section 2 (5) of this Act applies, in the course of their duty; or	
7	Board & CEO only	(ii) the protection of such members, officers, employees, and persons from improper pressure or harassment	
8	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.