

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



Te Rūnanga o NGĀI TAHU

Te 24 o kā rā o Whitu 2025

Anthony Wright MSc, FNZIM
Director
Canterbury Museum
Rolleston Avenue
Christchurch 8013
awright@canterburymuseum.com

Tēnā koe Anthony

Te Rūnanga o Ngāi Tahu Representative - Canterbury Museum Trust Board

Due to an ongoing Te Rūnanga o Ngāi Tahu Governance Review and following consultation with Te Kahui Kahukura, this is to let you know that Te Rūnanga o Ngāi Tahu confirmed the re-appointment of Puamiria Parata-Goodall as the Te Rūnanga o Ngāi Tahu representative to the Canterbury Museum Trust for a further three year term from 1 December 2025.

Puamiria's contact details are:

[REDACTED]

[REDACTED]

Nāhaku noa, nā

A handwritten signature in blue ink, appearing to read 'Whetu Moataane'.

Whetu Moataane
Group Head, Te Uruki

Te Rūnanga o Ngāi Tahu
15 Show Place, Addington, Christchurch 8024
PO Box 13-046, Christchurch, New Zealand
Phone + 64 3 366 4344, 0800 KAI TAHU
Email: info@ngaitahu.iwi.nz
Website: www.ngaitahu.iwi.nz

FW: Christchurch City Council appointments

Delete Report Move to Share to Teams Zoom

FW: Christchurch City Council appointments



David and Marilyn Ayers <ayers.david@xtra.co.nz>

To: Anthony Wright; Tom Thomson <TThomson@epigroup.com>; Nick Hawkins <nick@nhconsulting.co.nz>

Cc: Melanie Coker <melanie.coker@ccc.govt.nz>

Reply Reply all Forward

Tue 2025-12-16 3:40 PM

Hi all - FYI.

David Ayers
279 High Street, Rangiora 7400
Aotearoa New Zealand
ayersmd@xtra.co.nz
+64 27 648 5677; +64 3 313 6262

----- Original message -----

From: MayorsMessages <MayorsWebMessages@ccc.govt.nz>
Date: 16/12/2025 4:40 am (GMT+05:30)
To: ayersmd@xtra.co.nz
Subject: Christchurch City Council appointments

Kia ora David

I'm pleased to advise that at its meeting on Wednesday, 3 December, the Christchurch City Council appointed Councillors Melanie Coker and David Cartwright as its representatives on the Canterbury Museum Trust Board.

The Museum contributes to the growing momentum of the city, and we greatly value the contribution it makes to our community. I'm confident that Crs Coker and Cartwright will bring valuable insight and energy to the board and help strengthen this work.

Kind regards

Phil Mauger
Mayor

Re: Christchurch City Council appointments

Delete Report Move to Share to Teams Zoom

Re: Christchurch City Council appointments

David and Marilyn Ayers <ayers.david@xtra.co.nz>
To: MayorsMessages <MayorsWebMessages@ccc.govt.nz>
Cc: Tom Thomson <tthomson@eplgroup.com>; Nick Hawkins <nick@nhconsulting.co.nz>; Anthony Wright; +2 others

Wed 2025-12-17 2:16 PM

This sender ayers.david@xtra.co.nz is from outside your organization. Manage sender

Thanks Raewyn. That's great.

David Ayers
279 High Street, Rangiora 7400
Aotearoa New Zealand
ayersmd@xtra.co.nz
+64 3 313 6262; +64 27 648 5677

On 17 Dec 2025, at 6:18 AM, MayorsMessages <MayorsWebMessages@ccc.govt.nz> wrote:

Dear David,

Thank you for your email to the Mayor.

I can confirm that Tom Thomson and Nick Hawkins appointments to the Board have been reconfirmed.

Thank you again.

Kind Regards

Raewyn Ogilvie
On behalf of Mayor's Messages

Christchurch City Council 

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
Nick Hawkins	Relationship with Redevelopment Project Consultants through Te Whatu Ora Project Director role, Infrastructure and Investment Group
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.
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
Bryan Jamison	
David Cartwright	
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 24 February 2026

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting held on Monday 8 December 2025
commencing at 2.00 pm, 85B Shands Road, Hornby, Christchurch**

Present: Tom Thomson (Acting Chair), Melanie Coker, Rob Cruickshank, Kelly Perazzolo, Daphne Robinson, Shayne Te Aika, Anthony Wright

In Attendance: Lynell Bell, Stuart Burgess (via Teams), Sam Davis (via Teams), Sarah Murray, Stephen Penruscoe, Nigel Tecofsky, Brydie Lauder (minute taker)

Apologies: David Ayers (Chair), Tyrone Fields, Nick Hawkins, Bryan Jamison, Puamiria Parata-Goodall, Kelly Perazzolo (for lateness), Daphne Robinson (for lateness)

1 WELCOME

The Acting Chair welcomed everyone to the meeting.

2 KARAKIA

The meeting was opened with karakia.

3 APOLOGIES

Apologies were noted from David Ayers, Tyrone Fields, Nick Hawkins, Bryan Jamison, Puamiria Parata-Goodall, Kelly Perazzolo (for lateness), Daphne Robinson (for lateness)

25/223 Resolved that the apologies be received.

(T Thomson/S Te Aika)

4 CONFLICTS OF INTERESTS REGISTER

4.1 Members Interest Register

No conflicts of interest specific to this meeting were advised.

Stephen Penruscoe joined the meeting at 2.04pm.

5 CONFIRMATION OF THE MINUTES OF PREVIOUS MEETING

5.1 Minutes of the meeting held 10 November 2025 were reviewed.

25/224 Resolved that the minutes of the Canterbury Museum Trust Board meeting held 10 November 2025 be adopted as a true and correct record.

(T Thomson/R Cruickshank)

5.2 Matters Arising

There were no matters arising.

Kelly Perazzolo and Daphne Robinson joined the meeting at 2.05pm.

6 HEALTH, SAFETY AND WELLBEING

6.1 The Report on Health, Safety and Wellbeing for November 2025 by Stephen Penruscoe, Head of Public Engagement (acting Health, Safety & Wellbeing lead), dated 1 December 2025 was reviewed.

The report was taken as read. Health and Safety tours were attended by approximately half of the Board and generated eight actions from the visits. Groups will remain the same but will rotate to the next site every four months. At the end of the first cycle, it was suggested that swapping groups could be beneficial. Sites visited included Rolleston Avenue redevelopment site, three city sites, and Shands Road. Staff were engaged and expressed willingness to discuss matters with the Board. Issues such as an expired defibrillator battery were noted, highlighting the value of these visits in identifying areas for attention. Stephen observed that staff appreciate seeing the Board, which sends a positive signal of Board commitment and involvement.

25/225 Resolved that the Health, Safety and Wellbeing report be received.
(T Thomson/K Perazzolo)

*Stephen Pennruscoe left the meeting 2.08pm.
Nigel Tecofsky joined the meeting 2.09pm.*

7 REDEVELOPMENT PROJECT CONTROL GROUP

7.1 Draft unconfirmed minutes of the Redevelopment PCG meeting held 27 November 2025 were reviewed.

25/226 Resolved that the draft unconfirmed minutes of the Redevelopment PCG meeting held 27 November 2025 be received.
(T Thomson/M Coker)

7.2 The Canterbury Museum Redevelopment Project Report by Lynell Bell dated 26 November 2025 was taken as read. It was noted that subsequent reports would follow this same shorter format.

25/227 Resolved that the report be received.
(T Thomson/R Cruickshank)

8 FINANCE

8.1 The Creditors Report for October 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.

25/228 Resolved that the creditors for October 2025 be approved.
(K Perazzolo/S Te Aika)

Nigel Tecofsky left the meeting at 2.12pm.

9 INDEPENDENT GOVERNANCE REVIEW

9.1 The Report Updating Governance Review Implementation by Sarah Murray, Upoko Kohinga Rangahau | Head of Collections and Research, Tumuaki Tuarua | Deputy Director, dated 26 November 2025, was reviewed.

The report was taken as read, with guidance, feedback, and questions welcomed. The Skills Matrix has been forwarded to the appointing bodies, though its use may have been limited in appointing council representatives; it was noted as a good starting point. Board members were encouraged to share

examples of well-presented papers from other organisations, including specific formats or visuals, to help improve the presentation of the Board’s papers. A review of the Skills Matrix is scheduled for 26 September 2026, though it could be done earlier if needed, and it may also be useful to incorporate as part of induction given recent changes. Development plans are in progress to address identified weak areas for the Board. Points raised regarding the wananga concept, fundraising, and stakeholder engagement have been captured, and members were invited to provide feedback on any other areas that would be particularly valuable for learning and development.

25/229 Resolved that the Board receive this report, note the progress made, and provide any guidance required to support the next phase of implementation.

(R Cruickshank/D Robinson)

10 CORRESPONDENCE

10.1 The letters and notices of appointment to the Board from the contributing councils and organisations were received.

It was acknowledged that while appointments from the Christchurch City Council have been informally notified, no official notice has been received. Cllr Melanie Coker will continue her appointment on the Board but Tyrone Fields will be replaced by Cllr David Cartwright. It was noted that David Cartwright’s partner is an ex-employee of the Museum which bodes well for his support.

25/230 Resolved that the correspondence be received.

(T Thomson/M Coker)

11 GENERAL BUSINESS

11.1 The proposed 2026 schedule of meetings for the Canterbury Museum Trust Board was reviewed.

Committee allocations will be made by the Chair in the new year, with meeting invitations to be sent once all members are appointed to subcommittees. It was suggested that Board meeting dates be approved first before sub-committee appointments are made and dates sent out. Kelly offered to join the committee that requires the most assistance, while Daphne expressed willingness to contribute wherever she is most useful, noting her experience and practical judgment.

12 INTO COMMITTEE

12.1 Motion to Exclude the Public

25/231 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
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			passing of this resolution
1	Previous meeting minutes	S7(2)(h) To enable the Museum to carry out, without prejudice or disadvantage, commercial activities and s7(2)(i) To enable to Museum to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(f) To enable the Museum to maintain effective conduct of public affairs through – (i) the free and frank expression of opinions by or between or to members or officers or employees of the Museum, or any persons to whom section 2 (5) of this Act applies, in the course of their duty; or (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment	Section 48(1)(a) – The public conduct of this matter would be likely to result in the disclosure of information for which good reason to withhold exists under section 7
2	Redevelopment Project Control Group		
3	Gallup Q12 Summary		
4	Business Case Admission Charging		
5	Hau Te Ananui O Tangaroa		
6	Board Committee Structure		
7	Board and CEO Only		
8	Board Only		
9	Out of Committee		

(T Thomson/M Coker)

The meeting moved into Committee at 2.25 pm.

25/241 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 3.48 pm.

Following Karakia Whakamutunga, the meeting closed at 3.50 pm.

Confirmed as a true and correct record.

..... Chairperson

..... Date

REPORT ON HEALTH, SAFETY AND WELLBEING

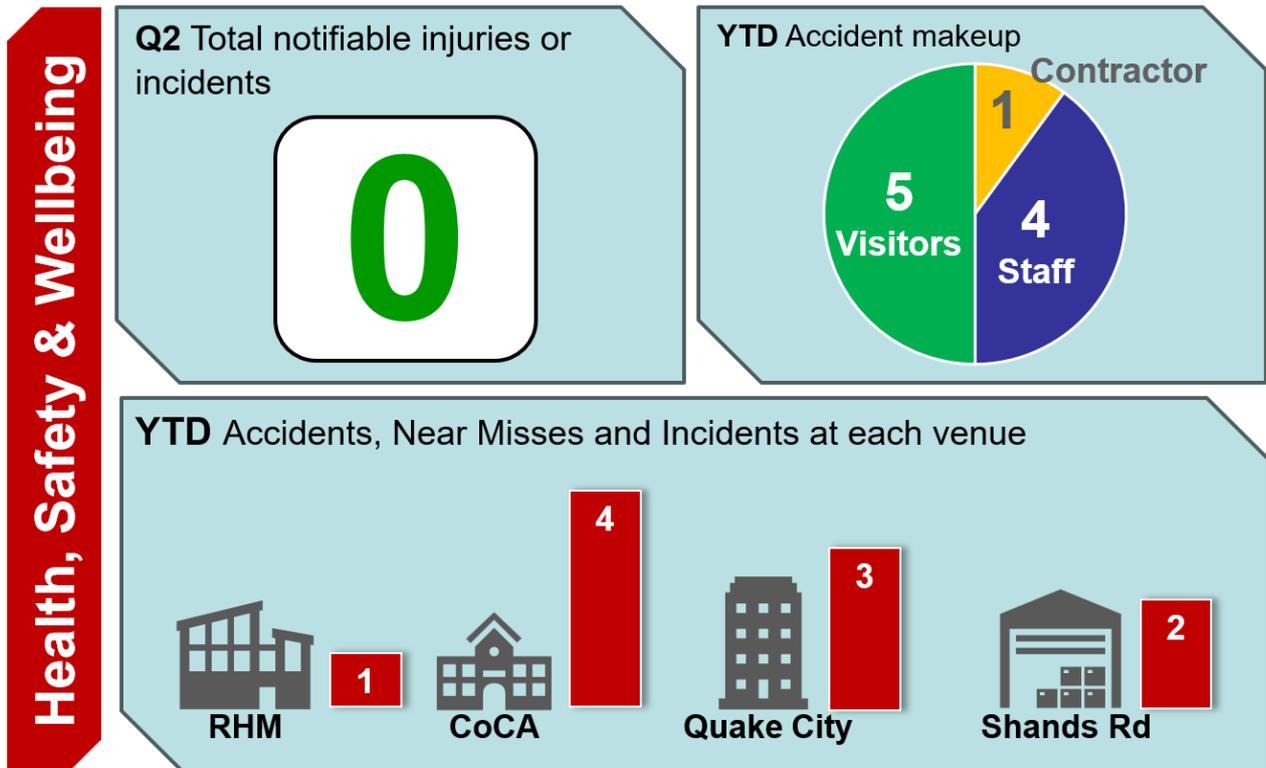
To: Canterbury Museum Trust Board

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 February 2025 to 28 February 2026 and year-to-date accident reporting.

Dashboard



Accident Reporting

There were two accidents and no incidents and/or no near-miss events reported during the period from 1 February up to 28 February 2026.

No .	Accident Details	Level*	Actions to Ensure the Accident Does Not Reoccur
1	2 February - Pop-Up @ CoCA – Exhibition Group team member involved in the de-install of the Natural History Photographer of the Year Exhibition (2024) cut their hand with a craft knife. The injury was Minor and the staff member was able to resume duties after the cut was dressed	Minor / Not Notifiable	First Aid Administered No further action
2	14 February 2026 - Pop-Up @ CoCA. A visitor caught their leg on the corner of a dinosaur exhibit, and a small bleed occurred. Attended to by staff	Minor / Not Notifiable	The visitor was contacted by the H&S Manager. The visitor advised that he is on blood thinners and the smallest scratch results in a bleed.

			<p>He was quite overwhelmed by the support provided by Museum staff.</p> <p>No further action</p>
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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 February.
2. Health and Safety training is up to date as of the end of February.
3. Election of H&S Reps: Erna Tidy and Kate Mdden have completed their two-year tenure on the Health, Safety and Wellbeing Committee. Erna represents Collections and Research, and Kate is the representative for the Visitor Hosts and Protective Services Team. Elections to be held for these two positions.
4. 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.
5. 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	12	17	15
Total notifiable injuries/incidents	0	0	0
Total accidents attributable to Museum negligence	0	0	0
Visitor Accidents per reporting year	12	6	5
Percentage of visitor accidents / total visitors	0.004%	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"> Continuing to photograph the geology collection, which holds specimens that contain asbestos and other hazards. The team is using the knowledge from their recent asbestos training to identify and isolate hazardous specimens before it gets to the photography stage. Cataloguing and photography of radioactive specimens, expected to take 1-2 days. Staff involved to wear radiation monitoring badges and have been advised on best practice to minimise their exposure, and exposure to others. Consolidation of asbestos on the Sno-Cat. pXRF assessment of the taxidermy collection for heavy metals. DDT also present on specimens.
Working at Heights	<ul style="list-style-type: none"> MEWP (mobile elevated work platform) was used at the Pop-Up duration exhibition change-out, 2 to 12 February. No other specific activities planned.
People vs Plant	<ul style="list-style-type: none"> Exhibition change out of the Mair Gallery at Pop-Up from Monday 2 to Thursday 12 February inclusive completed.

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 visit 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 Update**
A follow up to the Dec/Jan Board Report and following the audit conducted at the Pop-Up Museum at CoCA regarding the inadequacy of the ground surface behind the building as a fire egress route and the refusal by the neighbour to allow access through their car park for the delivery of building materials an alternative option was explored and implemented.



New, smooth paving to guide people along evacuation route at rear of Pop-up Museum site.

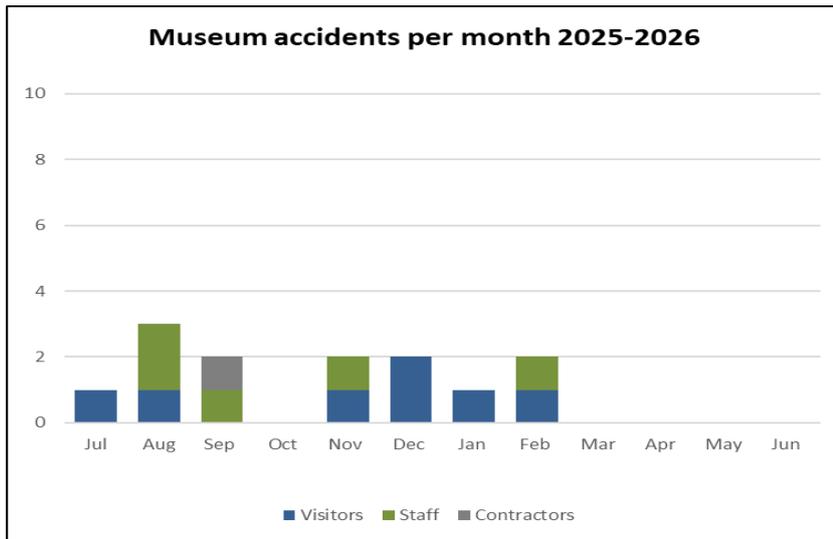
Ravenscar House Museum – AED battery

A battery replacement for the Ravenscar House Museum defibrillator has been ordered and is awaiting delivery.

Update: H&S Manager has been provided with an assurance by the supplier that pending the delivery of the replacement battery the existing battery will continue to function as per the spec. However, should it start to beep they will provide a loan AED unit pending the replacement battery arrival into the country

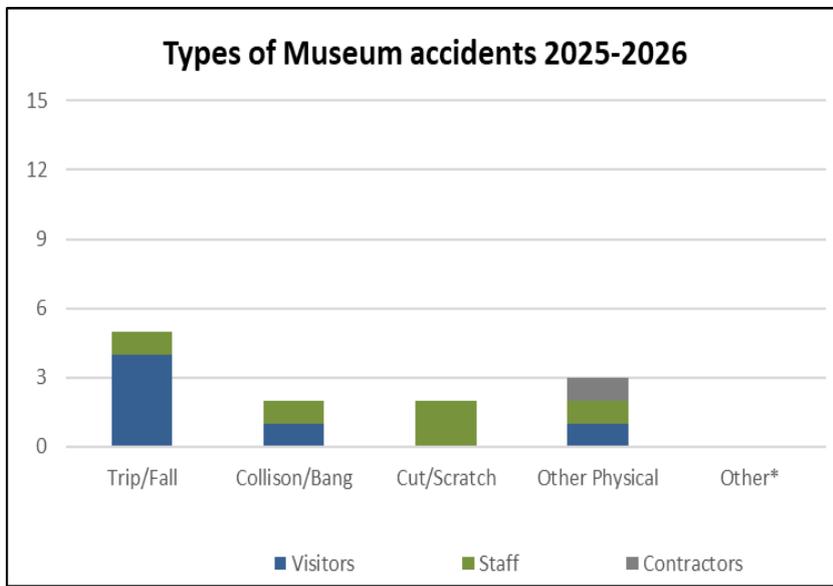
Year-to-date Graphs

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



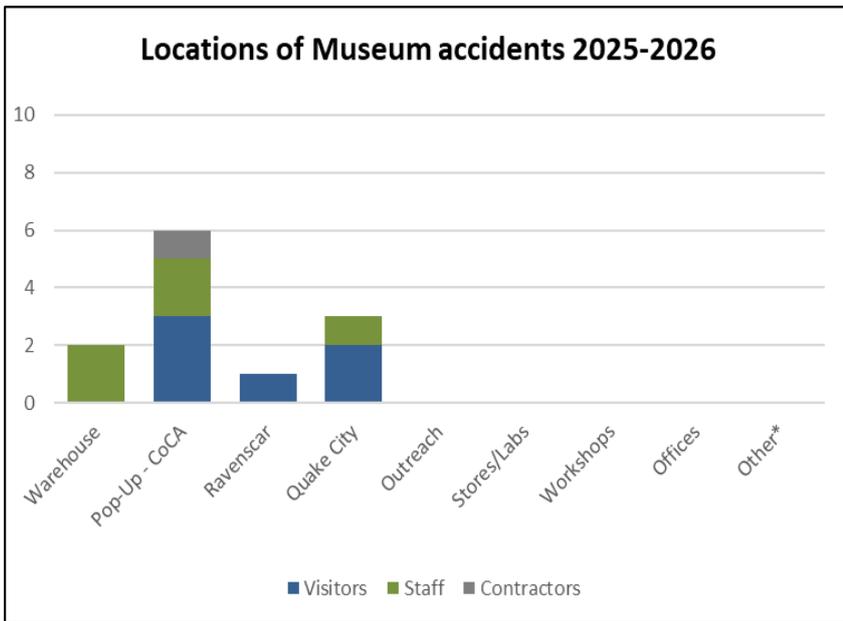
There has been a total of 12 accidents for the year-to-date as follows:

- Staff - 5
- Visitors – 6
- Contractors - 1



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

- Trips / falls - 5
- Collisions / bangs – 2
- Cuts / scratches - 2
- Other physical - 3
- Other - 0



- The locations of the accidents for the year-to-date are:**
- Warehouse - 2
 - Pop-Up - 6
 - Ravenscar – 1
 - Quake City – 3
 - Outreach - 0
 - Stores / Labs - 0
 - Workshops - 0
 - Offices – 0
 - Other - 0

RECOMMENDATION
That the report be received.

Stephen Penruscoe, Upoko Whakapāpā | Head of Public Engagement

1 March 2026

APPENDIX 1: Board Health & Safety Visits – Action Points Register (updated 31 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. – new shelving installed	Completed
	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
	At Quake City, the Museum team are the chief warden. Staff felt unsure of the processes and connection with other tenants.	Staff have had a refresher on the Quake City building evacuation and processes.	Completed
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 have confirmed via the MSDS that the microplastic sand is non-toxic.	Completed
	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 26 February 2026 commencing at 11.00 am**

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

In Attendance: Cr David Cartright (CMTB observer), Liam Craven (Rubix), Lynell Bell (minutes)

Apologies: Jack Harris, Nick Hawkins

1 WELCOME

Tom welcomed all attendees.

David Cartright, a recently appointed member of the Canterbury Museum Trust Board, attended the meeting as an observer. He didn't receive the full papers but was provided with a copy of the Rubix PCG report no. 46 during the meeting.

2 APOLOGIES

The apologies as indicated above were received.

P26/01 Resolved that the apologies be received

(T Thomson/D Moses)

3 CONFLICTS OF INTEREST

Julian advised that he is involved with both the Museum and Christchurch Cathedral rebuild projects. He gave assurance that no confidences relating to either party are shared with the other.

Darren advised of a similar situation with his Council involvement. He remains in the background for discussion around funding where possible.

Both Julian and Darren were thanked for raising these potential conflicts and both involvements were considered acceptable to the PCG.

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting (open) held on 27 November 2025 were received.

P26/02 Resolved that the minutes (open) of the Museum Redevelopment Project Control Group meeting held 27 November 2025 be adopted as a true and correct record.

(A Wright/D Moses)

4.2 Matters Arising
Nil.

5. PUBLIC EXCLUDED SECTION

5.1 Motion to exclude the public.

P26/03 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 (December 2025 -January 2026)		
8	Redevelopment Project PCG Monthly Report (February)		

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/S Davis)

9 OUT OF COMMITTEE

P25/08 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed In Committee be confirmed.

(T Thomson/D Moses)

10 GENERAL BUSINESS

Nil.

Meeting closed at 12.05pm

11 DATE OF NEXT MEETING

To be confirmed following the March Museum Trust Board Meeting.
In the interim, Sam will send a calendar hold for March.
Future meetings to run from 11.00am to 12.30pm

Confirmed as a true and correct record.

..... Chair

..... Date

**SUMMARY REPORT ON CANTERBURY MUSEUM REDEVELOPMENT DECEMBER 2025 –
JANUARY 2026**

To: Canterbury Museum Trust Board

From: Lynell Bell for the Redevelopment Project Control Group

BACKGROUND

The following report provides a brief summary of the progress of the Canterbury Museum Redevelopment Project for the period December 2025 and January 2026.

RECOMMENDATION

That the report be received.

Lynell Bell
Upoko Whakawhanake Kaupapa | Head of People & Project Delivery

30 January 2026

Canterbury Museum Redevelopment Project Report

December 2025 and January 2026

Executive Summary

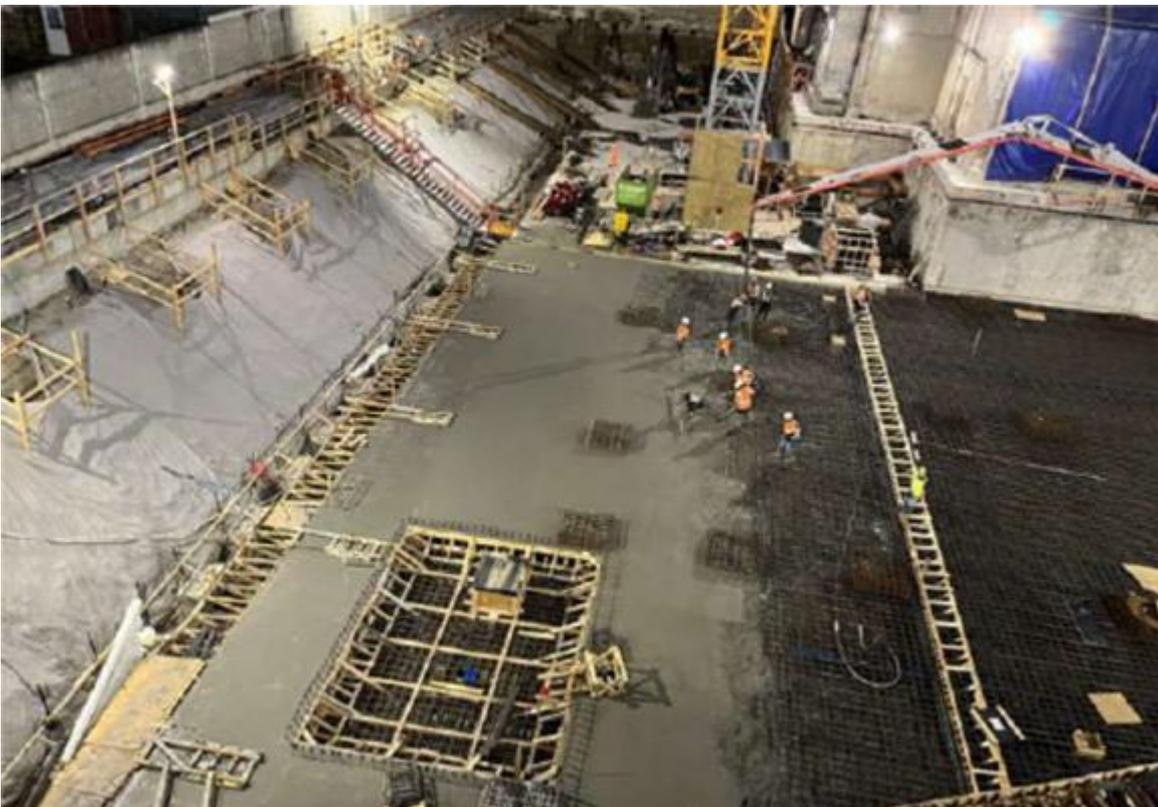
Stage 4 basement works are progressing well with multiple raft slab pours completed and further pours scheduled. Preparation for basement demolition under the Robert McDougall Gallery is underway.

The base isolators have arrived in New Zealand and the fluid dampers are due to arrive between February and April 2026.

Good progress has been made towards the delivery of Stage 5 within the current programme and timelines, subject to funding being confirmed.

There were three near-miss incidents and one asset damage event recorded during this period, with no new issues reported. Project risk remains substantially unchanged.

Latest Site Images



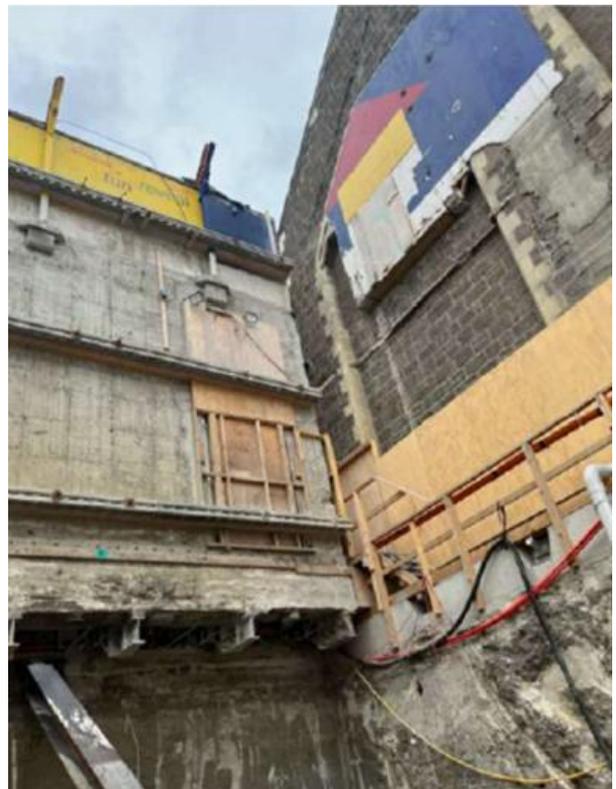
Slab Pour – Phase 2 Part 1



Slab Pour – Phase 2 Part 2



Excavation below the Centennial Façade



Suspended Centennial Façade

SUMMARY REPORT ON CANTERBURY MUSEUM REDEVELOPMENT PROJECT FEBRUARY 2026

To: Canterbury Museum Trust Board

From: Lynell Bell for the Redevelopment Project Control Group

BACKGROUND

The following report provides a brief summary of the progress of the Canterbury Museum Redevelopment Project for the most recent one-month reporting period, February 2026.

RECOMMENDATION

That the report be received.

Lynell Bell
Upoko Whakawhanake Kaupapa | Head of People & Project Delivery

23 February 2026

Canterbury Museum Redevelopment Project Report

February 2026

Executive Summary

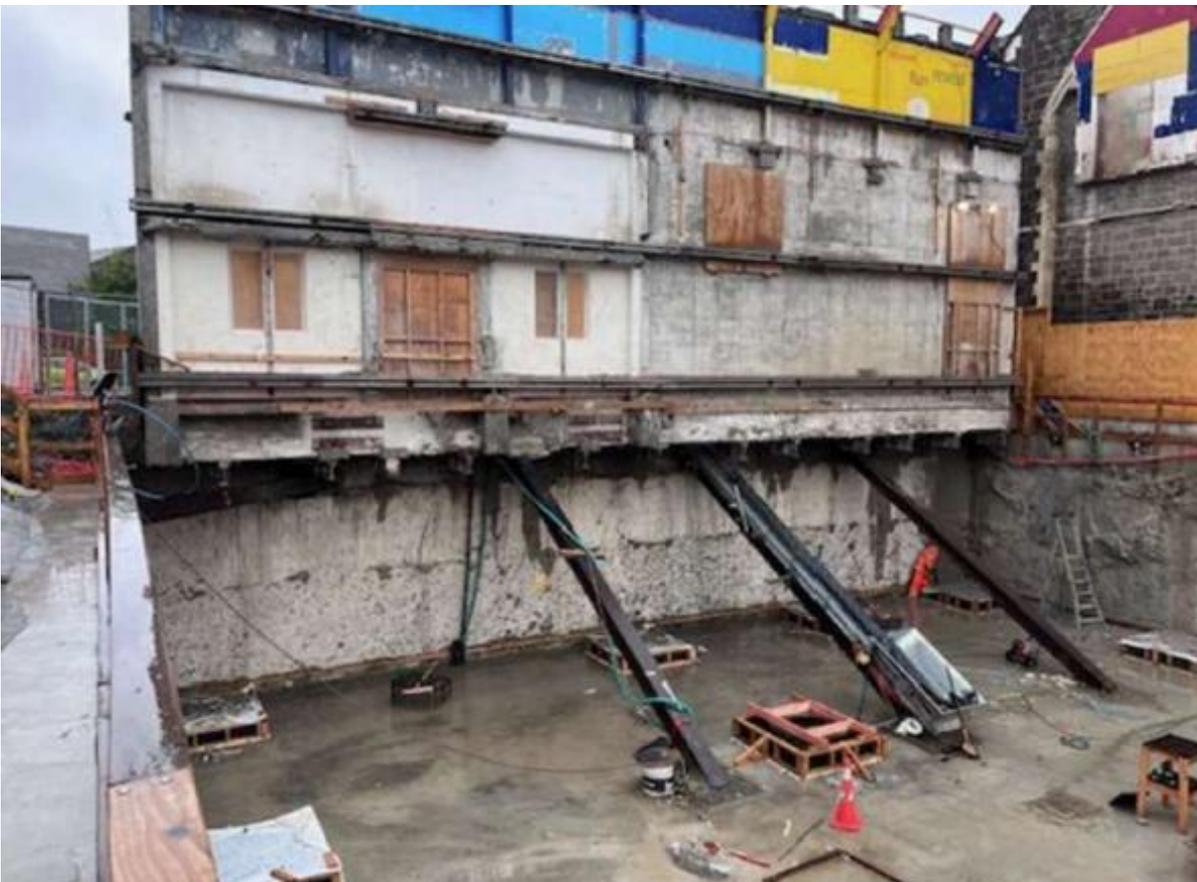
Raft slab works for zones 1A, 1B and 2A were successfully poured, with reinforcement for zone 3 underway ahead of the next scheduled concrete pour. Strengthening works for the Robert McDougall Gallery are nearing completion. Berm excavation along the northern boundary is progressing as expected, completing final sections of this work.

Base isolators and grillage nodes have begun arriving on site, with installation now underway.

No new recommendations were made or issues raised during this month. There were six near miss incidents and one first-aid incident recorded.

There have been no significant changes to the project risks.

Latest Site Images



Slab pour – Phase 1A and 1B



Excavation of north bern – Phase 2A



Eastern lateral restraints compete



Raft slab – Phase 3

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting of Investment Committee
held on Monday 16 February 2026
commencing at 3.00 pm in the JB Were Boardroom**

Present: Tom Thomson (Chair) and David Ayers

Apologies: Anthony Wright

In Attendance: Johnny Cochrane and Hannah Donaldson (JB Were), Sarah Murray and Nigel Tecofsky

1 WELCOME & APOLOGIES

Anthony Wright was an apology. Sarah Murray attended as Acting Director.

2 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

2.1 The minutes of the meeting held on Wednesday 5 November 2025 were reviewed.

I26/01 Resolved that the minutes of the meeting held on Wednesday 5 November 2025 be adopted as a true and correct record.

(T Thomson/D Ayers)

3 PUBLIC EXCLUDED SECTION

I26/02 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	Confirmation of In Committee Minutes The Museum Project Portfolio Review Adson Trust	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.

Recommended that in accordance with section 48(5) of the Local Government Official Information and Meetings Act 1987 that Investment Advisers, Acting Director and Financial Controller remain in the public excluded session because of their knowledge of the issues involved.

(Chair)

I26/06 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed in committee be confirmed.

(Chair)

4 GENERAL BUSINESS

The next Committee meeting date would be advised after the March Board meeting when the Committee structures and appointments will be made.

The meeting closed at 3.47 pm.

Confirmed as a true and correct record.

..... Chair

..... Date

REPORT ON QUARTER 2 2026 NEW VISITOR EXPERIENCE

To: Canterbury Museum Trust Board

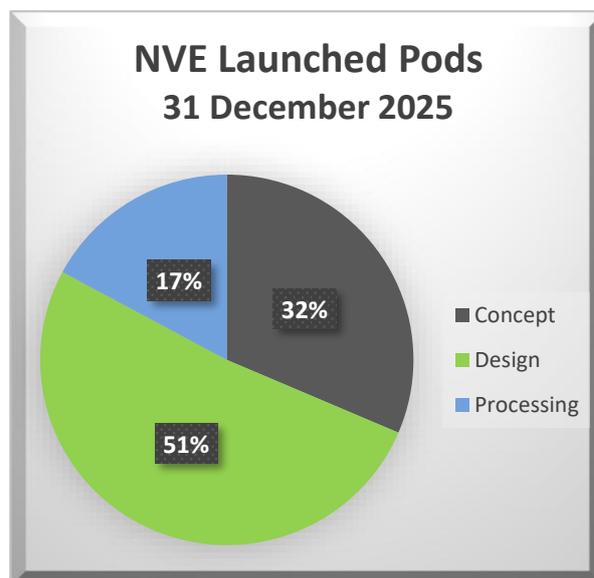
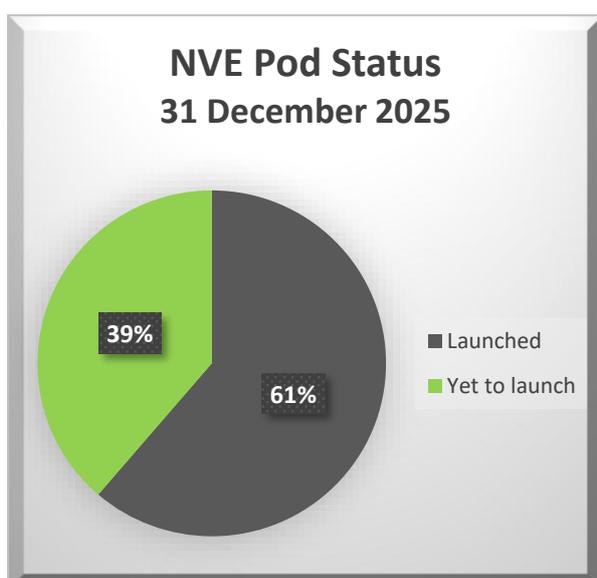
From: Lynell Bell, Head of People & Project Delivery | Upoko Whakawhanake Raukaha

Purpose

To inform the Board of Q2 2026 (1 October to 31 December 2025) New Visitor Experience (NVE) activity and status of exhibition pods in progress.

Key Outcomes this Quarter

Activity	Achievements this Quarter
NVE pods briefed & launched	<ul style="list-style-type: none"> Penguins Dinosaurs on Mezzanine Exhibition Walls
Concept design approval	<ul style="list-style-type: none"> Ed Hillary & Mountaineering Unity RMG Watercolours & Miscellaneous RMG Ship Nails & Tail Feathers RMG Sculpture Antarctica Dome Experience (sub-pod) Crawl Through Cave
Developing Design 1 approval	<ul style="list-style-type: none"> Fast & Slow on Water Holden & Rose Reynolds Sub-Antarctic
Developing Design 2 approval	<ul style="list-style-type: none"> RMG Heritage Oils DeXter (Digital Enhanced Experience)
Developing Design 3 approval	<ul style="list-style-type: none"> Studdingsail Hall



Key Activities and Successes this Quarter

- This quarter we advertised for additional exhibition staff to bolster our team, which is currently operating at maximum capacity. We attracted interest from a strong pool of applicants and recognising the need to demonstrate restraint in staffing numbers have made one internal appointment to the role of Digital Media Developer (fixed term), one external appointment to the role of Exhibition Technician, and one promotion from an Exhibition Technician to an Exhibition Preparator role.
- The Museum's NVE Content Writer/Developer Araiteuru, Nic Low, presented papers on initial themes and concepts for the Araiteuru space and Māori engagement to Ōhākī o Ngā Tīpuna. These were well received and work to further refine and develop them is underway.
- Engagement with the Araiteuru Artists has continued to take a strong focus with a range of individual Artist kōrero, plus an in-person Araiteuru Artists hui on Thursday 6 November at the Arts Centre. This hui also included a tour of the redevelopment site, which provided the Artists with a sense of the scale of the project. We are in receipt of two developing designs and continue to liaise with Artists to obtain the remaining designs. A hui to evaluate the designs has been scheduled for 20 March, with attendees being Anthony, Sarah, Puamiria, Areta and Lynell.
- Athfield Architects have confirmed that the weight load spreading across the Antarctica Heroica exhibition space is acceptable with our current layout design. This enables the special design to be further developed. It must be noted that the large and heavy objects including the Duck Bulldozer and Sno-Cat can't be moved from their current positions without further engineering evaluation.
- The ice wall/Sno-Cat display within Antarctica Heroica will need to be engineered separately and designed and fabricated externally, as it is a particularly complex piece of exhibition design and build.
- A presentation to ELT on design concepts for the Antarctica Heroica first (dome) experience saw three designs presented – a traditional dome, an oblate spheroid and a horizon line display. Preference was confirmed for the oblate spheroid as the most practicable but still dynamic display option. Work will continue to develop this concept further.
- An ideation session was undertaken with ELT members and our external technology advisors as part of the development process for the digital visitor experience app, now referred to as DEXter. A subsequent presentation saw Developed Design 2 stage approved for the work, with testing of an early prototype due to commence early in 2026.
- There has been significant work done regarding articulation of the required sixteen Moa skeletons for the re-opened Museum. These are required for both the Mountfort 1870 and Moa Experience exhibition spaces. Investigation around using real bones (both previously articulated and fresh) vs 3D printed or cast copies has been undertaken. We are planning to utilise real bones wherever possible with printed versions where there are missing bones. Contract preparation is underway for the services of an Articulator, with an initial replica leg bone to be articulated sent to them as a trial of processes and quality of work.
- Initial discussions around a Son et Lumière concept for the heritage building frontage on Rolleston Avenue have commenced. We are working with an external specialist to develop a concept that will be put out for tender.
- We have completed a workshop with our Education Team members around the use, development and design of the classroom space. We've also engaged with Athfield Architects around the space and will aim to launch this in Q3.

- An updated NVE workflow plan has been developed and issued to work within a realistic flow of work through design, objects, support and fabrication with our current resourcing and facilities. Apart from some of the smaller builds, most fabrication will be delayed until we have identified additional external workshop/fabrication space.
- NVE work is now being impacted by lack of resourcing. In relation to Moa articulation (16 skeletons for both the Moa Experience and Mountfort 1870 exhibition spaces), retrieving, sorting, treating and packing bones for articulation by our external contractor in time for the currently planned opening date is a potential risk area due to lack of Museum staff resourcing (time and workload) to carry out required retrieval and preparation tasks. Senior Management is actively addressing this issue.

Recommendation

That the report be received by the Board

Lynell Bell
Head of People & Project Delivery | Upoko Whakawhanake Kaupapa

12 January 2026

Appendix 1: Overview of NVE Programme: Status Achieved at 31 December 2025

NVE no.	Exhibition Pod	Briefed	Concept	DD1	DD2	DD3	Processing	Production	On Target
1	Hau Te Ananui o Tangaroa								1, 3
2	Blue Whale Skeleton								
3	Elephant								3
4	Kate Sheppard/Henry Nicholas								1
5	Studdingsail Hall								1
6	RMG Link Landing								
7	Tropical North Canterbury								
8	Squawkzilla								
9	White Heron Diorama								1, 2
10	Paua Shell House								
11	Canterbury Potters								
12	Rewi Alley & Asian Arts								4
13	Digital Experience (DeXter)								
14	Antarctica Heroica								
15	Mountfort 1870 (Haast's Museum)								1, 4
16	Mountfort 1877 Display Cases								4
17	Araiteuru								
18	Christchurch Street								
19	Exhibition Furniture								3, 4
20	Fast & Slow on Water								
21	Holden (Rose Reynolds)								
22	RMG Heritage Oils								
23	Discovery								
24	Moa Experience								3
25	Sub-Antarctic								
26	Exhibition Wall System								3
27	Shag Diorama + NZ Birds								
28	Pasifika								5
29	RMG Water Colour & Misc								
30	RMG Ship Nails & Tail Feathers								
31	RMG Sculpture Hall								
32	Crawl-Through Cave								
33	Ivan Mauger								5
34	Ed Hillary & Mountaineering								
35	Unity								
41	Penguins								
42	Dinosaurs on Mezzanine								
45	Peace City								

Key:	1 - Staff Capacity	2 - Space Capacity	3 - External Delay	4 - Case Design	5 - Scope TBC
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REPORT ON QUARTER 2 2026 FUNDRAISING AND DEVELOPMENT

To: Canterbury Museum Trust Board

From: Andrea Webley, Fundraising and Development Manager

Purpose

To inform the Board of Q2 2026 (1 October to 31 December 2025) Fundraising and Development activity.

Key activities/outcomes this quarter

Philanthropic

- Hosted two warehouse tours for philanthropic supporters (ten attendees)
- Hosted Viscount & Viscountess Cobham and Humphry & Debra Rolleston for a Rolleston Ave site tour
- Hosted Philip Carter for a redevelopment progress tour
- Attended the 175th Canterbury Anniversary celebration at the home of Humphry and Debra Rolleston
- Hosted an international high-net-worth for an early-stage philanthropic briefing and Shands Rd tour.

Corporate

- Completed the funding agreement with Leighs Group.
- Introductory meetings and tours with:
 - Catalyst
 - Stratos
- Renewed partnership discussions with Harcourts
- Engagement with Natural Hazards Commission Toka Tū Ake around potential *Quake City* sponsorship.

Government

- Hosted Hon James Meager for a full tour of the Rolleston Ave site and the Shands Rd warehouse
- Engaged closely with Iron Duke Partners to refine advocacy strategy for Central Government funding
- Hosted Phil O'Reilly and Ben Craven (Iron Duke) for an in-depth strategy visit
- Hosted Leauanae Laulu Mac Leauanae (CE, MCH) for a warehouse tour including the Unity Collection
- Presented capital and levy requests to Christchurch City Council, Waimakariri, Selwyn and Hurunui District Councils
- Meet-and-greet with new Selwyn Mayor, Lydia Gliddons.

Trusts & Grants

- Submitted progress report for the Lotteries Hau Te Ananui o Tangaroa grant
- Secured \$150,000 from the Lotteries Environment & Heritage Fund for HVAC procurement.

Gifts in Wills (New Funding Stream)

- Incorporated into revised Fundraising Strategy with a structured development plan
- Initial case-for-support messaging drafted.
- Received a bequest of \$441,000 from Mr Clifford Hassall.

Strategic Development

- Completed the revised Fundraising Strategy, including:

- Targets by funding stream
- New Gifts in Wills programme
- Strengthened pathways for international philanthropy
- Met with Christchurch Foundation to explore international giving mechanisms
- Attended opening of the Banksy Exhibition
- Attended the opening of Rewi Alley Museum.

Key focuses for next quarter

Philanthropic

- Follow-up from recent tours (domestic and international).
- Book next-stage cultivation meetings with priority donors.
- Prepare tailored materials aligned with revised strategy targets.

Corporate

- Advance discussions with Catalyst, Stratos, Harcourts, and Toka Tū Ake
- Develop preliminary partnership concepts tied to redevelopment milestones and NVE development.

Government

- Continue advocacy workstream with Iron Duke toward budget bid
- Schedule ministerial and MP site visits
- Support public engagement during Christchurch City Council Annual Plan consultation
- Continue to strengthen relationships with councils ahead of deliberations.

Trusts & Grants

- Prepare upcoming grant applications and submit further Lotteries applications
- Continue reporting obligations for Lotteries and other funders.

Gifts in Wills

- Finalise messaging and supporter pathway
- Begin internal preparation for a soft launch later in the year.

Overview of Fundraising programme to date

The fundraising programme has progressed through several key phases, with early philanthropic and corporate relationship-building, and developing strong trust and grant foundations. Over time, this expanded to include targeted donor tours, increased sector visibility, and engagement with both national funders and international high-net-worth prospects.

This year has included hosting high-net-worth international visitors, progressing major corporate partnerships, and delivering multiple tours for key supporters at both Shands Rd and Rolleston Ave.

The primary priority over the last 6-12 months has been securing the required Local and Central Government funding. Our key focus now is to leverage public support for the Christchurch City Council Annual Plan consultation.

We are currently running a public campaign encouraging community support, offering public temporary warehouse tours to build understanding and visibility, and to increase media engagement to highlight progress and need.

RECOMMENDATION

That the report be received.

Andrea Webley
Fundraising and Development Manager

27 February 2026

QUARTERLY REPORT FROM THE TUMUAKI MATUA | DIRECTOR FOR OCTOBER TO DECEMBER 2025

To: Canterbury Museum Trust Board

From: Anthony Wright, Tumuaki Matua | Director

PRINCIPAL ACHIEVEMENTS – OCTOBER TO DECEMBER 2025

People & Capability

Learning and Development

- All team members completed Karakia and Te Reo Title Training on 27 November.
- 632 L&D hours have been achieved to date
- Customer Service Training was completed in October 2025 for new staff and team members who had not previously undertaken it. An additional session will be scheduled in Quarter 4 for staff who couldn't attend and any new team members
- Looking ahead, refresher training on Karakia and Te Reo Title is scheduled for 26 February 2026.

Technology

IT

- The IT team has successfully implemented their Helpdesk solution and rolled this out to the wider Museum. It is providing accurate reporting and IT asset management, for example showing that there were 116 issues resolved in the quarter.
- The Museum's security posture has been improved by the rollout of the password management tool. This allows the teams to more secure store and share passwords and secure notes, while also allowing the IT team to safely monitor for shared or insecure passwords.
- The IT team, in coordination with Finance, have begun to engage external parties to select an appropriate Finance software solution

Public Engagement

Museum Visitors

- Quake City is achieving significantly improved results compared to the five-year average
- Donations yield of 75 cents per visitor compared to returns from the Rolleston Avenue site
- 99% satisfaction rating for both visit and staff.

Exhibitions

- At the Pop-Up Museum, the team delivered Canterbury Potters Association 52nd annual exhibition, the second of the targeted three special exhibitions for the year (alongside Wildlife Photographer of the Year 60th annual exhibition). The exhibition was widely regarded as a highlight of the exhibitions calendar, reinforcing the Museum's role as a trusted platform for international touring exhibitions.
- CTP Touring activity continued to have an impact across the region. A total of 22,743 visitors had the chance to engage with Canterbury Museum travelling exhibits this quarter, bringing the year-to-date total to 71,023 visitors.

- The quality of delivery and collaborative approach of the Exhibitions team was formally recognised by external partners. Feedback from Penny De Jong, President of the Canterbury Potters Association, noted the exhibition's success and the exceptional professionalism and support provided by the team, describing Exhibition staff as "a special bunch of people" and highlighting the ease and care with which the project was delivered.

Education and Public Programmes

- Quarter 2 was quieter than expected. There were disruptions across schools with several strikes taking place, which may have impacted this.
- Riccarton Bush reopened to the public with its redeveloped, very accessible new pathway and saw a significant increase in school groups visiting the house and the bush. This was our most popular learning experience during this quarter.
- Public programme highlights included being part of Di-November and supporting the libraries with dinosaur-themed drop-in sessions, seasonal and exhibition-linked competitions, and a range of curator- and ELT-led talks, as well as being involved in the Barker family reunion.

Communications and Marketing

- Stakeholder Engagement & Communications to support Museum redevelopment and fundraising; media coverage of the first concrete pour, plus video and social media coverage.
- Developed messaging and presentation for Waimakariri and Selwyn District Councils, and the funding request letter to the four funding local authorities.
- Go live for Araituru Our Journey microsite telling the story of the Museum redevelopment.
- Writing and production of Annual Report & Accounts; editing and production of Records of the Canterbury Museum.
- 90 media hits, down on Q1, which was dominated by the moa de-extinction story.
- Social media engagement 60,515 from 102 posts, down on Q1, which was driven by very popular posts. 49,591 engaged digital sessions down on Q1, due to a spike driven by data scraping of Collections Online from China. Additional controls have been added to the website; results are in line with expectations.

Health and Safety

- Improvements continue to be made to staff and public areas at all venues.
- The Critical Risk Register has been developed and circulated to all staff. A critical risk is defined as an event that could result in a worker's death or permanent disability.
- The Health, Safety and Wellbeing Committee continue to review the Risk Register at their monthly meetings.
- Work is progressing on the Pop-Up / CoCA emergency fire egress route as it relates to behind the building. The additional lighting and wayfinder signage have been installed, and a quote to pave the access path is in progress. (Ongoing due to restricted access to the site for materials)

Building Operations

- The Museum maintained a zero Notifiable Events record year to date (1 July–31 December 2025).
- Accident and incident reporting remained low, with all events investigated, addressed, and formally reported through established Health, Safety and Wellbeing governance channels.
- All Canterbury Museum-controlled venues requiring a Building Warrant of Fitness are current, with Ravenscar House Museum and CoCA issued within the reporting period,

and all other sites tracking appropriately to future renewal dates. Monthly Independent Qualified Person (IQP) inspections continued across relevant sites, with remedial actions undertaken as required to maintain full compliance and operational readiness.

- Across sites, Building Operations facilitated upgrades to lighting, power, data, ventilation, fire egress, ergonomic furniture, and amenities, directly improving workplace safety, comfort, and productivity. At Shands Road, this included significant support for the NVE Workspace through infrastructure upgrades, improved heating and lighting, and ongoing sustainability initiatives.
- Critical support to collections and research activity was maintained through the safe management of hazardous substances, chemical disposal, fumigation programmes, servicing of fume cupboards, certification of the Dangerous Goods Store, and inspection of warehouse racking systems.

Collections and Research

Registration

- The number of loans doubled over this period, while Image Service continued to be very busy.
- Assisted with hosting a very successful Barker Family reunion.
- The team took part in multiple health and safety training sessions including hazardous collection items awareness, asbestos training, and workspace inductions.
- NVE work was a major focus for the technicians, taking 44% of technician time.

Collections Inventory

- Completed the inventory of objects for display in the New Visitor Experience including taxidermied birds, art collection, and pounamu.
- Focus on health and safety while handling collection objects, with team members completing asbestos awareness and handling training and hazards in the collection training.

Curatorial

- Staff participated in the Barker family reunion in early December, delivering presentations on the collection and Museum redevelopment, and hosting a behind-the-scenes warehouse tour for around 70 family members. The event, prepared by the Collections & Research Team, received excellent feedback and resulted in financial donations and offers of new items for the Museum collection.
- Discovery within our collection of the oldest surviving x-ray in Aotearoa New Zealand and the frog specimen that was used to create this x-ray leading to some great coverage in the media including a news story on 1News.
- Acquisition of Captain Scott's pipe, found on his person at his final resting place
- First proof of Digging Deep (book publication) checked and returned to publisher.
- V39 of the Records of the Canterbury Museum published.
- Talks presented at two overseas conferences (CAVEPS in Adelaide and the Australasian Ornithological Conference in Perth).

Conservation

- Examination of many NVE items, identifying potential issues and creating solutions, especially amongst the large collection items for display.
- Support for loans, new acquisitions, access requests, hazardous collection items, enquiries and gallery cleans.
- Presented hazards in the collection training.

- Lead the collections asbestos and radiation testing.
- 332 NVE treatments and 163 analytical examinations/analysis.

Security and Risk

- Major Security Improvement Project milestones completed (Access Control, Fencing, Access Tree)
- ELT approval secured for Control Room CCTV as sector standard practice
- Automated security incident reporting successfully implemented
- Automated Fire Warden Board upgrade delivered and installed at Shands Rd.
- On-call rates reviewed and approved by ELT
- CCTV upgrades progressed using national museum benchmarks
- Improved training uptake and staff engagement in security systems and processes

Fundraising and Development

- This quarter delivered strong momentum across Government, philanthropic, corporate, and grant funding streams as the Museum prepares for the next stage of redevelopment.
- Government engagement deepened through site visits from senior officials including the Secretary and Chief Executive of Manatū Taonga Ministry for Culture & Heritage, and
- Annual Plan presentations to Waimakariri and Selwyn District Councils. Philanthropic relationships were strengthened through tailored warehouse and Rolleston Ave tours for key supporters, including members of prominent heritage families.
- Corporate partnerships progressed through introductory meetings with Catalyst and Stratos, renewed discussions with Harcourts and the Natural Hazards Commission, and the near-completion of the \$1 million funding agreement with Leighs Group.
- Trust and Grant revenue advanced with the submission of the Lotteries progress report and the securing of \$150,000 for HVAC procurement.
- The updated Fundraising Strategy establishes a clearer foundation for long-term revenue generation, supported by continued cultural capability development and engagement in sector events.

Finance

- 2024/25 financial statements were completed and audited
- Developed a Canterbury Museum & Local Government Funding Working Party - Terms of Reference and had three meetings
- 2026/27 draft budget was completed, approved by the Board and distributed to the contributing local authorities
- Milestone funding reports completed for CID (Rau Paenga), Ministry Culture & Heritage and Christchurch City Council

MUSEUM ANNUAL OBJECTIVES

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

Green – achieved (40)

Amber – needs action to ensure achievement (8)

Red – not achieved (2) [5.2 & 5.7]

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

- 1.2 Visitor donations are expected to increase with the opening of the popular *Dinosaurs Surviving Extinction* exhibition.
- 1.5 Customer Service training was run earlier in the year than usual. Depending on the recruitment numbers over the coming months, will decide whether this course can be re-run. We are hesitant to spend additional funds for a very small training group just to achieve this KPI.

- 3.1 New Visitor Experience has taken priority over cataloguing, and in the first part of the year we were coping with a reduction in the team due to staff illness and secondments. Half of the figure of 150 items to be catalogued is the move of the Snares Island Hut from permanent collection to information collection, which we can mark as complete as the old accession number serves as a unique identification number, it's already catalogued and verified. In short, competing priorities with the NVE and a reduction in available cataloguers has meant a slow down in cataloguing. At this stage, we are working hard to ensure this KPI will be met, depending on the demands of NVE work.
- 3.2 The Inventory Lead Technician was seconded to Director's EA for circa 9 months, which has significantly reduced the number of verifications possible this year. Selected staff will be diverted from cataloguing to spreadsheet checking to catch-up on the backlog. We are still aiming to achieve the target.
- 3.5 This figure is dependent on Inventory records being completed and passing collections online checks. The checks were carried out by the inventory team, who have seen key members seconded to NVE and the Directorate. Given the availability of checked records in the next month, we are confident that that we can meet this KPI but this is dependent on inventory records being received in time.
- 5.1 The return on investment is under the target but is dependent on market conditions.
- 5.2 Museum Management is comfortable that whilst the manual counting of the Pop-Up visitation has resulted in an additional audit qualification (as it is unauditable), it is still the most accurate method.
- 5.4 The learning and development hours is at 48% of target and will increase with the on-the-job training figures from the Individual Performance Reviews.
- 5.7 The Gallup Q12 overall employee engagement score was 3.8, one point lower than the best-practice five-year average of 3.9. Options to address this are being progressed via the People and Capability strategies.
- 7.4 We are aiming to reach 70% of this target by year end. To achieve this:
- The majority of new NVE space launches have been put on hold to free up staff so they can focus on progressing the design of existing spaces.
 - Sprint models have been activated to move design forward and enable focus to shift to less developed spaces.
 - As indicated at the February Board meeting, a strategy has been developed to focus NVE resources on key areas. This will be provided to the Board following Director approval.

At the end of Q2, 2026 we had 38 exhibition spaces active in design development and processing. This workload equates to (on average) each Curator/Associate Curator working on 5.5 exhibitions, each exhibition team member working on 6.5 exhibitions, and each technician working on 7.5 exhibitions. This is over and above their normal workload. Each of those teams have their own team KPI's, which as a team they are primarily focused on achieving. The NVE team itself has no in-team curatorial expertise and very limited collections knowledge. Warehouse tours and site visits, which are essential to the fundraising initiative, further detract resourcing capacity from the delivery of the NVE programme.

Despite the actions taken, we don't expect to meet this KPI target in full.

MUSEUM ANNUAL OBJECTIVES REPORT FOR JULY 2025 - DECEMBER 2025				
Ann. Plan No.	Objective 2025-2026	12 month target	Total for 1/2 year	% of total at 50% of year
1	Our Visitors			
1.1	Achieve visitor numbers	180,000	80,606	54%
1.2	Achieve visitor donations	\$70,000	\$24,841	44%
1.3	Achieve % of visitors rating their Museum experience as satisfied or very satisfied	≥ 95%	99%	
1.4	Achieve visitor numbers for Quake City	85,000	38,365	53%
1.5	Ensure staff have completed relevant customer service training	95%	92%	
1.6	Ensure all Museum premises occupants remain in an environment where zero Notifiable Events arise through negligence of the PCBU's business or undertaking	Achieve	Achieved	
1.7	Number of unique visits to Museum websites by our digital visitors	230,000	144,099	63%
1.8	Social media engagement (eg comments, interactions, shares, likes)	150,000	183,839	123%
2	Our Programmes			
2.1	Develop, deliver and evaluate 3 special exhibitions	3	2	67%
2.2	Tour exhibits to the four local council areas to reach a visitor target of	170,000	90,523	53%
2.3	Achieve 13,000 individuals receiving a Museum education programme throughout the contributing council areas delivered either by Museum staff or their own teacher (including 11,000 school students)	13,000 (11,000)	7,181 (6,496)	55% (59%)
2.4	Achieve 7,500 individuals engaging in a Museum delivered public programme	7,500	5,281	70%
2.5	100% of external written/phone/email enquiries will be acknowledged within 2 working days and answered within 5 working days (total number to be reported)	100%	100% (1,971)	
2.6	Achieve 700 media hits (via print, broadcast, and online media)	700	681	97%
2.7	Actively participate in professional associations/external bodies	40	36	90%
2.8	Provide outreach advice and support to other Canterbury museums and related organisations (number of interactions)	200	150	75%
3	Our Collections			
3.1	Process 100% of newly offered objects received between 1 April 2025 and 31 March 2026 in the 2025/26 financial year	100% (Max.700 acquired)	64% (150 of 234)	
3.2	Create new inventory records and check and verify new and existing Vernon records	50,000	14,618	29%
3.3	Process 100% of all approved loan requests (total number of objects loaned)	100%	97% (743)	
3.4	Provide access to collections or collections expertise in response to 100% of requests (total number to be reported)	100%	100% (204)	
3.5	Make collections more accessible by adding records and images to Collections Online	50,000	6,065	12%
3.6	Complete conservation treatment of collection items ready for new visitor experience	700	415	59%
4	Our Research			
4.1	Peer reviewed research papers accepted for publication	12	6	50%
4.2	Publish research via popular formats, including blogs	10	9	90%
4.3	Peer review external articles or supervise theses	15	8	53%
4.4	Publish one volume of Records of the Canterbury Museum	1	1	100%
4.5	Present conference papers	7	8	114%
4.6	Adjunct positions held in research institutions	3	3	100%
4.7	Undertake professional visitor survey research to drive continuous improvement	Achieve	531	89%
5	Our people and working environment			
5.1	Maximise return on investment funds within the Museum's Investment Policy	>3.42%	3.35%	98%
5.2	Achieve timely audit to a pre-agreed plan with the only qualification being agreed departure from accounting standards as regards valuation and capitalisation of heritage assets	Achieve	Not achieved - Pop-Up visitor numbers	
5.3	Achieve an end-of-year financial result within budget	Achieve	On target	
5.4	Achieve learning and development hours	1,800	855	48%
5.5	Review risk register quarterly for report to the Audit and Risk Committee	Achieve	Achieved	
5.6	Maintain healthy, safe and secure facilities in accordance with Building Compliance schedules by completing regular cyclical maintenance and achieving Building Warrants of Fitness for Museum sites	Achieve	Achieved	
5.7	Seek an employee engagement mean score within the two top bands of best practice, being 3.9 or higher as indicated by the annual Gallup	Achieve	Not achieved (3.75 out of 5)	
5.8	Answer 100% of IT helpdesk requests within 2 working days	Achieve	Achieved - 105	
6	Museum Redevelopment Construction Project			
6.1	Maintain an up-to-date construction project plan	Achieve	Achieved	
6.2	Update construction staging plan for quarterly reporting to the Board	Achieve	Achieved	
6.3	Report quarterly on the Redevelopment construction fundraising target to the Board	Achieve	Achieved	
6.4	Deliver the construction milestones to the agreed targets	Achieve	Achieved	
7	New Visitor Experience			
7.1	Maintain an up-to-date project plan and manage planning for the New Visitor Experience	Achieve	Achieved	
7.2	Report quarterly on the Redevelopment New Visitor Experience fundraising strategy to the Board	Achieve	Achieved	
7.3	Lead project planning and resource management to ensure effective delivery of NVE milestones with at least 15 NVE pods launched	15	11	73%
7.4	10 NVE pods progressed to Developed Design stage 3	10	3	30%
8	Projects & Strategy Delivery			
8.1	Complete a Museum-wide IT Strategy review and improvement development project through a review of systems, processes and resourcing for technology to future-proof Museum operations	Achieve	50%	
8.2	Research, complete and present business cases for retail, merchandising, café operations, and functions/events to ELT	Achieve	75%	

* 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
CM7 2025	Wildlife Photographer of the year (WPY60)	David Cooper	19/09/2025	01/02/2026		On Track
CM8 2025	New Financial System	Eion Robb	23/10/2025	31/05/2026		The project is progressing well. We have met with two vendors for demonstrations and discussions, and held internal sessions with Nigel, Simon, and Eion to clarify and identify requirements. Our next step is to draft a comparison document of the different systems, aligned with the requirements we've defined.
CM9 2025	Ravenscar House Museum – Income and Expenditure Review	David Cooper	5/10/2025	14/06/02026		On track

Tumuaki Matua | Director's Update

- New Board member induction sessions with Board Chair
- Conducted tailored tours of Shands Road for philanthropists, highlighting key projects and investment opportunities
- Participated in weekly Tight Five Project meetings providing input on project milestones
- Hosted a comprehensive tour of Shands Road warehouse for Museums Aotearoa Leaders' summit, showcasing operational capabilities to senior leadership from around the motu
- Coordinated site visits for staff and key stakeholders including Viscount and Lady Cobham, promoting engagement and feedback on redevelopment plans
- Presentation of New Zealand Botanical Society Alan Mere award in Nelson as President
- Worked with Stuart Burgess on Director/Deputy Director/ELT reporting lines to support organisational reporting realignment to share workloads more equitably
- AHT Executive Committee participation
- Staff Christmas party at Pop-up
- Annual Leave following Board meeting for remainder of December
- Presentations to Waimakariri and Selwyn District Councils – delivered strategic updates and strengthened relationships with local authorities

RECOMMENDATION

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

Anthony Wright
Tumuaki Matua | Director

2 March 2026

REPORT ON POLICY AND PROCEDURES REVIEWS

To: Canterbury Museum Trust Board

From: Lynell Bell, Head of People & Project Delivery

Purpose

To seek approval from the Board to review only essential policies and procedures over the next two years, to reduce further drain on resourcing capability.

Current Status

A recent review of our policies and procedures has identified:

- 8 policies and procedures are overdue by more than five years.
- 13 policies and procedures are between 3-5 years overdue.

Proposed Schedule

Due to the higher than usual workload demands on staff in developing content for the new Museum, we propose that only the most urgent policies and processes are reviewed over the coming two years. These include:

- Board Committee Terms of Reference (all), February 2026
- Delegations Policy, March 2026
- Cash Handling Policy, June 2026
- Critical Incident & Emergency Management Policy, June 2026

The remaining overdue policies, which would be delayed for review until no earlier than 2028, are:

- | | |
|--|------------------------------------|
| • Remuneration | • COVID-19 Vaccination |
| • Learning & Development | • Recruitment |
| • Uniform | • Food & Beverage |
| • Volunteer | • Discipline & Procedural Fairness |
| • Honorary Positions | • Harassment |
| • Intellectual Property | • Records & Archives Management |
| • Appointment & Responsibilities of a Director | • Building Management. |

RECOMMENDATION

That the report be received and the actions outlined in the proposed schedule section above be adopted.

Lynell Bell
Upoko Whakawhanake Raukaha
Head of People & Project Delivery

16 January 2025

REPORT ON BOARD COMMITTEE TERMS OF REFERENCE REVIEW

To: Canterbury Museum Trust Board

From: Lynell Bell, Head of People & Project Delivery

Purpose

To seek approval from the Board to adopt the updated Board Committee Terms of Reference, as attached. These reviews have been undertaken to reflect amendments to the committee structure as outlined below.

Current Situation

The Board Committee Terms of Reference have been revised as per the revision schedule. A tracked changes version and a clean version are provided for review.

The revisions in the attached documents incorporate:

- The new structure of Board Committees as agreed in December 2025
 - Combining Audit & Risk Committee and Investment Committee into a new entity 'Audit, Risk & Investment Committee'.
- Since that discussion which suggested:
 - Development of a new Committee 'Museum Redevelopment Committee'
 - Movement of the Project Control Group to a sub-Committee format

the Chair of the PCG (Tom Thomson) has canvassed the present Redevelopment Project Control Group (PCG) and it is unanimously believed that the present project governance structure, with some amendments, is fit for purpose and offers the optimum mix of Board oversight and flexibility to act promptly. See further notes on this below.
- Realignment of the terms Chair, Chairperson and Chairman – all now notated as Chairperson.
- Realignment of gender diversity wording; it is no longer commercially appropriate to refer to 'both' genders. Wording has been realigned to refer to members of 'more than one gender'.
- A notation that each Board member be allocated to sit on at least one Committee.
- The acceptance that Fundraising is an 'all of Board' responsibility, with reporting to each Board meeting.

Redevelopment Project Governance vs Management

To better separate governance and management of the Redevelopment Project, it is recommended that the following amended structure of the Project Control Group (PCG) be adopted:

Redevelopment PCG membership (Committee of the Board):

Board member (Chair)
Board member
Board member
Project Sponsor (Anthony Wright)
Independent Construction Advisor (Jack Harris)
Local Government nominee (Darren Moses)

The following current full members of the PCG will step back from voting membership but remain in attendance for reporting and expert advice purposes:

Project Director (Sam Davis, Rubix)
Design Lead (Trevor Watt, Athfield)
QS (Julian Donald, Rawlinsons)

The PCG would meet monthly from late February to late November, reporting to the full Board meeting two weeks later.

At the management level, the 'Tight Five' comprises:

Independent Construction Advisor (Jack Harris)
Project Sponsor (Anthony Wright)
Project Director (Sam Davis)
Design Lead (Trevor Watt)
Structural Lead (Didier Pettinga)
QS (Julian Donald)
augmented in alternate weeks by attendance of:
Leighs Project Director (Iain Miller)
Leighs South Island Manager (Mike Knowles)

These proposed changes clearly separate project governance from project management, which was one of the key recommendations of the Matthews review.

RECOMMENDATION

That the Terms of Reference amendments be reviewed and adopted, or further edits advised.

Lynell Bell
Upoko Whakawhanake Raukaha
Head of People & Project Delivery

16 January 2025

1.3 Participation in Board Committees

Purpose To allow Board participation in committee work, ~~if desired~~, whilst maintaining the Board's faith in its committees and avoiding the potential for doubling up on consideration of business at both committee and Board level.

Scope All Board members

Review Date ~~March 2024~~ February 2026

Policy Statement Notice of Board Committee meetings will be sent to members of the Committee and cc'd to all other Board members, who may request a copy of the agenda

Approximately one week before the meeting, an agenda and full supporting papers will be sent to committee members, and a copy of the agenda to any other Board members who have requested it

Each Board member is allocated to sit on at least one Committee.

Each Committee, excluding the Executive Committee, shall comprise members of more than one gender.

Board members may attend meetings of committees on which they do not sit, and will have speaking rights at the invitation of the ~~Ce~~committee Chairperson.

Adopted by the Canterbury Museum Trust Board
on 13 July 2009 for immediate implementation

Reviewed and confirmed by Canterbury Museum Trust Board on 10 November 2014

Reviewed and confirmed by Canterbury Museum Trust Board on 12 March 2018

Reviewed and confirmed by Canterbury Museum Trust Board on ~~...~~ February 2026

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1.4 Trust Board Committee Structure – ~~Audit~~ & Risk & Investment Committee Terms of Reference

Purpose	The Audit & Risk & Investment Committee considers any matters within its terms of reference that the Committee determines to be desirable and reports its findings to the Board.
Scope	<p>The Committee shall have the authority to seek any information it requires from any officer or employee of the Museum. The Committee is authorised to take such relevant independent professional advice it considers necessary.</p> <p>The Chairperson of the Committee shall report the findings and recommendations of the Committee to the Board after each Committee meeting.</p>
Review Date	November 2024 February 2026
Policy Statement	<p>1. The Audit function of the Committee is responsible to the Board for:</p> <ul style="list-style-type: none"> • overseeing the Museum’s compliance with its statutory responsibilities relating to financial and related requirements • considering the Museum’s financial statements and reporting its findings to the Board • satisfying itself that effective systems of accounting and internal control are established and maintained to manage financial risk • supervising special investigations at the request of the Board • satisfying itself as regards the integrity and prudence of management control systems, including the review of policies and/or procedures • examining any other matters referred to it by the Board. <p>2. The Risk function of the Committee is responsible to the Board for:</p> <ul style="list-style-type: none"> • undertaking an annual review of the Museum’s management of non-financial risk as set out in the Board’s Risk Policy • reviewing the Museum’s procedures for the management of all risks • appointing the Museum’s insurance broker and annual review of insurance covers • reviewing circumstances of insurance claims by the Museum in excess of \$20,000 (which sum shall be annually reviewed by the Committee) • investigating any risk brought to its attention, when directed by the Board. <p><u>3. The Investment function of the Committee is responsible to the Board for:</u></p> <ul style="list-style-type: none"> • <u>three-monthly review of the investment portfolio</u> • <u>three-monthly review of the long-term and medium-term funds investment percentages (Asset Allocation) set out in the Investment Policy and any investment sales, redemptions or purchases</u> • <u>supervising special investigations at the request of the Board</u> • <u>the review of the investment policy and/or procedures as necessary</u> • <u>review of the investment adviser position every three years</u> • <u>appointment or reappointment of an Investment Adviser every three years</u> • <u>undertake continuing liaison with the Public Trust in their role as Trustee of the Adson Trust.</u> <p>4.3. The Audit & Risk & Investment Committee has delegated responsibility to:</p> <ul style="list-style-type: none"> • provide an open avenue of communication between the Auditors and the Board • consider in consultation with the Auditors, the audit scope and plan • consider and review with the Auditors: <ul style="list-style-type: none"> • the adequacy of the Museum’s internal controls including computerised information system controls and security

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- any related significant findings and recommendations of the Auditors together with management’s responses
- review with management and the Auditors:
 - the Museum’s financial statements and related notes to consider whether the information contained in these statements fairly reflects its position and results, comply with current accounting standards and requirements of the Canterbury Museum Trust Board Act 1993
 - the Auditors’ audit of the annual financial statements of the Museum and their reports thereon
 - any serious difficulties or disputes with management encountered during the course of the audit
 - other matters related to the conduct of the audit.
- obtain from the Auditor satisfactory assurances that the audit has been competently and properly carried out
- ~~to~~ review the efficiency and effectiveness of the external Auditors in relation to their respective responsibilities
- ~~to~~ ensure there have been no unjustified restrictions or limitations placed on the Auditors
- ~~to~~ ensure that the scope of the audit is adequate, ensuring emphasis is placed on areas where the Committee, management or the Auditors believe special emphasis is necessary
- ~~to~~ review and assess the findings of the external Auditors and the action taken and timetable proposed by management in response to findings
- ~~to~~ obtain and consider any feedback or advice either as specifically requested or otherwise received from the Office of the Auditor General or appointed agents of that office relating to Museum operations.
- undertake three-monthly reviews of the asset allocation and the performance of the investment portfolio
- authorise any investment sales, redemptions or purchases over \$1.5m and as required by the discretionary management Investment Proposal
- negotiate the investment adviser contract
- appoint the investment adviser.

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54. The Audit ~~and~~ Risk & Investment Committee will consider and recommend to the Board:

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- the nature and scope of the external Auditors’ engagement letter
- the nature and scope of the management representation letter required by the external Auditors
- appointment and replacement of the External Auditors. Note, the Controller and the Auditor General is appointed Auditor under the Canterbury Museum Trust Board Act 1993. In practice, the Auditor General currently delegates the audit to an agreed provider. The Audit ~~and~~ Risk & Investment Committee will recommend an agreed provider to the Board
- the Museum’s annual financial statements.
- The Board may, following substantive approval, delegate the final authority to approve and sign the financial statements to the Audit ~~and~~ Risk & Investment Committee
- the terms of reference of the Audit ~~and~~ Risk & Investment Committee and any changes to them.

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6.5- The Audit ~~and~~ Risk & Investment Committee:

- 1.0 will comprise of four members, ~~one of whom shall be the Chairperson of the Trust Board~~
- shall elect its Chairperson from among the Trust Board members of the Committee ~~other than the Board Chairperson~~
- 2.0 the Trust Board Chairperson (ex officio)
- 3.0 the Director will attend as requested

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- ~~4.0 the Finance & Services Manager/Financial Controller~~ (or nominee) shall act as secretary
- ~~5.0 the Public Engagement Manager, Head of Public Engagement/Deputy Director~~ shall have line responsibility for Risk
 - ~~the External Auditor will attend meetings where necessary.~~
 - ~~the Investment Advisor will attend meetings as requested.~~
- ~~6.0 the Committee shall comprise members of more than one gender.~~

~~7.6. The Committee will meet quarterly at least once a year.~~

Adopted by the Canterbury Museum Trust Board
on 07 November 2000 for immediate implementation
amended by the Board on 11 February 2003
amended by the Board on 8 August 2005
amended by the Board on 13 December 2010
amended by the Board on 10 November 2014

Reviewed and confirmed by Canterbury Museum Trust Board on 12 November 2018
~~Reviewed and confirmed by Canterbury Museum Trust Board on 12 February 2026~~

1.5 Trust Board Committee Structure - Employment Committee Terms of Reference

Purpose The Employment Committee considers and makes recommendations to the Trust Board on:

1. appointments to the position of Museum Director;
2. initial employment agreement for Museum Director;
3. annual performance plan for the Museum Director.

Scope The Employment Committee has delegated authority to:

4. negotiate any employment agreement amendments with the Museum Director;
5. monitor and regularly (quarterly) review the performance of the Museum Director, undertake remuneration reviews and set the size of any performance rewards;
6. approve strategy and bargaining positions for staff employment agreement negotiations when requested by the Director;
7. provide advice to the Museum Director on other staffing matters as requested.

And report back to the Board on these matters.

Review Date ~~September 2021~~ February 2026

Policy Statement The Director will discuss with the Employment Committee and report to the Board on:

8. changes to the management structure of the Museum
9. appointments being made at the second tier, ie Senior Management level.

The Employment committee comprises:

10. the Chair ~~person~~ man (ex officio);
11. the Deputy Chair ~~person~~ man (ex officio);
12. one other Trust Board member ~~selected to ensure the presence of a member of each gender on the committee;~~
13. the Director (who shall act as Secretary) except when the Director's employment is under consideration;
14. the committee will be chaired by the Trust Board Chair ~~person~~ man or in his or her absence the Deputy Chair ~~person~~ man.
- 14.15. the Committee shall comprise members of more than one gender.

The Committee will meet quarterly ~~as required~~.

Policy adopted by the Canterbury Museum Trust Board
on 14 November 1996 for immediate implementation
amended by the Board on 22 May 2000
amended by the Board on 8 August 2005
amended by the Board on 9 November 2009
amended by the Board on 10 November 2014

Reviewed and confirmed by Canterbury Museum Trust Board on 10 September 2018
Reviewed and confirmed by Canterbury Museum Trust Board on ~~10~~ February 2026

~~1.7 Trust Board Committee Structure – Investment Committee Terms of Reference~~

~~**Purpose** – The Investment Committee is specifically responsible for:~~

- ~~1. three monthly review of the investment portfolio;~~
- ~~2. three monthly review of the long term and medium term funds investment percentages (Asset Allocation) set out in the Investment Policy and any investment sales, redemptions or purchases;~~
- ~~3. supervising special investigations at the request of the Board;~~
- ~~4. the review of the investment policy and/or procedures as necessary;~~
- ~~5. review of the investment adviser position after three years;~~
- ~~6. appointment or reappointment of an investment adviser every three years;~~
- ~~7. undertake continuing liaison with the Public Trust in their role as Trustee of the Adson Trust.~~

~~**Scope** – The Investment Committee has delegated authority to:~~

- ~~8. undertake three monthly reviews of the asset allocation and the performance of the investment portfolio~~
- ~~9. authorize any investment sales, redemptions or purchases over \$1.5m and as required by the discretionary management Investment Proposal;~~
- ~~10. negotiate the investment adviser contract;~~
- ~~11. appoint the investment adviser.~~

~~**Review Date** – March 2021~~

~~**Policy Statement** – The Chair of the Committee shall report the findings and recommendations of the Committee to the Board after each Committee meeting.~~

~~The Investment Committee will comprise:~~

- ~~12. the Chair of the Trust Board (ex officio);~~
- ~~13. the Chair of the Audit & Risk Committee (ex officio);~~
- ~~14. two Trust Board members, one of whom shall be elected Chair;~~
- ~~15. the Director will attend meetings as requested;~~
- ~~16. the Finance & Services Manager shall act as secretary;~~
- ~~17. the Investment Adviser will attend meetings as requested.~~

Adopted by the Canterbury Museum Trust Board
on 8 September 2008 for immediate implementation
and amended by the Board on 10 November 2008;
10 December 2012 and 12 May 2014

Reviewed and updated by Canterbury Museum Trust Board on 12 March 2018

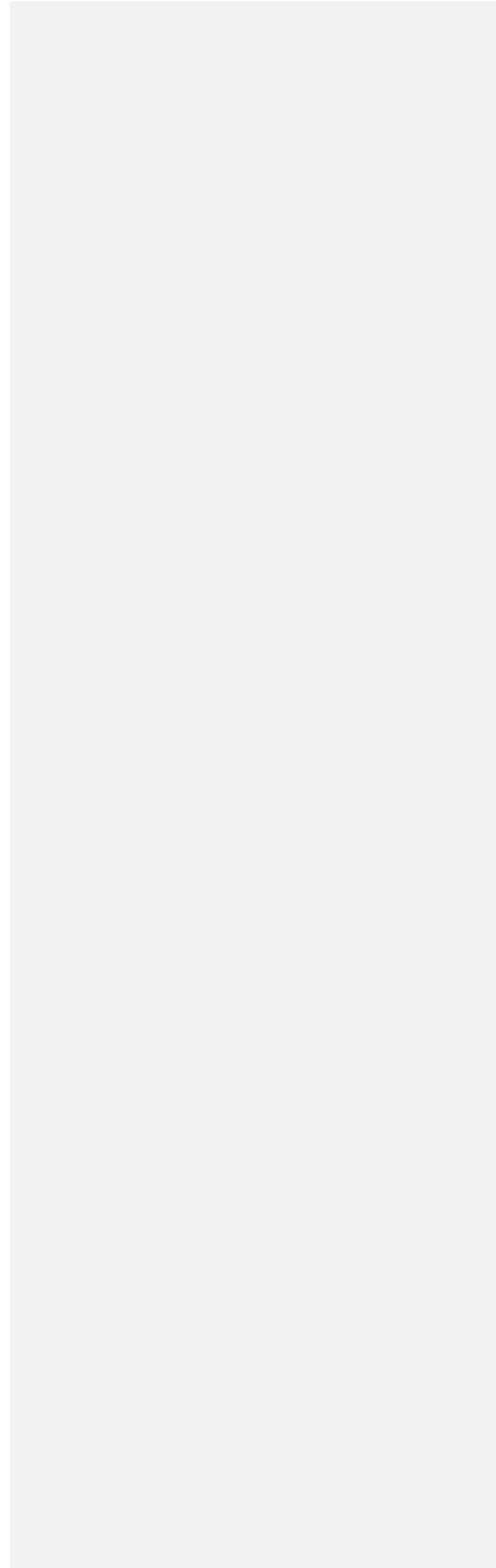
1.78 Trust Board Committee Structure - Ōhākī o Ngā Tīpuna Terms of Reference

Purpose	<p>Ōhākī o Ngā Tīpuna assists the Trust Board and staff by reviewing policies, proposing policies and making recommendations to the Board in relation to:</p> <ul style="list-style-type: none"> a) collections policies and guardianship of all taonga Māori including kōiwi tangata b) staffing policies, including taking affirmative action in recruitment and training programmes, which will lead iwi Māori into professional careers in New Zealand's bicultural museums; c) exhibition policies, including presentation of taonga Māori to the public in a culturally appropriate and informative manner; d) development policies, including protection of both substance and status of taonga Māori in any Museum development plan.
Scope	<p>Ōhākī o Ngā Tīpuna will give advice on all matters of Māori protocol within the Museum and between the Museum and iwi Māori.</p>
Review Date	<p>March 2027 February 2026</p>
Policy Statement	<p>The Committee will meet as required, at least twice each year.</p> <p>Ōhākī o Ngā Tīpuna will comprise:</p> <ul style="list-style-type: none"> e) 3 Trust Board members, one of whom shall be the Chairman (or nominee), and one of whom shall be the Board appointee of Te Rūnanga o Ngāi Tahu; f) 2 representatives of Ngāi Tahu on the recommendation of the Board appointee of Te Rūnanga o Ngāi Tahu; g) 2 representatives of Ngā Maata Waka on the recommendation of Te Rūnanga o Nga Maata Waka; h) 2 representatives of Museum staff, one of whom shall be the Director and the other on the recommendation of the Director; i) such other persons as the committee may from time to time co-opt; ii) the Trust Board Chairperson (ex officio); iii) the Director (or nominee) will act as Secretary.

Adopted by the Canterbury Museum Trust Board
on 14 November 1996 for immediate implementation
amended by the Board on 8 August 2005
Reviewed and confirmed by the Board on 12 March 2018
amended by the Board on 9 September 2024

Reviewed and confirmed by Canterbury Museum Trust Board on February 2026

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11.99 ~~Trust Board Committee Structure~~ – Museum Redevelopment Project Control Group Terms of Reference

Purpose The role of the Museum Redevelopment Project Control Group is to provide day-to-day governance of the construction project and to support the overall strategic direction, guidance, and support to the Project Leadership Team (PLT) to ensure successful delivery of the project within agreed scope, timeframes, quality and budget. ~~The PLT will consist of the Internal Project Sponsor along with lead individuals from Rubix, Athfield and Rawlinsons, together with the independent industry advisor.~~

Scope The scope of the Museum Redevelopment Project Control Group (PCG)PCG would extend across all phases of the project; however, its focus will change at different phases.

KEY OBJECTIVES

The PCG will:

- ~~Set the strategic direction and make all the necessary strategic decisions for the project.~~
- ~~Ensure the Museum Board is consulted on all project developments and is given the necessary information on a timely basis to make key project decisions.~~
- Be the public face of the Project when engaging with Museum stakeholders and external parties.
- Provide direction to project leadership to the PLT to ensure successful delivery of the project.

SPECIFIC RESPONSIBILITIES

The PCG will:

- Oversee the planning and implementation of appropriate Health & Safety measures throughout ~~out~~ the project.
- Consider and review risk to the project and ensure appropriate plans/mitigations are put in place to successfully deliver the project in alignment with Canterbury Museum's strategic objectives.
- Ensure that the project is aligned with Canterbury Museum's strategic objectives.
- Provide governance, oversight and direction to the project leadership-PLT to ensure successful implementation and completion of the project, and delivery of strategic outcomes.
- Review and endorse or approve project plans, recommendations and deliverables ~~from the PLT.~~
- Receive and approve regular reports from the Project Manager to ensure that the project is well managed and tracking to plan, including risk management, financial reports and schedules.
- Agree and endorse/approve variations to scope, design, expenditure or other change requests escalated from the Project Manager in accordance with approved delegated authorities.
- Review independent assurance reports and ensure appropriate remedial actions are being implemented.
- Report to and escalate any recommended key decisions and approvals outside of delegated authorities to the Project Sponsor and/or Museum ~~Board~~ Redevelopment Committee.
- Assist with issues resolution and provide an escalation path to the Project Sponsor or Museum Redevelopment Committee/Board.
- Support the Project Manager and team, including keeping them informed of any matters that may impact on the project.

Composition The PCG will comprise:

- ~~Board Member (Chair)~~
- ~~Board Members (2 others)~~
- ~~Project Owner/Sponsor (Museum Director)~~
- ~~Independent Construction Advisor (J M Harris Construction)~~
- ~~Local Government Nominee~~
- ~~Two Museum Board Representatives (with alternates)~~
- ~~Project Owner/Sponsor (Museum Director)~~
- ~~Rubix Project Director~~
- ~~Lead Architect~~
- ~~Cost Manager~~
- ~~Independent Industry Advisor~~
- ~~Representative of local Government funding bodies~~

Each PCG member will have an appointed delegate who can attend (and vote) in their absence when required.

The current full members of the PCG will step back from voting membership but remain in attendance for reporting and expert advice purposes:

- ~~Project Director (Sam Davis, Rubix)~~
- ~~Design Lead (Trevor Watt, Athfield Architects)~~
- ~~Quantity Surveyor (Julian Donald, Rawlinsons)~~

At management level, the 'Tight Five' will comprise:

- ~~Independent Construction Advisor (Jack Harris)~~
- ~~Project Sponsor (Museum Director)~~
- ~~Project Director (Sam Davis, Rubix)~~
- ~~Design Lead (Trevor Watt, Athfield Architects)~~
- ~~Quantity Surveyor (Julian Donald, Rawlinsons)~~

Augmented in alternate weeks by the attendance of:

- ~~Leighs Project Director (Ian Miller)~~
- ~~Leighs South Island Manager (Mike Knowles)~~

The Chairperson will be ~~one of the Museum Redevelopment Committee Chairperson or, in that person's absence, the Project Sponsor, Board Representatives and the Deputy Chair will be the other Museum Board Representative.~~ In the absence of both ~~Museum Board Representatives~~ the above, a Chairperson will be elected for the day.

It is anticipated that membership may change (at the discretion of the Board) at different times throughout the project lifecycle.

NB: If a requirement of receiving substantial external funding includes governance representation the membership may be extended to accommodate an additional member.

**DELEGATED
AUTHORITIES GENERAL APPROVALS**

- The PCG will review recommendations and make decisions in line with its Terms of Reference (ToR) and endorse recommendations from the Project Leadership Team to the relevant entity (see Financial Delegations below) – essentially either the Project Sponsor or the Museum ~~Redevelopment Committee, Board.~~

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- Where appropriate, endorsement of recommendations will be sought from Museum Management prior to the recommendations being presented to the PCG (via the Internal Project Manager and/or Project Sponsor/Owner)
- These will include key design and operational decisions. Management Team members will consult with their teams where they deem it appropriate.
- All major reports and papers will be submitted to the PCG for review and endorsement, before being submitted to the [Museum Redevelopment Committee Board](#) for either receipt of approval.
- Design documentation will be issued to the PCG at the completion of each design phase for its review and approval.
- The design documentation will also be presented to the Executive Leadership Team (and staff where appropriate) for its endorsement prior to submission to the PCG.

CHANGE MANAGEMENT

GENERAL

- A Change Control Plan (or Configuration Control Plan) will be prepared for the Redevelopment Project. This plan will document how changes to scope, time and cost are approved and documented.
- All approved changes to scope, time, and cost will be recorded in a formal 'Change Control Register'. The Change Control Register will be updated and attached to the monthly Project Report.

SCOPE CHANGE

- The Project Brief (Nov 2019) is the basis of the project scope of requirements. Any diversions from the Project Brief will require PCG approval, and Museum Management endorsement where appropriate.

PROGRAMME CHANGE

- A project master programme will be developed during Concept Design and submitted to the [Museum Redevelopment Committee Board](#) for approval. Once approved, the initial master programme (version 1) will be the baseline for the project.
- Progress will be monitored against the baseline programme and reported to the PCG monthly.
- Any changes to major project milestones and/or the projects critical path and/or duration will be submitted to the PCG for review and approval. Major changes to the project's overall duration will be submitted to the [Museum Redevelopment Committee Board](#) for approval.

COST CHANGE

- A project budget will be established and approved by the [Museum Redevelopment Committee Board](#) following the completion of Concept Design.
- Expenditure within this budget will be in line with the financial delegations documented below. Any increase to the project budget will require approval by the Museum [Redevelopment Committee Board](#).
- A cost report will be included in the Monthly Project Report detailing expenditure against the approved budget along with forecast costs.

Financial

Delegations Delegated Authorities for the project are:

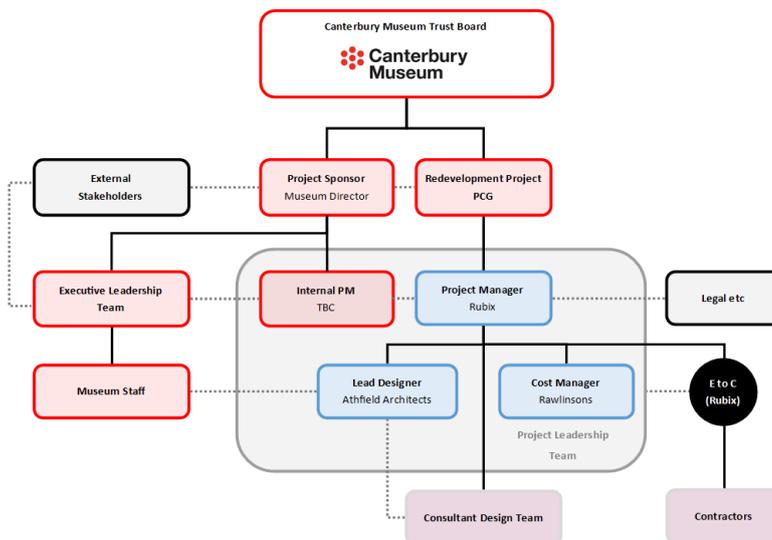
Financial Delegations - Project Control Group (From Project Control Group Terms of Reference)

Note	Item/Purpose	Level 1 Museum Board	Level 2 Project Sponsor (Director)	Level 3 Ext. Project Manager
1	Award Consultants Contracts	>\$500,000	<\$500,000	-
2	Award Contractor Contracts	>\$2,500,000	<\$2,500,000	-
3	Direct Costs (legal, consents, insurance etc.)	>\$500,000	<\$500,000	-
4	Approve Release of Retention Payments	-	All	-
5	Approval of Invoices within budget/contract	-	Unlimited *	-
6	Expenditure of D&E Contingency (within budget)	>\$1,000,000	<\$1,000,000	Nil
7	Expenditure of Fee Contingency (within budget) – <i>variations and new contracts</i>	>\$500,000	<\$500,000	<\$25,000
8	Expenditure of Construction Contingency (within budget) – <i>variations, and provisional sums.</i>	>\$250,000	<\$250,000	<\$25,000
9	Expenditure of Project Contingency (within budget) – <i>scope change.</i>	>\$500,000	<\$500,000	Nil
10	Approval of Resource Consent Conditions (recommendation of major or minor on the advice of the relevant professional consultant)	Conditions considered major in the interests of the Museum	Conditions considered minor in the interests of the Museum	

* With a second internal counter-signatory as with all Museum payments.

NB: The PCG as an entity will not have any delegated financial authority. The PCG would endorse recommendations from the Project Manager to the appropriate level (Sponsor or [Museum Redevelopment Committee/Board](#)) for approval.

Organisational Chart



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Adopted by the Canterbury Museum Trust Board
on 8 August 2005 for immediate implementation
amended by the Board on 10 November 2014
Reviewed and amended by the Board on 12 July 2021
Reviewed and confirmed by the Board on 11 October 2021
Reviewed and approved by the Board on 9 December 2024
Reviewed and approved by the Board on 10 February 2025
Reviewed and approved by the Board on 10 March 2025
Reviewed and confirmed by Canterbury Museum Trust Board on 11 February 2026



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1.3 Participation in Board Committees

Purpose To allow Board participation in committee work, whilst maintaining the Board's faith in its committees and avoiding the potential for doubling up on consideration of business at both committee and Board level.

Scope All Board members

Review Date February 2026

Policy Statement Notice of Board Committee meetings will be sent to members of the Committee and cc'd to all other Board members, who may request a copy of the agenda

Approximately one week before the meeting, an agenda and full supporting papers will be sent to committee members, and a copy of the agenda to any other Board members who have requested it

Each Board member is allocated to sit on at least one Committee.

Each Committee, excluding the Executive Committee, shall comprise members of more than one gender.

Board members may attend meetings of committees on which they do not sit, and will have speaking rights at the invitation of the Committee Chairperson.

Adopted by the Canterbury Museum Trust Board
on 13 July 2009 for immediate implementation

Reviewed and confirmed by Canterbury Museum Trust Board on 10 November 2014

Reviewed and confirmed by Canterbury Museum Trust Board on 12 March 2018

Reviewed and confirmed by Canterbury Museum Trust Board on ... February 2026

1.4 Trust Board Committee Structure – Audit, Risk & Investment Committee Terms of Reference

Purpose	The Audit, Risk & Investment Committee considers any matters within its terms of reference that the Committee determines to be desirable and reports its findings to the Board.
Scope	<p>The Committee shall have the authority to seek any information it requires from any officer or employee of the Museum. The Committee is authorised to take such relevant independent professional advice it considers necessary.</p> <p>The Chairperson of the Committee shall report the findings and recommendations of the Committee to the Board after each Committee meeting.</p>
Review Date	February 2026
Policy Statement	<ol style="list-style-type: none"> 1. The Audit function of the Committee is responsible to the Board for: <ul style="list-style-type: none"> • overseeing the Museum’s compliance with its statutory responsibilities relating to financial and related requirements • considering the Museum’s financial statements and reporting its findings to the Board • satisfying itself that effective systems of accounting and internal control are established and maintained to manage financial risk • supervising special investigations at the request of the Board • satisfying itself as regards the integrity and prudence of management control systems, including the review of policies and/or procedures • examining any other matters referred to it by the Board. 2. The Risk function of the Committee is responsible to the Board for: <ul style="list-style-type: none"> • undertaking an annual review of the Museum’s management of non-financial risk as set out in the Board’s Risk Policy • reviewing the Museum’s procedures for the management of all risks • appointing the Museum’s insurance broker and annual review of insurance covers • reviewing circumstances of insurance claims by the Museum in excess of \$20,000 (which sum shall be annually reviewed by the Committee) • investigating any risk brought to its attention, when directed by the Board. 3. The Investment function of the Committee is responsible to the Board for: <ul style="list-style-type: none"> • three-monthly review of the investment portfolio • three-monthly review of the long-term and medium-term funds investment percentages (Asset Allocation) set out in the Investment Policy and any investment sales, redemptions or purchases • supervising special investigations at the request of the Board • the review of the investment policy and/or procedures as necessary • review of the investment adviser position every three years • appointment or reappointment of an Investment Adviser every three years • undertake continuing liaison with the Public Trust in their role as Trustee of the Adson Trust. 4. The Audit, Risk & Investment Committee has delegated responsibility to: <ul style="list-style-type: none"> • provide an open avenue of communication between the Auditors and the Board • consider in consultation with the Auditors, the audit scope and plan • consider and review with the Auditors: <ul style="list-style-type: none"> • the adequacy of the Museum’s internal controls including computerised information system controls and security

- any related significant findings and recommendations of the Auditors together with management's responses
- review with management and the Auditors:
 - the Museum's financial statements and related notes to consider whether the information contained in these statements fairly reflects its position and results, comply with current accounting standards and requirements of the Canterbury Museum Trust Board Act 1993
 - the Auditors' audit of the annual financial statements of the Museum and their reports thereon
 - any serious difficulties or disputes with management encountered during the course of the audit
 - other matters related to the conduct of the audit.
- obtain from the Auditor satisfactory assurances that the audit has been competently and properly carried out
- review the efficiency and effectiveness of the external Auditors in relation to their respective responsibilities
- ensure there have been no unjustified restrictions or limitations placed on the Auditors
- ensure that the scope of the audit is adequate, ensuring emphasis is placed on areas where the Committee, management or the Auditors believe special emphasis is necessary
- review and assess the findings of the external Auditors and the action taken and timetable proposed by management in response to findings
- obtain and consider any feedback or advice either as specifically requested or otherwise received from the Office of the Auditor General or appointed agents of that office relating to Museum operations.
- undertake three-monthly reviews of the asset allocation and the performance of the investment portfolio
- authorise any investment sales, redemptions or purchases over \$1.5m and as required by the discretionary management Investment Proposal
- negotiate the investment adviser contract
- appoint the investment adviser.

5. The Audit, Risk & Investment Committee will consider and recommend to the Board:

- the nature and scope of the external Auditors' engagement letter
- the nature and scope of the management representation letter required by the external Auditors
- appointment and replacement of the External Auditors. Note, the Controller and the Auditor General is appointed Auditor under the Canterbury Museum Trust Board Act 1993. In practice, the Auditor General currently delegates the audit to an agreed provider. The Audit, Risk & Investment Committee will recommend an agreed provider to the Board
- the Museum's annual financial statements.
- The Board may, following substantive approval, delegate the final authority to approve and sign the financial statements to the Audit, Risk & Investment Committee

the terms of reference of the Audit, Risk & Investment Committee and any changes to them.

6. The Audit, Risk & Investment Committee:

- will comprise of four members
- shall elect its Chairperson from among the Trust Board members of the Committee
- the Trust Board Chairperson (ex officio)
- the Director will attend as requested
- the Financial Controller (or nominee) shall act as secretary
- the Head of Public Engagementd. shall have line responsibility for Risk
- the External Auditor will attend meetings where necessary.

- the Investment Advisor will attend meetings as requested.
 - the Committee shall comprise members of more than one gender.
7. The Committee will meet quarterly.

Adopted by the Canterbury Museum Trust Board
on 07 November 2000 for immediate implementation
amended by the Board on 11 February 2003
amended by the Board on 8 August 2005
amended by the Board on 13 December 2010
amended by the Board on 10 November 2014
Reviewed and confirmed by Canterbury Museum Trust Board on 12 November 2018
Reviewed and confirmed by Canterbury Museum Trust Board on ... February 2026

1.5 Trust Board Committee Structure - Employment Committee Terms of Reference

Purpose The Employment Committee considers and makes recommendations to the Trust Board on:

1. appointments to the position of Museum Director;
2. initial employment agreement for Museum Director;
3. annual performance plan for the Museum Director.

Scope The Employment Committee has delegated authority to:

4. negotiate any employment agreement amendments with the Museum Director;
5. monitor and regularly (quarterly) review the performance of the Museum Director, undertake remuneration reviews and set the size of any performance rewards;
6. approve strategy and bargaining positions for staff employment agreement negotiations when requested by the Director;
7. provide advice to the Museum Director on other staffing matters as requested.

And report back to the Board on these matters.

Review Date February 2026

Policy Statement The Director will discuss with the Employment Committee and report to the Board on:

8. changes to the management structure of the Museum
9. appointments being made at the second tier, ie Senior Management level.

The Employment committee comprises:

10. the Chairperson;
11. the Deputy Chairperson (ex officio);
12. one other Trust Board member;
13. the Director (who shall act as Secretary) except when the Director's employment is under consideration;
14. the committee will be chaired by the Trust Board Chairperson or in his or her absence the Deputy Chairperson.
15. the Committee shall comprise members of more than one gender.

The Committee will meet quarterly.

Policy adopted by the Canterbury Museum Trust Board
on 14 November 1996 for immediate implementation
amended by the Board on 22 May 2000
amended by the Board on 8 August 2005
amended by the Board on 9 November 2009
amended by the Board on 10 November 2014

Reviewed and confirmed by Canterbury Museum Trust Board on 10 September 2018
Reviewed and confirmed by Canterbury Museum Trust Board on ... February 2026

1.6 Trust Board Committee Structure - Executive Committee Terms of Reference

Purpose The Executive Committee has delegated authority to:

- make decisions as a matter of urgency between Board meetings
- undertake such other tasks as may be delegated to it by the Board

Scope In exercising this delegation, the committee will:

- wherever possible canvass the opinion of Board members on potentially contentious issues by telephone or email before making a decision;
- report any exercise of this delegation to the next meeting of the Board.

Review Date February 2026

Policy Statement The Executive Committee will comprise:

- the Board Chairperson;
- the Board Deputy Chairperson;
- the Director.

The Committee will meet as required and/or consider issues electronically or online.

Adopted by the Canterbury Museum Trust Board
amended by the Board on 8 August 2005

Reviewed and confirmed by Canterbury Museum Trust Board on 10 November 2014

Reviewed and confirmed by Canterbury Museum Trust Board on 12 March 2018

Reviewed and confirmed by Canterbury Museum Trust Board on ... February 2026

1.7 Trust Board Committee Structure - Ōhākī o Ngā Tīpuna Terms of Reference

Purpose	<p>Ōhākī o Ngā Tīpuna assists the Trust Board and staff by reviewing policies, proposing policies and making recommendations to the Board in relation to:</p> <ul style="list-style-type: none"> a) collections policies and guardianship of all taonga Māori including kōiwi tangata b) staffing policies, including taking affirmative action in recruitment and training programmes, which will lead iwi Māori into professional careers in New Zealand's bicultural museums; c) exhibition policies, including presentation of taonga Māori to the public in a culturally appropriate and informative manner; d) development policies, including protection of both substance and status of taonga Māori in any Museum development plan.
Scope	Ōhākī o Ngā Tīpuna will give advice on all matters of Māori protocol within the Museum and between the Museum and iwi Māori.
Review Date	February 2026
Policy Statement	<p>The Committee will meet as required, at least twice each year.</p> <p>Ōhākī o Ngā Tīpuna will comprise:</p> <ul style="list-style-type: none"> e) 3 Trust Board members, one of whom shall be the Board appointee of Te Rūnanga o Ngāi Tahu; f) 2 representatives of Ngāi Tahu on the recommendation of the Board appointee of Te Rūnanga o Ngāi Tahu; g) 2 representatives of Ngā Maata Waka on the recommendation of Te Rūnanga o Nga Maata Waka; h) 2 representatives of Museum staff, one of whom shall be the Director and the other on the recommendation of the Director; i) such other persons as the committee may from time to time co-opt; j) the Trust Board Chairperson (ex officio); k) the Director (or nominee) will act as Secretary.

Adopted by the Canterbury Museum Trust Board
 on 14 November 1996 for immediate implementation
 amended by the Board on 8 August 2005
 Reviewed and confirmed by the Board on 12 March 2018
 amended by the Board on 9 September 2024
 Reviewed and confirmed by Canterbury Museum Trust Board on ... February 2026

1.9 Museum Redevelopment Project Control Group Terms of Reference

Purpose The role of the Museum Redevelopment Project Control Group is to provide day-to-day governance of the construction project and to support the successful delivery of the project within agreed scope, timeframes, quality and budget.

Scope The scope of the Museum Redevelopment Project Control Group (PCG) would extend across all phases of the project; however, its focus will change at different phases.

KEY OBJECTIVES

The PCG will:

- Be the public face of the Project when engaging with Museum stakeholders and external parties.
- Provide direction to project leadership to ensure successful delivery of the project.

SPECIFIC RESPONSIBILITIES

The PCG will:

- Oversee the planning and implementation of appropriate Health & Safety measures throughout the project.
- Consider and review risk to the project and ensure appropriate plans/mitigations are put in place to successfully deliver the project in alignment with Canterbury Museum's strategic objectives.
- Ensure that the project is aligned with Canterbury Museum's strategic objectives.
- Provide governance, oversight and direction to project leadership to ensure successful implementation and completion of the project, and delivery of strategic outcomes.
- Review and endorse or approve project plans, recommendations and deliverables.
- Receive and approve regular reports from the Project Manager to ensure that the project is well managed and tracking to plan, including risk management, financial reports and schedules.
- Agree and endorse/approve variations to scope, design, expenditure or other change requests escalated from the Project Manager in accordance with approved delegated authorities.
- Review independent assurance reports and ensure appropriate remedial actions are being implemented.
- Report to and escalate any recommended key decisions and approvals outside of delegated authorities to the Project Sponsor and/or Museum Redevelopment Committee.
- Assist with issues resolution and provide an escalation path to the Project Sponsor or Museum Redevelopment Committee.
- Support the Project Manager and team, including keeping them informed of any matters that may impact on the project.

Composition The PCG will comprise:

- Board Member (Chair)
- Board Members (2 others)
- Project Sponsor (Museum Director)
- Project Cost Consultant (Rawlinsons)
- Independent Construction Advisor (J M Harris Construction)
- Local Government Nominee

Each PCG member will have an appointed alternate who can attend (and vote) in their absence when required.

The current full members of the PCG will step back from voting membership but remain in attendance for reporting and expert advice purposes:

- Project Director (Sam Davis, Rubix)
- Design Lead (Trevor Watt, Athfield Architects)
- Quantity Surveyor (Julian Donald, Rawlinsons)

The Chairperson will be the Museum Redevelopment Committee Chairperson or, in that person's absence, the Project Sponsor. In the absence of both the above, a Chairperson will be elected for the day.

It is anticipated that membership may change (at the discretion of the Board) at different times throughout the project lifecycle.

NB: If a requirement of receiving substantial external funding includes governance representation the membership may be extended to accommodate an additional member.

DELEGATED AUTHORITIES GENERAL APPROVALS

- The PCG will review recommendations and make decisions in line with its Terms of Reference (ToR) and endorse recommendations from the Project Leadership Team to the relevant entity (see Financial Delegations below) – essentially either the Project Sponsor or the Museum Redevelopment Committee.
- Where appropriate, endorsement of recommendations will be sought from Museum management prior to the recommendations being presented to the PCG (via the Internal Project Manager and/or Project Sponsor/Owner)
- These will include key design and operational decisions. Management Team members will consult with their teams where they deem it appropriate.
- All major reports and papers will be submitted to the PCG for review and endorsement, before being submitted to the Museum Redevelopment Committee for either receipt or approval.
- Design documentation will be issued to the PCG at the completion of each design phase for its review and approval.
- The design documentation will also be presented to the Executive Leadership Team (and staff where appropriate) for its endorsement prior to submission to the PCG.

CHANGE MANAGEMENT

GENERAL

- A Change Control Plan (or Configuration Control Plan) will be prepared for the Redevelopment Project. This plan will document how changes to scope, time and cost are approved and documented.
- All approved changes to scope, time, and cost will be recorded in a formal 'Change Control Register'. The Change Control Register will be updated and attached to the monthly Project Report.

SCOPE CHANGE

- The Project Brief (Nov 2019) is the basis of the project scope of requirements. Any diversions from the Project Brief will require PCG approval, and Museum Management endorsement where appropriate.

PROGRAMME CHANGE

- A project master programme will be developed during Concept Design and submitted to the Museum Redevelopment Committee for approval. Once approved, the initial master programme (version 1) will be the baseline for the project.
- Progress will be monitored against the baseline programme and reported to the PCG monthly.

- Any changes to major project milestones and/or the projects critical path and/or duration will be submitted to the PCG for review and approval. Major changes to the project's overall duration will be submitted to the Museum Redevelopment Committee for approval.

COST CHANGE

- A project budget will be established and approved by the Museum Board following the completion of Concept Design.
- Expenditure within this budget will be in line with the financial delegations documented below. Any increase to the project budget will require approval by the Museum Board on the recommendation of the Redevelopment PCG.
- A cost report will be included in the Monthly Project Report detailing expenditure against the approved budget along with forecast costs.

Financial Delegations

Delegated Authorities for the project are:

Financial Delegations - Project Control Group (From Project Control Group Terms of Reference)				
Note	Item/Purpose	Level 1 Museum Board	Level 2 Project Sponsor (Director)	Level 3 Ext. Project Manager
1	Award Consultants Contracts	>\$500,000	<\$500,000	-
2	Award Contractor Contracts	>\$2,500,000	<\$2,500,000	-
3	Direct Costs (legal, consents, insurance etc.)	>\$500,000	<\$500,000	-
4	Approve Release of Retention Payments	-	All	-
5	Approval of Invoices within budget/contract	-	Unlimited *	-
6	Expenditure of D&E Contingency (within budget)	>\$1,000,000	<\$1,000,000	Nil
7	Expenditure of Fee Contingency (within budget) – <i>variations and new contracts</i>	>\$500,000	<\$500,000	<\$25,000
8	Expenditure of Construction Contingency (within budget) – <i>variations, and provisional sums.</i>	>\$250,000	<\$250,000	<\$25,000
9	Expenditure of Project Contingency (within budget) – <i>scope change.</i>	>\$500,000	<\$500,000	Nil
10	Approval of Resource Consent Conditions (recommendation of major or minor on the advice of the relevant professional consultant)	Conditions considered major in the interests of the Museum	Conditions considered minor in the interests of the Museum	
* With a second internal counter-signatory as with all Museum payments.				
NB: The PCG as an entity will not have any delegated financial authority. The PCG would endorse recommendations from the Project Manager to the appropriate level (Sponsor or Museum Redevelopment Committee) for approval.				

Adopted by the Canterbury Museum Trust Board
on 8 August 2005 for immediate implementation
amended by the Board on 10 November 2014
Reviewed and amended by the Board on 12 July 2021
Reviewed and confirmed by the Board on 11 October 2021
Reviewed and approved by the Board on 9 December 2024
Reviewed and approved by the Board on 10 February 2025
Reviewed and approved by the Board on 10 March 2025
Reviewed and adopted by Canterbury Museum Trust Board on ... February 2026

Board Learning and Development Workshop

Our Code of Conduct - What we expect of each other

We will listen actively and respectfully to understand and value diverse perspectives.

- Listen to understand not to formulate a response.
- Active Listening – not just to reply.
- Open to other's views – listen respectfully.
- Listen respectfully pay attention to each other's views.
- Openness to other's ideas.

We will foster mutual respect and inclusivity, engaging with each other and management in a manner that promotes transparency, collaboration, and shared purpose.

- Ask questions respectfully.
- Respect management's advice.
- Respectful tension and conflict is ok.
- Mutual respect – we are all here because we want the best for the Museum.
- Treat others as you expect to be treated yourself.
- Harmonious, happy and constructive with all board members. (respectful of all) (every race and creed).
- Karakia together.
- All members need to know what is going on.
- Polite, well-mannered. (Transparent = conflicts of interest).

We will uphold the Museum's values, act with integrity, and collectively support board decisions in the Museum's best interests.

- We live the Museum's values:
 - Engagement
 - Integrity
 - Collaboration
- We all support the board's decisions in public and not throw anybody under the bus.
- Don't play games or politics.
- Argue the point, not the personality.
- Acknowledge difference while trying to achieve consensus.
- For and in Museum's interests (Museum = Community).
- No behind the scenes lobbying – openness.
- Own collective decisions.

We will contribute constructively, assume good intent, and focus on meaningful and relevant discussions.

- Always assume what I say comes from a place of good intent, that way we reduce any sense of conflict.
- There are no silly questions.
- Constructive contributions.
- Support each other to work effectively.
- In discussions ask yourself is it interesting or is it relevant to help stay on topic.
- There are no stupid questions.

We will call out poor behaviour

- Colleagues will call out poor behaviour.

We will prepare thoroughly, attend punctually, and participate fully in all board activities.

- Stay up to date:
 - Read Minutes.
 - Read pre-supplied info.
- Be punctual, attend regularly.

We will work together constructively for the long-term benefit of the Museum and the communities we serve.

- We will work together constructively for the long-term benefit of the Museum and the communities we serve.
- Solutions (or next step focuses).

Ngā Tikanga Whanonga Our Code of Conduct

What We Expect of Each Other

We, the Board of Canterbury Museum, agree to the following expectations for how we will behave and engage together as a Board and with the management of the Museum:

- We will listen carefully and seek to understand our different perspectives
- We will be honest, respectful, and courteous
- We will use our respective experience, skills and knowledge, and that of staff, to the best effect
- We will bring our “A game” to meetings, ensuring we are always well-prepared
- We will engage constructively and focus on solutions and outcomes
- We will always act in the best interests of Canterbury Museum

We agree to regularly check that our behaviours align with these shared expectations and to address any concerns constructively and promptly.



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

Agenda Item 18

MONTH	DATE	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	Often a seminar/hui
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/June	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

NB: Urgent matters between meetings are usually dealt with by the Executive Committee, via email, or extraordinary Board meetings can be called.

Board seminars are non-business meetings scheduled for purposes of learning, strategic discussions, or development. They do not consider formal decisions or pass resolutions but focus on open exploration.

Board meetings are formal and governance-focused. They are where decisions are made, resolutions passed, and minutes recorded. They cover compliance, approvals, risk, finance, performance, and accountability. These are publicly advertised with agendas and open papers available online.

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	Wednesday 18 March	9.00 – 10.30 AM
MAY	Thursday 14 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

AUDIT, RISK AND INVESTMENT COMMITTEE

Held in the Boardroom, JBWere, 148 Victoria Street

MONTH	MEETING DATES 2026	TIME
FEBRUARY	Wednesday 4 February	2.00 – 4 pm
MAY	Wednesday 20 May	2.00 – 4.30 pm
AUGUST	Wednesday 5 August	2.00 – 4 pm
NOVEMBER	Wednesday 4 November	2.00 – 4 pm

HEALTH, SAFETY & WELLBEING SITE VISITS

Held at either Shands Rd, Redevelopment site, or 3 town sites

MONTH	MEETING DATES 2026	TIME
MARCH	Thursday 26 March	1.30-2.30pm
JULY	Thursday 30 July	1.30-2.30pm
NOVEMBER	Thursday 26 November	1.30-2.30pm

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, commercial activities and s7(2)(i) To enable to Museum to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) s7(2)(f) To enable the Museum to maintain effective conduct of public affairs through – (i) the free and frank expression of opinions by or between or to members or officers or employees of the Museum, or any persons to whom section 2 (5) of this Act applies, in the course of their duty; or (ii) the protection of such members, officers, employees, and persons from improper pressure or harassment	Section 48(1)(a) – The public conduct of this matter would be likely to result in the disclosure of information for which good reason to withhold exists under section 7
2	Fundraising		
3	Redevelopment Project Control Group		
4	Finance		
5	Investment Committee		
6	Draft Annual Plan		
7	Loan Renewal Report		
8	Director's Quarterly Report		
9	Board & CEO only		
10	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.