



Karakia Timatanga

Tuia i runga, tuia i raro

Unite above, unite below

Tuia i roto, tuia i waho

Unite within, unite without

Tuia te here tāngata

Unite the people

Ka rongo te pō

The night hears

Ka rongo te ao

The day hears

Haumi e, hui e, taiki e

Let it be

board members – register of potential conflicts of interest



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

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

As declared in Member profiles and at subsequent meetings

Updated 12 May 2026

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting held on Monday 11 May 2026
commencing at 2.00 pm, in the Boardroom, 85B Shands Road, Hornby, Christchurch**

Present: Tom Thomson (Chair), Shayne Te Aika, David Ayers, David Cartwright, Melanie Coker, Kelly Perazzolo, Daphne Robinson, Rob Cruickshank (via Teams).

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

Apologies: Puamiria Parata-Goodall, Anthony Wright, David Cartwright (for lateness).

1 WELCOME

Tom welcomed all attendees.

2 KARAKIA

The meeting was opened with karakia.

3 APOLOGIES

Apologies were noted from Anthony Wright and Puamiria Parata-Goodall. David Cartwright will be joining the meeting at 2.30 pm. Shayne Te Aika advised he will need to leave the meeting early.

26/047 Resolved that the apologies be received.

(T Thomson/K Perazzolo)

4 CONFLICTS OF INTEREST

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

5 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

5.1 The minutes of the meeting held on 13 April 2026 were reviewed.

26/048 Resolved that the minutes of the Canterbury Museum Trust Board meeting held 13 April 2026 be adopted as a true and correct record.

(S Te Aika/ D Robinson)

6 MATTERS ARISING

Nil.

7 HEALTH, SAFETY AND WELLBEING

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

Stephen advised the Board that the self-assessment scheduled for the May Board Meeting is currently under advisement as they confirm best process and will be brought to the Audit and Risk Committee in June.

The Board raised a concern about items stored at height in the warehouse and asked if the Museum is looking at using caging.

Rob Cruickshank joined via Teams at 2.04 pm.

Stephen confirmed that no further action is needed here as no loose items are stored at height, only within pallet bins, and always contained securely within the pallet. The Board suggested that this be an ongoing consideration, with periodic updates.

The Board asked if there had been any further issues with the crane on site at Rolleston Avenue. Tom reassured that Leighs is monitoring this closely, as is the PCG.

The Board discussed the potential fire risks both at Shands Road and Rolleston Avenue.

Tom and Sarah agreed that a report on fire prevention systems for both Mountfort buildings and Robert McDougall Gallery, from Rubix, should be sought.

26/049 Resolved that the report be received.

(S Te Aika/D Ayers)

8 REDEVELOPMENT PROJECT CONTROL GROUP

8.1 8.1. The draft unconfirmed minutes of the Redevelopment Project Control Group Meeting held 30 April were reviewed.

Lynell Bell joined the meeting at 2.18 pm.

26/050 Resolved that the draft unconfirmed minutes of the Redevelopment Project Control Group meeting held 30 April 2026 be received.

(M Coker/ K Perazzolo)

8.2 Summary Report on Canterbury Museum Redevelopment Project April 2026, by Lynell Bell, Upoko Whakawhanake Kaupapa | Head of People & Project Delivery, dated 28 April 2026 was reviewed.

David Cartwright joined the meeting at 2.19 pm.

26/051 Resolved that the report be received.

(D Ayers/D Cartwright)

9 QUARTERLY REPORTS

- 9.1 Report on Quarter 3 2026 New Visitor Experience by Lynell Bell, Upoko Whakawhanake Kaupapa | Head of People & Project Delivery, dated 10 April 2026 was reviewed.

The Board asked Lynell to clarify the meaning of a 'pod'. Lynell explained that a pod refers to a discrete exhibition component (e.g. Asian Art, Visitor Host Station, Theatre, Café), collectively encompassing all areas of the Museum.

The Board queried final design approval, and Lynell advised that this sits with the Director with authority delegated to the Acting Director where required.

The Board welcomed the level of detail in the report, and discussed whether an externally shareable version could be developed for local council and community boards. Lynell agreed to prepare a suitable summary for wider distribution.

In response to a question regarding progress, Lynell noted that resourcing capacity remains a key constraint. This prompted discussion on delivery sequencing, including potential approaches to staged opening.

Lynell advised that current effort is focussed on taonga and workstreams directly required for the New Visitor Experience, while noting that there are dependencies and pressure points that will require ongoing monitoring to support delivery timeframes.

The Board emphasised the importance of delivering a high-quality visitor experience at opening. A range of delivery approaches is being considered to support this, noting the opportunity for ongoing audience engagement over time. Sarah confirmed that planning in this area is underway.

The Board noted that some elements of the programme are currently expected to be more straightforward to deliver within initial timeframes.

Logistics relating to the transition from Shands Road back to Rolleston Avenue were discussed, including access and traffic management considerations. The Board noted the potential cost efficiencies associated with exiting Shands Road; however, retaining the site for a period following reopening is likely to be necessary to support operational transition. The team are also carefully managing relationships with experts in moves of this scale.

26/052 Resolved that the report be received.

(K Perazzolo /D Robinson)

Lynell Bell and Shayne Te Aika left the meeting at 2.39 pm.

- 9.2 Quarterly Report from the Director for January - March 2026, by Anthony Wright, Tumuaki Matua | Director was reviewed.

26/053 Resolved that the report be received by the Board.

(T Thomson/D Cartwright)

10 General Business

No general business was raised.

11 Into Committee

- 11.1 Motion to Exclude the Public.

26/054 Resolved to exclude the public from the following parts of the proceedings of this meeting.

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

Agenda Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
1	Confirmation of In Committee Minutes	S7(2)(h) To enable the Museum to carry out, without prejudice or disadvantage,	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	Matters arising	commercial activities and s7(2)(i) To enable to	
3	Fundraising and Development	Museum to carry on, without prejudice or disadvantage,	
4	Finance	negotiations (including commercial and	
5	Redevelopment Project Control Group	industrial negotiations) s7(2)(f) To enable the	
6	Privacy Policy	Museum to maintain effective conduct of	
7	Quarterly Report	public affairs through – (i) the free and frank	
8	Board and CEO only	expression of opinions by or between or to	
9	Board Only	members or officers or employees of the	
10	Out of Committee	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	

Lynell Bell left the meeting at 2.44 pm.

The meeting moved Into Committee at 2.44 pm.

26/064 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed In Committee be confirmed.

(D Ayers/R Cruickshank)

Following Karakia Whakamutunga, the meeting closed at 4.31 pm.

Confirmed as a true and correct record.

..... Chair

..... Date

REPORT ON HEALTH, SAFETY AND WELLBEING

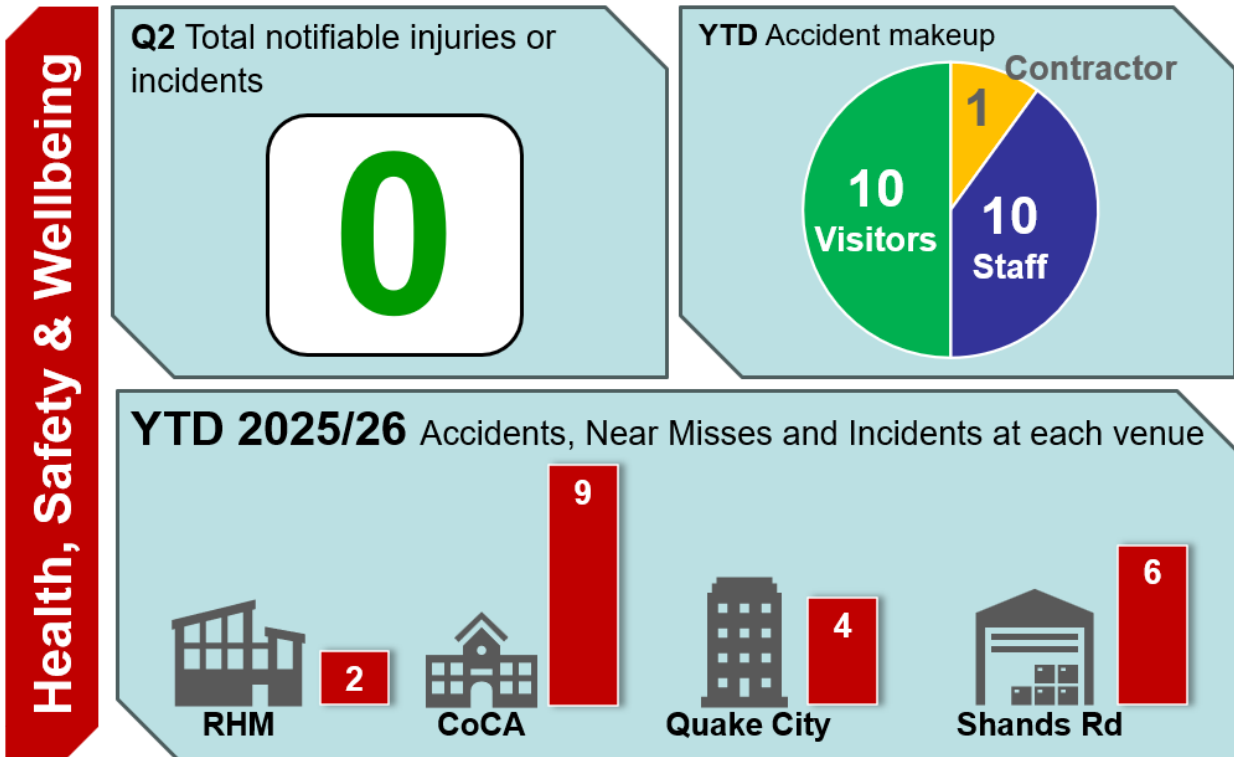
To: **Canterbury Museum Trust Board**

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

Purpose

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

Dashboard



Accident Reporting

1 accident, 1 incident, and no near-miss events were reported during the period.

No.	Accident Details	Level*	Actions to Ensure the Accident Does Not Reoccur
1	6 May 2026 – Shands A staff member, while undertaking conservation stitching, accidentally stuck the back end of the needle into an existing cut on the finger, causing bleeding. Self-administered band-aid	Minor	No further action required
2	23 May 2026 – Pop-up A 19-month-old was moving around the fossil dig when they tripped over another child’s feet. He fell and banged his nose, causing it to bleed. Mum nearby used her tissues to administer first aid. Once bleeding stopped, the family continued around the exhibition.	Minor	Welfare check made the following day. The child is okay.

	Incidents		
1	<p>1 May 2026 – CoCA A staff member lost their balance on the final step of the internal staircase while distracted by a mobile phone and carrying a laptop bag on the same arm. Although the shifting weight of the bag caused them to stumble, they managed to stay upright and avoid a fall.</p>	Minor	Staff members comment, "lesson learnt"
	Near Miss		
1	<p>22 May 2026 – Pop-up A young visitor was using the microscope to view various slides. She accidentally dropped one of the shell resin casings, causing a shard to break off as it landed on the concrete floor.</p>	Minor	Pieces were picked up, removing the hazard. No further action

Membership: Health, Safety and Wellbeing Committee

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

The Collections and Research representative's term is up, and nominations have been called for a replacement.

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 May.
2. Health and Safety training is up to date as of the end of May.
3. Canterbury Museum Risk Register
 - a. The Health and Safety committee reviewed the Risk Register following the Museum's Audit and Risk Committee and Board meetings.
4. Employee Assistance Programme (EAP) brochures, Critical Safety Risk Activities printout, and Health, Safety and Wellbeing Committee Minutes are present on staff noticeboards at all sites and accessible to all staff. The service continues to be used by museum staff.

Board Audit follow-ups

Please see **APPENDIX 1** for an overview of the other updates and outstanding actions from the Board Health & Safety Visits.

PCBU requirement of the Board

The Board's annual calendar notes that the Board is due for self-evaluation of its engagement in health, safety, and wellbeing. To facilitate this review, the Audit and Risk Committee have agreed

to use the Institute of Directors evaluation template **APPENDIX 2**. Board members are asked to complete the form individually ahead of the July Board meeting, during which there will be a facilitated discussion to review the Board’s engagement collectively.

ACC Section

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

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, incidents, and near misses	22	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	0.003%	0.003%	0.002%
Total staff accidents/incidents	9	10	13
Total contractor accidents	1	1	7
Total workdays lost	4	5	0

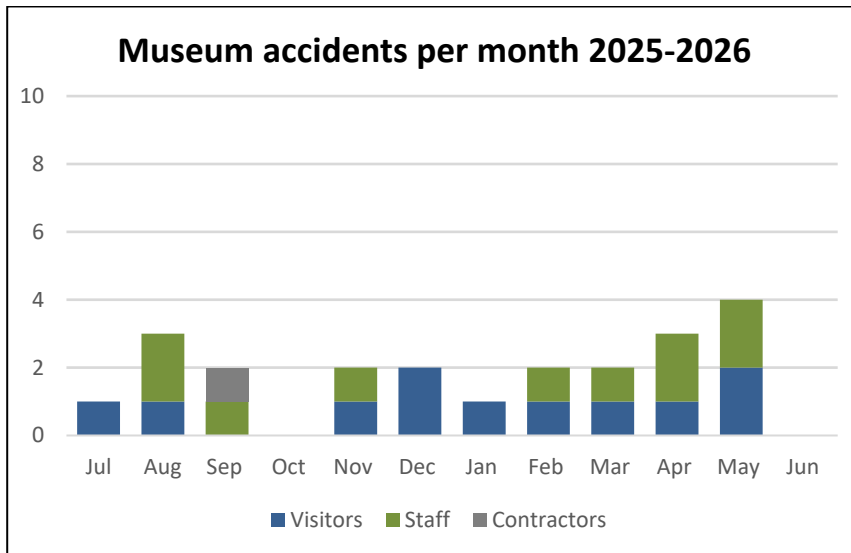
Upcoming critical risk activities

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

Critical Risk Category	Details of activity
Uncontrolled Energy Release	<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 they reach the photography stage. pXRF assessment of the taxidermy collection for heavy metals. DDT is also present on specimens. Conservation has identified in the collection a batch of items that are possibly of high risk. These are mainly cylinders containing compressed gas, whose fill status is unknown or is full. The batch includes fire extinguishers containing Pyrene or ‘dry chemicals’. They are awaiting CDMT approval to dispose of the contents and to find one item at Iron Mountain. Items will then travel to Tankfest for emptying. Post treatment, these items will no longer be hazardous.
Working at Heights	<ul style="list-style-type: none"> No specific activities planned.
People vs Plant	<ul style="list-style-type: none"> No specific activities planned.

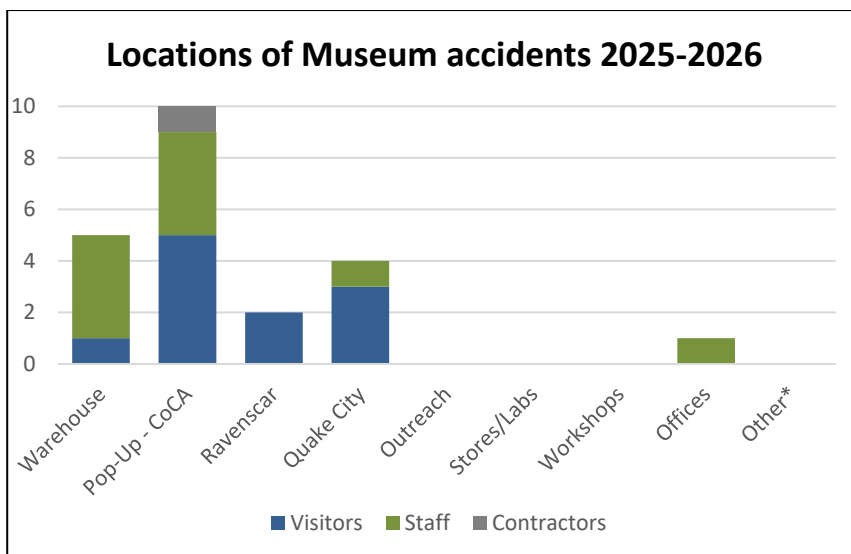
Year-to-date Graphs

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



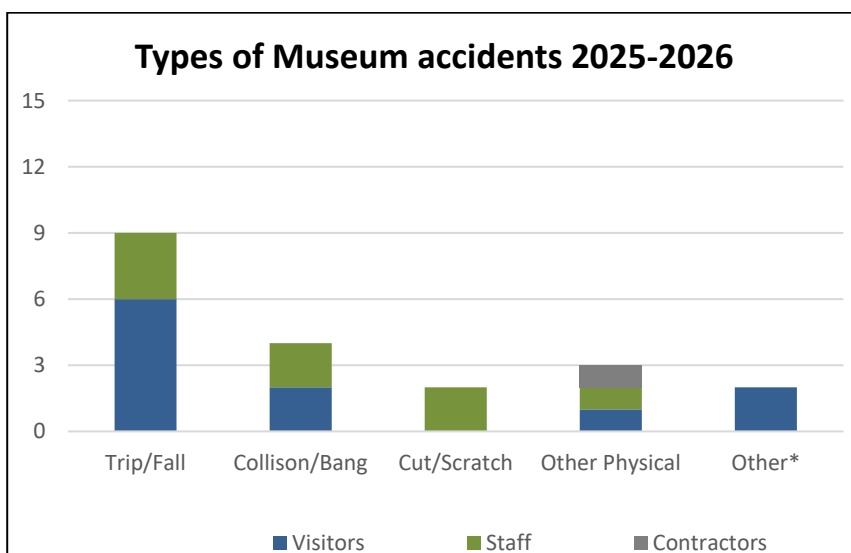
There has been a total of 20 accidents/incidents for the year-to-date as follows:

- Staff - 9
- Visitors – 12
- Contractors – 1



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

- Warehouse - 5
- Pop-Up - 10
- Ravenscar – 2
- Quake City – 4
- Outreach - 0
- Stores / Labs - 0
- Workshops - 0
- Offices – 1
- Other - 0



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

- Trips / falls - 10
- Collisions / bangs – 3
- Cuts / scratches - 4
- Other physical - 3
- Other - 2

RECOMMENDATION

That the report be received.

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

27 November 2025 (updated 21 May 2026)

Site	Action Identified	Notes / Comments	Status
Pop-up Museum	Staff felt café noise was excessive. Check noise exposure levels to ensure safe working conditions.	DB Readings were taken over 2 days during periods where it was identified as being the noisiest. The highest reading at the pop-up was 83.4dB. A total of 65 readings were taken, with the average sound reading being 71.2dB. According to NZ standards, the max acceptable noise exposure is 85dB averaged over an 8hr workday with a peak noise level of 140dB	Completed
Ravenscar House Museum	RCH Defibrillator battery expired August 2025 Check all museum defibrillator models to ensure they are not part of a recent recall.	Replacement Battery on back order has arrived and has been placed in the defibrillator.	Completed
Quake City	Staff felt road noise was excessive. Check noise exposure levels to ensure safe working conditions.	DB Readings were taken over 2 days during periods where it was identified as being the noisiest. The highest reading was 69.7dB. A total of 31 readings were taken, with the average sound reading being 61.8dB. According to NZ standards, the max acceptable noise exposure is 85dB averaged over an 8hr workday, with a peak noise level of 140dB.	Completed

26 March 2026 (updated 21 May 2026)

Site	Action Identified	Notes / Comments	Status
Shands Road	A low-extraction unit would be ideal and is currently included in the new museum.	Staff have been obtaining quotes for a downdraft/suction table. Off-the-shelf models available online are very expensive, so the team will go directly to one of our fume cupboard suppliers to see if they can manufacture one at a potentially lower cost.	Underway
	The extraction vent in the conservation lab has been installed upside down, so the section that juts out is lower than it should be.	The extraction system has been modified and no longer presents a hazard.	Completed



Health & Safety Governance self-assessment review

The purpose of this review is to allow officers to assess their own approach and practices against the guidance laid out in the H&S Governance – A Good Practice Guide.

The review is separated into two sections. The group review is designed primarily for governance groups, usually Boards, to work through together. This is based on the principles. The individual assessment is for officers to use for their own benefit and is based on the 5Cs. They can, however, each be used in either way based on your preference.

There is deliberately no scoring system and no reference to ‘performance levels’, ‘good practice’ or similar concepts. Assessments like this are very subjective and there is little value to be gained in trying to achieve specific scores. Instead, focus on making improvements where needed and consider factors such as:

- Where results differ from your preconceptions
- Where there are obvious areas of strength or weakness
- Where there are noticeable differences of opinion

Where any of these are identified, consider the guidance provided in the main text when developing improvements.

Group Review

These questions do not replicate those from the guide. They are related questions that can further extend the discussion and/or self-reflection.

Questions	Assessment
Foundations	
<p>How well do we work together as a team? Do we:</p> <ul style="list-style-type: none"> • Balance each other well, both in skills and approach? • Challenge each other constructively? • Review our own performance on a regular basis? • Commission independent evaluation of our effectiveness? 	<p>Needs attention Acceptable Strength</p>
<p>How well do we keep abreast of good practice in governance as well as in technical areas of our operation?</p>	<p>Needs attention Acceptable Strength</p>
<p>What is our relationship like with the CEO and the Management team?</p>	<p>Needs attention Acceptable Strength</p>

Questions

Assessment

How robust and comprehensive are our governance processes? Do they provide rigour without paperwork overload?

Needs attention Acceptable Strength

Learn and Develop

Does the formal process we have in place for learning about the organisation meet our needs? Does it balance site visits with deep dives, expert advice and formal training? Are we confident that we have enough knowledge to make informed and effective decisions that impact on health and safety?

Needs attention Acceptable Strength

Are our conversations based on good knowledge of H&S concepts? Do they recognise:

- How systems drive behaviour and decision making?
• The need to build capacity into the system to manage unexpected situations?
• That H&S management systems are imperfect and need workers to make them successful?

Needs attention Acceptable Strength

How well do our interactions with workers centre on learning more about their context and the risks they face? Do they help us understand:

- Daily pressures and where work goals might conflict with each other?
• The reality of work as done, rather than work as imagined?
• Where work varies from what was intended and what workarounds and innovations are needed to manage that?
• Implications for vulnerable worker groups?

Needs attention Acceptable Strength

How often do our discussions of incidents and issues focus on 'what happened and how?' to enable systemic improvements and learning, rather than 'who and why?' that may lead to blaming individuals?

Needs attention Acceptable Strength

Questions

Assessment

Anticipate and Understand

Do we explicitly consider what conditions need to be in place to deliver good work under expected and unexpected circumstances? Do we then review our provision of resources, training, equipment and other factors to ensure those conditions are present as consistently as possible?

Needs attention Acceptable Strength

When we develop strategic objectives for the organisation, do we consider the potential impact on the health and safety of our workers and other people we may interact with, even when those objectives are not obviously H&S related?

Needs attention Acceptable Strength

Do we adequately scan ahead and develop scenarios that may arise when considering the broader environment in which we operate? Do we have plans in place for those scenarios that may have significant consequences?

Needs attention Acceptable Strength

Do we carefully consider how external and internal changes will affect our future work and the capacity to deliver it safely?

Needs attention Acceptable Strength

Who is in our ecosystem that we share overlapping duties with? How have we considered those?

Needs attention Acceptable Strength

Plan and Resource

Do we have multiple, independent routes available for feedback to help us plan for what is needed? How often do we hear from people other than senior management/ H&S Manager?

Needs attention Acceptable Strength

Do we discuss the complexity of the work environment and factor in how to plan for complex work that is dynamic and constantly changing? Does this include:

- Recognising that there is not usually a single right answer to problems?
Supporting trials and experiments that seek to test possible solutions?
Encouraging the input of a diverse range of views into planning processes?

Needs attention Acceptable Strength

Do we explore whether there are good feedback loops available for workers to share how well resources are being allocated?

Needs attention Acceptable Strength

Questions

Assessment

When management presents plans and resource requests, do we delve into how the requirements have been identified, including:

- Who was involved in developing them?
- What assumptions have been made and what are those based on?
- Have they been developed based on a verified understanding of what capacity is required to deliver good work?
- What contingencies and accuracy ranges are included to make sure that resources are not too tight?

Needs attention

 Acceptable

 Strength

Trust and Verify

How much effort do we spend ensuring the people who advise us on H&S matters are reliable and competent? Do we know, for example, if our internal audit is carried out by H&S experts, or generalist auditors?

Needs attention

 Acceptable

 Strength

Do the reports and information that we get provide verification that our systems and processes are working effectively?

Needs attention

 Acceptable

 Strength

Are verification processes tightly focused on those areas and risks that are most important, rather than overloading us with data on minor issues? Does this include:

- Information about critical risks and their controls?
- Demonstration of the effectiveness of controls?

Needs attention

 Acceptable

 Strength

Do our verification processes take account of work actually done, rather than what is laid out in procedures? Do they show us when variation from work-as-designed takes place and whether that variation is innovation to learn from or unnecessary risk that needs support to manage?

Needs attention

 Acceptable

 Strength

Monitor and Respond

Do we, as a group, respond constructively to bad news so that people are comfortable delivering it?

Needs attention

 Acceptable

 Strength

Questions

Assessment

Do we actively seek narrative feedback and look for insights into those areas that are difficult to measure?
Does this include things such as:

- Safety climate?
- Relationships?
- Psychological safety?
- Effectiveness of our H&S approach?
- Leadership?

Needs Acceptable Strength

attention

Do we monitor work ourselves through site learning visits to understand the complexity and real-world issues faced by our workers?

Needs Acceptable Strength

attention

Do our indicators and reports give us genuine insights into the capacity of the organisation to deliver safe work?
Can we genuinely connect the reported information to the conditions necessary for safe work?

Needs Acceptable Strength

attention

Individual Review

This review collates the questions from the guide but provides an opportunity to consider specific examples when assessing yourself against them. This helps develop an objective assessment.

Once completed, consider asking someone else to assess you and compare the results and consider combining findings across your governance group and seeing how well-balanced it is across all areas.

5Cs

Courage

Question What do I do to create a constructive environment for those bringing us information?

Answer, including specific examples

Question When was the last time I said, “I don’t know” or “I don’t understand”?

Answer, including specific examples

Question Do I speak up if I hold a different view to the rest of the group?

Answer, including specific examples

Question Do I actively encourage people to air different perspectives and advocate for diversity of input particularly from vulnerable groups, or those with a different cultural perspective?

Answer, including specific examples

5Cs

Question When I am challenged, do I respond to this in a constructive manner and seek to understand, then improve?

Answer, including specific examples

Question Am I comfortable displaying vulnerability or is that seen as a sign of weakness?

Answer, including specific examples

Capability

Question What personal development in H&S have I had in the last few months? Is that enough? Do I have a future development plan?

Answer, including specific examples

Question Do I genuinely understand enough about what makes good H&S happen?

Answer, including specific examples

Question Who have I listened to outside of my immediate governance contacts for greater understanding of work?

Answer, including specific examples

5Cs

Question Have I discussed capability/ experience with fellow officers to make sure we have the right mix of skills and knowledge?

Answer, including specific examples

Curiosity

Question Do I accept the reports presented by management or do I follow up with curiosity to understand more, probing beneath the surface to make sure systems are effective and that organisational culture is supportive?

Answer, including specific examples

Question Do I know what our people really think? How do I hear their authentic voice especially those that may be reluctant to speak up?

Answer, including specific examples

Question Do I think about health and safety implications in relation to our core business processes such as procurement, competence management, asset management, business planning, M&A, incentive schemes, goal setting etc?

Answer, including specific examples

Question Do I ask questions that I genuinely don't know the answer to, rather than asking to confirm existing beliefs?

Answer, including specific examples

5Cs

Context

Question Do I keep up to date with the external factors in our industry that are influencing H&S? What’s changing? How can we influence them?

Answer, including specific examples

Question Do I understand the day-to-day pressures of our front-line workers and how organisational decisions affect them?

Answer, including specific examples

Question Do I know what may cause internal conflict with H&S outcomes in areas such as work planning, priorities and resourcing?

Answer, including specific examples

Question Do I understand the demographics of our workforce and the particular needs of vulnerable groups?

Answer, including specific examples

Question When did I last step back and consider the broader operating environment?

Answer, including specific examples

5Cs

Question How have I made sure that external voices are invited into H&S discussions?

Answer, including specific examples

Care

Question How do I express my concern for our people in a way that is genuine, culturally appropriate and likely to be believed?

Answer, including specific examples

Question How do I demonstrate that safety must be a core value of the organisation and that safety cannot be sacrificed for productivity and performance?

Answer, including specific examples

Question How is my concern for our people’s health and safety, and equitable outcomes for all workers, reflected in my actions?

Answer, including specific examples

Question When responding to events how do I make sure people are put at the centre of things?

Answer, including specific examples

5Cs

Question Do I know how we treat injured workers and get them back to work?

Answer, including specific examples

Question Do I know what our people think about the process?

Answer, including specific examples

REPORT ON A REVIEW OF CANTERBURY MUSEUM'S HEALTH, SAFETY & WELLBEING POLICY

To: Canterbury Museum Trust Board

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

Purpose

To seek approval from the Board for the Museum's updated Health, Safety and Wellbeing Policy and Procedures.

Background

Under section 9(1)(b) of the Canterbury Museum Trust Board Act 1993 the Board will "Establish for the guidance of the Director broad lines of policy". The Director subsequently approves procedures by which the Board's policy will be carried out, which are provided to the Board for noting.

The current changes to this policy reflect the change of 'Health & Safety' to 'Health, Safety and Wellbeing'. The procedure changes primarily relate to the structure, format and purpose of the HSW Committee.

RECOMMENDATION

That the report be received, the Policy adopted and added to the Canterbury Museum website, and the procedures noted.

Lynell Bell
Upoko Whakawhanake Raukaha
Head of People & Project Delivery

21 May 2026

2.1A Health, Safety & Wellbeing Policy

Purpose	To ensure Canterbury Museum provides and maintains the highest standards of health, safety and wellbeing throughout the Museum's sites.
Scope	This Policy applies to all Museum controlled worksites, and all Museum employees, contractors, Board Members, visiting researchers, and volunteers (called collectively 'workers' in this policy).
Review Date	April 2029
Policy Statement	Canterbury Museum Board, management and staff are committed to achieving the highest standards of health, safety and wellbeing throughout the Museum's sites by undertaking all reasonably practicable steps to ensure their own and each other's health, safety and wellbeing and the safety of our visitors and others.

1. Museum Trust Board

As the Person Conducting a Business or Undertaking 'PCBU', the Museum Trust Board acknowledges its primary duty of care to protect workers health, safety and wellbeing and maintains an uncompromising approach to risk management and wellbeing.

Reports will be supplied to the Trust Board at every scheduled business meeting to inform them of principal health and safety risks and other health, safety and wellbeing matters.

For cultural health, safety and wellbeing advice, the guidance of Ōhākī o Ngā Tipuna will be sought where appropriate.

2. Management

The Health and Safety Procedures and the Health and Safety Manual will outline the Museum's comprehensive approach to health and safety through leadership, risk management and worker engagement and participation.

Managers at all levels are to give due consideration to health, safety and wellbeing implications in their decision making.

Managers will ensure that all meetings from the Trust Board to team level will include health, safety and wellbeing as a standard agenda item.

A comprehensive critical incident management system and emergency procedures and plans will be maintained and updated as required. Training in health, safety and wellbeing will be provided to staff relative to their job positions.

External Health and Safety audits, as required, will be conducted by suitably qualified professionals.

3. Museum Personnel ie Existing Workers

All workers will be provided with the necessary instruction and specific health, safety and wellbeing training needed in order to undertake their role and maintain a safe workplace. Where needed, workers will be supervised by their respective manager or assigned a buddy until deemed competent.

All workers will be made aware of any hazards impacting on their work. Where needed, workers will be supervised in any identified hazardous areas by the Museum's designated contact person(s).

Risk assessment procedures will be proactively undertaken, and steps taken to eliminate all risks where possible and implement mitigation measures and actions if the activity must still be done. All workers will be made aware of hazards so they can look after themselves, take appropriate steps to ensure their personal safety and the safety of others.

The Museum will actively promote the health and wellbeing of its staff including the promotion of preventative initiatives such as influenza vaccinations and workplace ergonomic assessments.

The Museum is committed to ensuring that an appropriate management programme is in place to support any employee who has suffered an injury, accident or illness. All Museum employees will be provided with appropriate support for a safe and structured return to work after an injury, incident or illness, where there is suitable and viable work available.

The Museum will maintain membership and participation in the Employee Assistance Programme (EAP) which is available to all employees and their immediate families.

4. New Museum Personnel

New workers will be provided with a health, safety and wellbeing induction on commencement of employment or contract work at the Museum.

All new employees and volunteers will receive a copy of the Health and Safety Manual and have access to updates and health, safety and wellbeing information and resources.

A specific condition of employment or engagement is that every worker agrees to abide by the Museum's Health, Safety and Wellbeing Policy and associated procedures, and the guidance set out in the Health and Safety Manual.

5. Contractors

The Museum takes its joint PCBU responsibilities with its Contractors seriously and will undertake and require specific pre-qualification checks in relation to health, safety and wellbeing as and when required. The Museum will ensure ongoing collaboration and communication during the work of contractors on site.

6. Reporting

It is mandatory for all Museum workers to report risks, accidents, incidents, work related illness and near misses. A no blame policy will exist to ensure reporting of hazards, risks, accidents, incidents and near misses for the purposes of continuous improvement.

7. Health, Safety and Wellbeing Committee

The Museum will convene a Health, Safety and Wellbeing Committee to ensure employee consultation and participation. The committee will meet monthly (excluding January) and more often if circumstances require. The work of the Committee will be in line with the Health and Safety at Work Act 2015 (Part 3). Agenda items will be sought, minutes will be published and made accessible on the Museum shared drive. A Health, Safety and Wellbeing report will go to the

Board each month that informs them of principal health and safety risks and other health, safety and wellbeing matters.

8. Machinery and Equipment

All machinery and equipment will be maintained in safe working order. Any defect or fault will be reported immediately, and the plant item will be lockout tagged and not used until serviced and/or repaired.

9. Definitions

Note the terms in this Policy and associated procedures for PCBU (Person Conducting a Business Undertaking), Officer and Worker are the same as those in the Health and Safety at Work Act 2015. In brief:

9.1 Person Conducting a Business or Undertaking (PCBU)

- (a) means a person conducting a business or undertaking—
 - (i) whether the person conducts a business or undertaking alone or with others; and
 - (ii) whether or not the business or undertaking is conducted for profit or gain; but
- (b) does not include—
 - (i) a person to the extent that the person is employed or engaged solely as a worker in, or as an officer of, the business or undertaking;
 - (ii) a volunteer association;
 - (iii) an occupier of a home to the extent that the occupier employs or engages another person solely to do residential work;
 - (iv) a statutory officer to the extent that the officer is a worker in, or an officer of, the business or undertaking;
 - (v) a person, or class of persons, that is declared by regulations not to be a PCBU for the purposes of this Act or any provision of this Act.

9.2 Officer, (in relation to a PCBU),

- (a) means, if the PCBU is—
 - (i) a company, any person occupying the position of a director of the company by whatever name called;
 - (ii) a partnership (other than a limited partnership), any partner;
 - (iii) a limited partnership, any general partner;
 - (iv) a body corporate or an unincorporated body, other than a company, partnership, or limited partnership, any person occupying a position in the body that is comparable with that of a director of a company; and
- (b) includes any other person occupying a position in relation to the business or undertaking that allows the person to exercise significant influence over the management of the business or undertaking (for example, a chief executive); but
- (c) to avoid doubt, does not include a person who merely advises or makes recommendations to a person referred to in paragraph (a) or (b).

9.3 Worker means an individual who carries out work in any capacity for a PCBU, including work as

- (a) an employee; or
- (b) a contractor or subcontractor; or

- (c) an employee of a contractor or subcontractor; or
- (d) an employee of a labour hire company who has been assigned to work in the business or undertaking; or
- (e) an outworker (including a homeworker); or
- (f) an apprentice or a trainee; or
- (g) a person gaining work experience or undertaking a work trial; or
- (h) a volunteer worker; or
- (i) a person of a prescribed class.

10. Related Documents

Health and Safety Manual
Risk Management Policy and Procedures
Critical Incident and Emergency Management Policy and Procedures
Contractor Management Policy and Procedures Discipline and Procedural
Fairness Policy and Procedures
Drug and Alcohol Policy and Procedures
Smoke-free Policy and Procedures
Harassment Policy

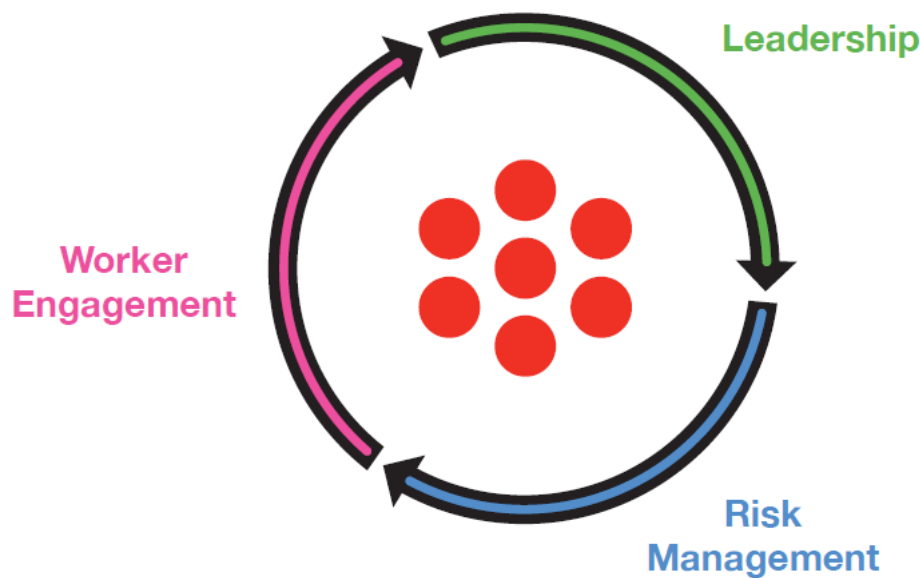
Adopted by the Canterbury Museum Trust Board
on 10 March 2014 for immediate implementation
Revised and adopted by Canterbury Museum Trust Board 8 June 2015
Revised and adopted by Canterbury Museum Trust Board on 10 October 2016
Revised and adopted by Canterbury Museum Trust Board on 10 September 2018
Revised and adopted by Canterbury Museum Trust Board on 14 March 2022
Revised and adopted by Canterbury Museum Trust Board on 14 April 2025
Revised and adopted by Canterbury Museum Trust Board on 2026

2.1B Health, Safety and Wellbeing Procedures

Purpose	To ensure Canterbury Museum provides and maintains the highest standards of health, safety and wellbeing throughout the Museum's sites and compliance with the Health and Safety at Work Act 2015.
Scope	All Museum personnel ie staff, Board members, research fellows and associates, volunteers, contractors, lessees, lessees' staff, consultants, tenants and visitors to the Museum, hereafter referred to collectively as workers.
Review Date	April 2029

1. Health and Safety System

The Museum has established a Health and Safety System based on SafePlus, a joint initiative of WorkSafe NZ, Accident Compensation Commission (ACC), and the Ministry of Business, Innovation and Employment's health and safety performance improvement toolkit.



2. Leadership

Museum Trust Board (PCBU)

- Has primary responsibility for health, safety & wellbeing activity and performance with an uncompromising approach to health and safety risk management
- A report on health, safety and wellbeing will be presented and received at each normal business meeting of the Museum Trust Board
- Health, safety and wellbeing will be an integral part of the Museum's quarterly review processes.

3. Director, Executive Leadership Team and People Managers will:

- understand key health, safety and wellbeing risks for business

- set clear vision and direction for health, safety and wellbeing
- lead by example with their actions matching their stated commitment
- work with staff to plan, resolve and resource good health, safety and wellbeing best practice
- monitor and verify risk control effectiveness
- nurture a culture of no blame reporting and continuous improvement culture
- check and build competence of staff to perform work
- identify and act on unsafe work practices
- promote health, safety and wellbeing measures and information including, for example, vaccinations against influenza and pandemics
- recognise and reward good practice.

4. Risk Management

Applies to all workers and Museum related activities:

- risk management for health, safety and wellbeing fits into wider risk management for the Museum and is reviewed on an annual basis
- a variety of methods are used to identify health and safety hazards and risks which are formally recorded and remain active until they have been either eliminated or, if this is not possible, are mitigated through controls that leave an acceptable level of residual risk
- accident, incidents, near misses and work-related illness data is collected and analysed, and actions taken to minimise future occurrence
- incidents are recorded and used for improving processes
- appropriate risk controls are put in place where elimination or substitution are not possible
- the project planning process identifies risks and actively seeks to eliminate or mitigate as necessary and only proceeds if an acceptable level of risk is identified
- Risk Assessments and Task Analyses are conducted for new activities
- Standard Operating Procedures are created for all Business-as-Usual activities that carry risk
- Site Specific Safety Plans are created for non-Business as Usual activities carrying higher risk or complexity such as the formation of a designated work zone
- Health and Safety Regulations and industry guidelines are used where they exist and are incorporated into related activities
- Museum wide policy and procedures are created for site wide health and safety risks information, training and PPE are provided to employees and other workers who are required to comply with Museum standards to enable them to undertake any work activities safely
- emergency planning and training are provided to employees
- contractors are pre-employment checked, their Health and Safety Plans are received, and they work with the Museum to ensure consistent good health and safety practice
- health monitoring will be undertaken to assess the impact of long-term exposure for those undertaking any hazardous activity at Museum sites
- training for staff working with hazardous materials and chemicals will be provided
- health and wellbeing planning and activities are promoted.

5. Worker Engagement

Applies to all workers

- workers are actively encouraged and, where policy/regulation applies, required to report health, safety and wellbeing issues to line managers, the Health and Safety Manager and a Health, Safety and Wellbeing Committee Representative
- Health, safety and wellbeing is discussed formally at each Individual Performance Plan meeting and at one-to-one meetings of employees and their line managers.

6 Health, Safety and Wellbeing Committee

The Museum will convene a Health, Safety and Wellbeing Committee to ensure employee consultation and participation. The committee will meet monthly (excluding January) and more often if circumstances require. The Committee's work will be in line with the Health and Safety at Work Act 2015 (Part 3). Agenda items will be sought, minutes will be published, and they will be put on Staff Noticeboards and accessible on the Museum B: drive. A Health, Safety and Wellbeing report goes to the Board each month, informing them of principal health and safety risks and other health, safety and wellbeing matters.

6.1 Purpose

The Health, Safety and Wellbeing Committee (the Committee) is established to ensure effective worker participation, consultation, and continuous improvement in health, safety and wellbeing across the Museum.

6.2 Authority

The Committee is an advisory and escalation body with authority to:

- Make recommendations to the Executive Leadership Team (ELT)
- Escalate unresolved risks directly to ELT, who will escalate to the Board
- Require management responses to identified risks

6.3 Composition & Term

The Committee will consist of:

- 7 members in total. Made up of:
 - Health and Safety Manager
 - 1 Executive Leadership Team member
 - 5 Representatives, of which a minimum of 50% being worker-elected
- 2-year term, staggered to ensure continuity

6.4 Representation and Appointment

Worker representatives will be elected by their work groups or, where required by legislation, appointed to fill the following positions.

- Collections and Research Representative
- Visitor Host and Education Representative
- PSO Representative
- Exhibitions and NVE Representative
- Shands Road Staff Representative

6.5 Chairing

- Chair rotates every 6 months among worker representatives
- A Deputy Chair is appointed to maintain continuity

6.6 Quorum and Decision-Making

- Quorum = 50% of members + at least 1 worker representative

- Decisions:
 - Made by simple majority
 - If tied, the Chair has a casting vote

6.7 Meetings

- Monthly meetings (Feb – Dec), with additional meetings as required for urgency.

6.8 Responsibilities

The Committee will:

- Review:
 - Incidents, near misses, and trends
 - Risk assessments and controls
- Monitor:
 - Effectiveness of health and safety systems
- Enable:
 - Worker voice and participation
- Recommend:
 - Improvements and corrective actions

6.9 Reporting and Escalation

- **Minutes:** Recorded and distributed within 5 working days
- **Reporting:** Monthly report to ELT and hence to the Board
- **Escalation:** Critical risks escalated within 48 hours

6.10 Accountability

- ELT member is accountable for:
 - Ensuring actions are implemented
 - Reporting to the Board on behalf of ELT
- The Health and Safety Manager is responsible for:
 - Coordinating reporting and follow-up

7. Health and Safety Manual

The Museum will maintain a detailed up to date Health and Safety Manual informed by guidance from WorkSafe and other government agencies. The manual covers guidelines and processes in relation to:

- Roles and responsibilities
- Information and training
- Worker engagement and participation
- Hazards and their identification and reporting
- Reporting accidents, work related illnesses, near misses and incidents
- Emergency procedures
- Movement of large and heavy objects
- Standard operating procedures (SOPs)
- Health and wellbeing
- Contractor Management
- Workplace Injury Management and rehabilitation
- Planning Review and Evaluation.

Procedures are set out in detail with the accompanying forms of a checklist and a Task Analysis in the Health and Safety Manual.

These Procedures will be reviewed and updated in the light of any changes in legislation and/or new guidance provided by WorkSafe.

Adopted by the Canterbury Museum Trust Board
on 10 September 2018 for immediate implementation
Revised and approved by the Director on 14
March 2022 for immediate implementation
Revised and approved by the Tumuaki | Director in April 2025
for immediate implementation
Amended in 2026

2.1A ~~Health~~ and Safety & Wellbeing Policy

Purpose	To ensure Canterbury Museum provides and maintains the highest standards of health, safety and wellbeing throughout the Museum's sites.
Scope	This Policy applies to all Museum controlled worksites, and all Museum employees, contractors, Board Members, visiting researchers, and volunteers (called collectively 'workers' in this policy).
Review Date	April 202 <u>9</u> 8
Policy Statement	Canterbury Museum Board, management and staff are committed to achieving the highest standards of health, safety and wellbeing throughout the Museum's sites by undertaking all reasonably practicable steps to ensure their own and each other's health, safety and wellbeing and the safety of our visitors and others.

1. Museum Trust Board

As the Person Conducting a Business or Undertaking 'PCBU', the Museum Trust Board acknowledges its primary duty of care to protect workers health, safety and wellbeing and maintains an uncompromising approach to risk management and wellbeing.

Reports will be supplied to the Trust Board at every scheduled business meeting to inform them of principal health and safety risks and other health, safety and wellbeing matters.

For cultural hHealth, sSafety and wWellbeing advice, the guidance of Ōhākī o Ngā Tīpuna will be sought where appropriate.

2. Management

The Health and Safety Procedures and the Health and Safety Manual will outline the Museum's comprehensive approach to health and safety through leadership, risk management and worker engagement and participation.

Managers at all levels are to give due consideration to hHealth, sSafety and wWellbeing implications in their decision making.

Managers will ensure that all meetings from the Trust Board to team level will include hHealth, sSafety and wWellbeing as a standard agenda item.

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External Health and Safety audits, as required, will be conducted by suitably qualified professionals.

3. Museum Personnel ie Existing Workers

All workers will be provided with the necessary instruction and specific health, safety and wellbeing training needed in order to undertake their role and maintain a safe workplace. Where needed, workers will be supervised by their respective manager or assigned a buddy until deemed competent.

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A specific condition of employment or engagement is that every worker agrees to abide by the Museum's Health, Safety and Wellbeing Policy and associated procedures, and the guidance set out in the Health and Safety Manual.

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Health, Safety and Wellbeing report ~~will go~~ to the Board each month that informs them of principal health and safety risks and other health, safety and wellbeing matters.

8. Machinery and Equipment

All machinery and equipment will be maintained in safe working order. Any defect or fault will be reported immediately, and the plant item will be lockout tagged and not used until serviced and/or repaired.

9. Definitions

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 - (iv) a statutory officer to the extent that the officer is a worker in, or an officer of, the business or undertaking;
 - (v) a person, or class of persons, that is declared by regulations not to be a PCBU for the purposes of this Act or any provision of this Act.

9.2 Officer, (in relation to a PCBU),

- (a) means, if the PCBU is—
 - (i) a company, any person occupying the position of a director of the company by whatever name called;
 - (ii) a partnership (other than a limited partnership), any partner;
 - (iii) a limited partnership, any general partner;
 - (iv) a body corporate or an unincorporated body, other than a company, partnership, or limited partnership, any person occupying a position in the body that is comparable with that of a director of a company; and
- (b) includes any other person occupying a position in relation to the business or undertaking that allows the person to exercise significant influence over the management of the business or undertaking (for example, a chief executive); but
- (c) to avoid doubt, does not include a person who merely advises or makes recommendations to a person referred to in paragraph (a) or (b).

9.3 Worker means an individual who carries out work in any capacity for a PCBU, including work as

- (a) an employee; or

- (b) a contractor or subcontractor; or
- (c) an employee of a contractor or subcontractor; or
- (d) an employee of a labour hire company who has been assigned to work in the business or undertaking; or
- (e) an outworker (including a homeworker); or
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- (h) a volunteer worker; or
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10. Related Documents

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Critical Incident and Emergency Management Policy and Procedures
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Smoke-free Policy and Procedures
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Revised and adopted by Canterbury Museum Trust Board on 14 April 2025

Revised and adopted by Canterbury Museum Trust Board on 2026

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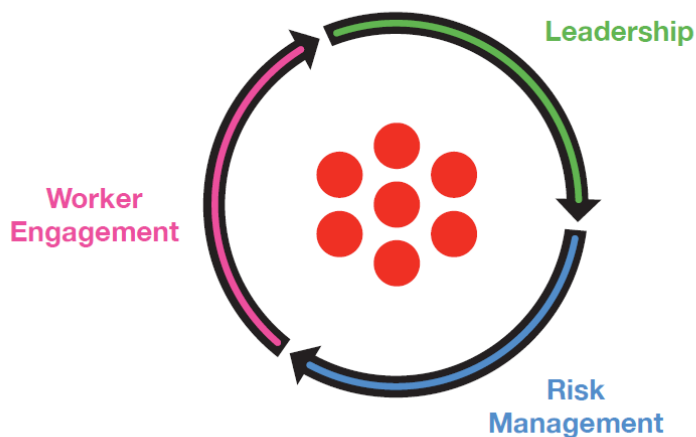
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2.1B Health, Safety and Wellbeing Procedures

Purpose	To ensure Canterbury Museum provides and maintains the highest standards of health, safety and wellbeing throughout the Museum's sites and compliance with the Health and Safety at Work Act 2015.
Scope	All Museum personnel ie staff, Board members, research fellows and associates, volunteers, contractors, lessees, lessees' staff, consultants, tenants and visitors to the Museum, hereafter referred to collectively as workers.
Review Date	April 2028 9

1. Health and Safety System

The Museum has established a Health and Safety System based on SafePlus, a joint initiative of WorkSafe NZ, Accident Compensation Commission (ACC), and the Ministry of Business, Innovation and Employment's health and safety performance improvement toolkit.



2. Leadership

Museum Trust Board (PCBU)

- Has primary responsibility for health, safety & wellbeing activity and performance with an uncompromising approach to health and safety risk management
- A report on health, safety and wellbeing will be presented and received at each normal business meeting of the Museum Trust Board
- Health, safety and wellbeing will be an integral part of the Museum's quarterly review processes.

3. Director, Executive Leadership Team and People Managers will:

- understand key health, safety and wellbeing risks for business

- set clear vision and direction for **h**Health, **s**Safety and **w**Wellbeing
- lead by example with their actions matching their stated commitment
- work with staff to plan, resolve and resource good health, safety and wellbeing best practice
- monitor and verify risk control effectiveness
- nurture a culture of no blame reporting and continuous improvement culture
- check and build competence of staff to perform work
- identify and act on unsafe work practices
- promote **h**Health, **s**Safety and **w**Wellbeing measures and information including, for example, vaccinations against influenza and pandemics
- recognise and reward good practice.

4. Risk Management

Applies to all workers and Museum related activities:

- risk management for health, safety and wellbeing fits into wider risk management for the Museum and is reviewed on an annual basis
- a variety of methods are used to identify health and safety hazards and risks which are formally recorded and remain active until they have been either eliminated or, if this is not possible, are mitigated through controls that leave an acceptable level of residual risk
- accident, incidents, near misses and work-related illness data is collected and analysed, and actions taken to minimise future occurrence
- incidents are recorded and used for improving processes
- appropriate risk controls are put in place where elimination or substitution are not possible
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- Risk Assessments and Task Analyses are conducted for new activities
- Standard Operating Procedures are created for all Business-as-Usual activities that carry risk
- Site Specific Safety Plans are created for non-Business as Usual activities carrying higher risk or complexity such as the formation of a designated work zone
- Health and Safety Regulations and industry guidelines are used where they exist and are incorporated into related activities
- Museum wide policy and procedures are created for site wide health and safety risks information, training and PPE are provided to employees and other workers who are required to comply with Museum standards to enable them to undertake any work activities safely
- emergency planning and training are provided to employees
- contractors are pre-employment checked, their Health and Safety Plans are received, and they work with the Museum to ensure consistent good health and safety practice
- health monitoring will be undertaken to assess the impact of long-term exposure for those undertaking any hazardous activity at Museum sites
- training for staff working with hazardous materials and chemicals will be provided
- health and wellbeing planning and activities are promoted.

5. Worker Engagement

Applies to all workers

- workers are actively encouraged and, where policy/regulation applies, required to report **h**Health, **s**Safety and **w**Wellbeing issues to line managers, the Health and Safety Manager and a Health, Safety and Wellbeing Committee Representative
- Health, **s**Safety and **w**Wellbeing is discussed formally at each Individual Performance Plan meeting and at one-to-one meetings of employees and their line managers.

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- ~~the Health, Safety and Wellbeing Committee work group representatives are appointed in line with the Health and Safety at Work Act 2015 and Health and Safety at Work (Worker Engagement, Participate, and Representation) Regulations 2016; full details of the Health, Safety and Wellbeing Committee and its terms of reference are set out in section 5 of the Health and Safety Manual~~
- ~~the Health, Safety and Wellbeing Committee includes a member of the Executive Leadership Team and the Health and Safety Manager to aid quick action and accountability~~
- ~~Health, Safety and Wellbeing Representatives are trained as needed and appropriate~~
- ~~Health, Safety and Wellbeing Committee meetings are held regularly; meetings are minuted and chairing is shared on a six-month rotational basis among representatives~~
- ~~meeting minutes are circulated to all staff and are tabled at the following Executive Leadership Team meeting~~
- ~~health, safety and wellbeing is a standing agenda item at the People Managers Forum weekly meetings~~
- ~~Health, Safety and Wellbeing Representatives engage regularly and actively with area groups on health, safety and wellbeing matters~~
- ~~accident, near miss, incident and illness data is collected and reviewed to assess risks and address issues~~
- ~~identified hazards and risks and controls are reviewed~~
- ~~worker concerns, ideas and solutions are raised by representatives for and on behalf of workers~~

6 Health, Safety and Wellbeing Committee

The Museum will convene a Health, Safety and Wellbeing Committee to ensure employee consultation and participation. The committee will meet monthly (excluding January) and more often if circumstances require. The Committee's work will be in line with the Health and Safety at Work Act 2015 (Part 3). Agenda items will be sought, minutes will be published, and they will be put on Staff Noticeboards and accessible on the Museum B: drive. A Health, Safety and Wellbeing report goes to the Board each month, informing them of principal health and safety risks and other health, safety and wellbeing matters.

6.1 Purpose

The Health, Safety and Wellbeing Committee (the Committee) is established to ensure effective worker participation, consultation, and continuous improvement in health, safety and wellbeing across the Museum.

6.2 Authority

The Committee is an advisory and escalation body with authority to:

- Make recommendations to the Executive Leadership Team (ELT)

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- Escalate unresolved risks directly to ELT, who will escalate to the Board
- Require management responses to identified risks

6.3 Composition & Term

The Committee will consist of:

- 7 members in total. Made up of:
 - Health and Safety Manager
 - 1 Executive Leadership Team member
 - 5 Representatives, of which a minimum of 50% being worker-elected
- 2-year term, staggered to ensure continuity

6.4 Representation and Appointment

Worker representatives will be elected by their work groups or, where required by legislation, appointed to fill the following positions.

- Collections and Research Representative
- Visitor Host and Education Representative
- PSO Representative
- Exhibitions and NVE Representative
- Shands Road Staff Representative

6.5 Chairing

- Chair rotates every 6 months among worker representatives
- A Deputy Chair is appointed to maintain continuity

6.6 Quorum and Decision-Making

- Quorum = 50% of members + at least 1 worker representative
- Decisions:
 - Made by simple majority
 - If tied, the Chair has a casting vote

6.7 Meetings

- Monthly meetings (Feb – Dec), with additional meetings as required for urgency.

6.8 Responsibilities

The Committee will:

- Review:
 - Incidents, near misses, and trends
 - Risk assessments and controls
- Monitor:
 - Effectiveness of health and safety systems
- Enable:
 - Worker voice and participation
- Recommend:
 - Improvements and corrective actions

6.9 Reporting and Escalation

- Minutes: Recorded and distributed within 5 working days
- Reporting: Monthly report to ELT and hence to the Board
- Escalation: Critical risks escalated within 48 hours

6.10 Accountability

- ELT member is accountable for:
 - Ensuring actions are implemented
 - Reporting to the Board on behalf of ELT
- The Health and Safety Manager is responsible for:
 - Coordinating reporting and follow-up

6. 7. Health and Safety Manual

The Museum will maintain a detailed up to date Health and Safety Manual informed by guidance from WorkSafe and other government agencies. The manual covers guidelines and processes in relation to:

- Roles and responsibilities
- Information and training
- Worker engagement and participation
- Hazards and their identification and reporting
- Reporting accidents, work related illnesses, near misses and incidents
- Emergency procedures
- Movement of large and heavy objects
- Standard operating procedures (SOPs)
- Health and wellbeing
- Contractor Management
- Workplace Injury Management and rehabilitation
- Planning Review and Evaluation.

Procedures are set out in detail with the accompanying forms of a checklist and a Task Analysis in the Health and Safety Manual.

These Procedures will be reviewed and updated in the light of any changes in legislation and/or new guidance provided by WorkSafe.

Adopted by the Canterbury Museum Trust Board
on 10 September 2018 for immediate implementation
Revised and approved by the Director on 14
March 2022 for immediate implementation
Revised and approved by the Tumuaki | Director in April 2025
for immediate implementation
Amended in 2026

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CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting of Museum Redevelopment Project Control Group
held in the Rubix Boardroom
on 28 May 2026 commencing at 11.00 am**

Present: Tom Thomson (Chair), Darren Moses, Sarah Murray (Acting Director)

In Attendance: Sam Davis, Julian Donald, Trevor Watt, Liam Craven, Lynell Bell (minutes),
Tania Absolom (Rubix Safe) one section only via Teams

Apologies: David Cartwright, Jack Harris, Anthony Wright

1 WELCOME

Tom welcomed all attendees.

2 APOLOGIES

Apologies received from David Cartwright, Jack Harris and Anthony Wright

P26/25 Resolved that the apologies be received

(T Thomson/S Murray)

3 CONFLICTS OF INTEREST

None noted.

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 The minutes of the meeting (open) held on 30 April 2026 were received.

**P26/26 Resolved that the minutes (open) of the Museum Redevelopment Project
Control Group meeting held 30 April 2026 be adopted as a true and correct
record.**

(T Thomson/D Moses)

4.2 Matters Arising

Nil.

5.1 Motion to exclude the public.

**P26/27 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 (May)		

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

(S Murray/T Thomson)

9 OUT OF COMMITTEE

P26/31 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 noon.

11 DATE OF NEXT MEETING

Thursday 2 July 2026, 11am, Rubix Boardroom

Confirmed as a true and correct record.

..... Chair

..... Date

REPORT ON CANTERBURY MUSEUM REDEVELOPMENT PROJECT CONTROL GROUP

To: Canterbury Museum Trust Board

From: Tom Thomson 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, 22 April to 17 May 2026.

RECOMMENDATION

That the report be received.

Tom Thomson
Toihau | Chair, Redevelopment Project Control Group

20 May 2026

Canterbury Museum Redevelopment Project Report

May 2026

Executive Summary

Asbestos removal within the Mountfort heritage buildings was completed during May. Lead removal in these buildings is progressing as planned.

Secured funding remains at \$170.02 million, with additional Christchurch City Council grant and loan funding, conditional on a clear pathway to completion including the remaining \$15 million of funding being secured, awaiting ratification.

The stage 4 project remains behind programme in several areas, with the contractor introducing a night shift to assist in mitigating this. A forensic analysis of site progress against the comprehensive programme is being instructed to identify latent programme risks.

No lost time injuries or serious harm incidents were recorded this period. Six incidents were recorded, all of which were actioned on site. An independent Health & Safety site audit has been completed and a report provided to the contractor to implement recommendations around incident reporting, investigation and corrective action processes.

Latest Site Images



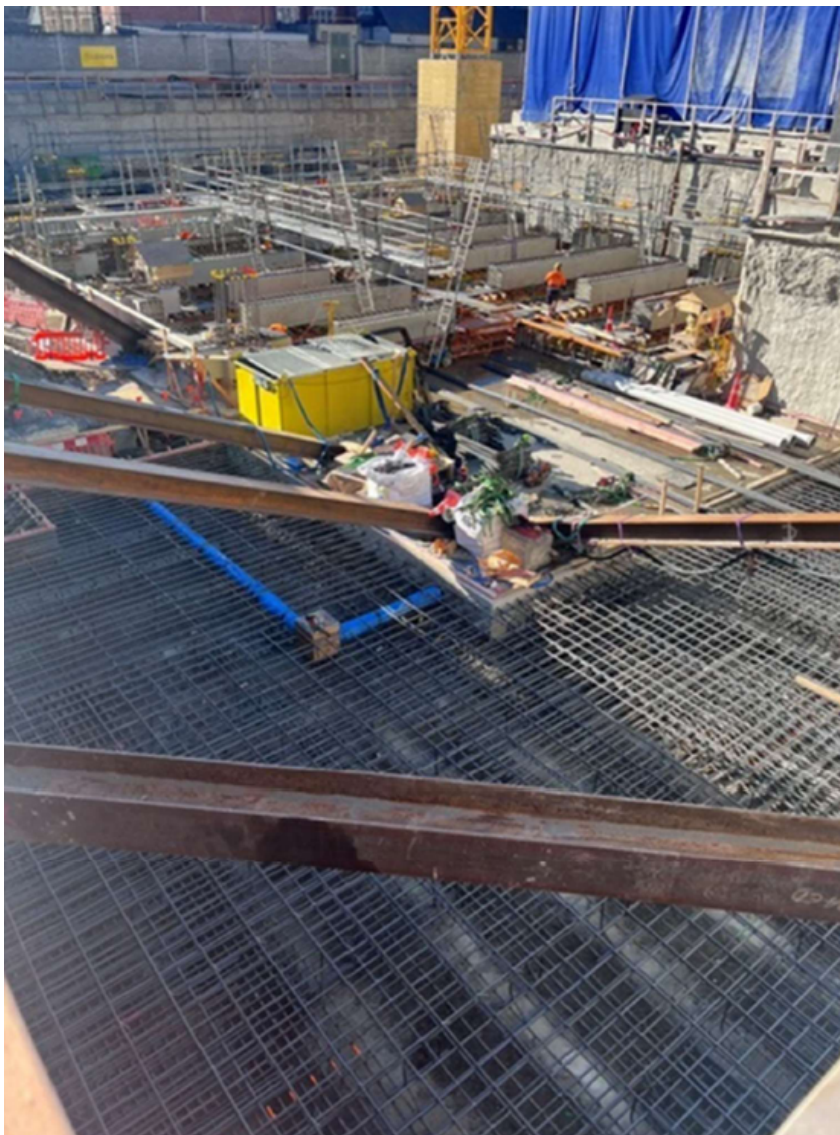
Zone 1-2 base isolators, precast and insitu grillage



Zones 3-4



Robert McDougall Gallery basement demolition



Zone 5

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting of Audit, Risk & Investment Committee
held on Wednesday 20 May 2026
commencing at 2.00 pm in the JB Were Boardroom**

Present: Rob Cruickshank (Chair), Tom Thomson, Daphne Robinson and Kelly Perozzolo

Apologies: Anthony Wright

In Attendance: Johnny Cochrane and Hannah Donaldson (JB Were), Sarah Murray, Stephen Penruscoe 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 Investment Committee meeting held on Monday 16 February 2026 were reviewed.

A26/01 Resolved that the minutes of the Investment Committee meeting held on Monday 16 February 2026 be adopted as a true and correct record.

(T Thomson/R Cruickshank)

2.4 The minutes of the Audit & Risk Committee meeting held on Friday 7 November 2025 were reviewed.

A26/02 Resolved that the minutes of the Audit & Risk Committee meeting held on Friday 7 November 2025 be adopted as a true and correct record.

(R Cruickshank/T Thomson)

3 PUBLIC EXCLUDED SECTION

A26/03 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
1	Confirmation of In Committee Minutes	s7(2)(h) To enable the	Section 48(1)(a) – The
2	The Museum Project	Museum to carry	public conduct
3	Portfolio Review	out, without	of this matter
4	Adson Trust	prejudice or	would be likely
5	Risk Register	disadvantage,	to result in the
6	Insurance Renewals		disclosure of

		commercial activities	information for which good reason to withhold exists under section 7
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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, Head of Public Engagement and Financial Controller remain in the public excluded session because of their knowledge of the issues involved.

(R Cruickshank/K Perozzolo)

A26/11

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

(R Cruickshank/K Perozzolo)

4 GENERAL BUSINESS

The next Committee meeting is 2pm 5 August 2026.

The meeting closed at 4.30pm.

Confirmed as a true and correct record.

..... Chair

..... Date

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	Matters Arising		
3	Fundraising and Development		
4	Finance		
5	Audit, Risk and Investment		
6	Policy and Procedures		
7	Redevelopment Project Control Group		
8	Mountfort Buildings Fire Prevention		
9	Acquisitions		
10	Board & CEO only		
11	Board only		

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