

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 rongō te pō

The night hears

Ka rongō te ao

The day hears

Haumi e, hui e, taiki e

Let it be

board members – register of potential conflicts of interest



Name	Potential conflict of interest
David Ayers	Rangiora & Districts Early Records Society – committee member Heritage NZ - member Christ Church Cathedral Reinstatement Review Panel - member Kaiapoi District Historical Society – member Waimakariri Landmarks Group – member Board of Administration Methodist Church of NZ – member Methodist Connexional Property Committee – member Te Ngāi Tūāhuriri Holding Company – Board Selection Panel member Ashley Community Church Inc – Chair
Melanie Coker	Christchurch City Council Councillor for Spreydon Aheadstart Limited Christchurch City Holdings Limited Mason Foundation Trust
Robert Cruickshank	Brian Mason Scientific & Technical Trust – Trustee 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 - 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
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 14 April 2026

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

**Minutes of a meeting held on Monday 13 April 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, Rob Cruickshank, Kelly Perazzolo, Daphne Robinson (via Teams)

In Attendance: Stephen Pennruscoe, Lynell Bell, Anna Ford (minute taker)

Apologies: Anthony Wright, Sarah Murray, Puamiria Parata-Goodall, Bryan Jamison

1 WELCOME

The Acting Director welcomed everyone to the meeting and introduced Anna Ford as Anthony's new Executive Assistant.

2 KARAKIA

The meeting was opened with karakia.

3 APOLOGIES

Apologies were noted from Anthony Wright, Sarah Murray and Puamiria Parata-Goodall who are in China and Bryan Jamison.

26/030 Resolved that the apologies be received.

(D Cartwright/M Coker)

4 STATUTORY DECLARATIONS

4.1 Statutory Declaration forms were given to those Board members in attendance which were then signed and returned.

5 CONFLICTS OF INTEREST AND UPDATES OF MEMBERS' INTEREST REGISTER

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

6 CONFIRMATION OF THE MINUTES OF PREVIOUS MEETING

6.1 Minutes of the meeting held 9 March 2026 were reviewed.

26/031 Resolved that the minutes of the Canterbury Museum Trust Board meeting held 9 March 2026 be adopted as a true and correct record.

(T Thomson/R Cruickshank)

6.2 Matters Arising

6.2.1 Board Terms of Reference included Project Cost Consultant in the Redevelopment PCG member list, should have been deleted as it is clear below that the QS is included as a non-voting member

26/032 Resolved that the Project Cost Consultant should be deleted from the Redevelopment PCG member list.

(T Thomson/D Cartwright)

7 HEALTH, SAFETY AND WELLBEING

- 7.1 Report on Health, Safety and Wellbeing for March 2026 by Stephen Pennruscoe, Head of Public Engagement, dated 1 April 2026 was reviewed.

The report was taken as read. It was noted that there is a high number of staff incidents. Stephen explained these were due to all accidents/incidents being reported such as cuts and trips and it was agreed that there is value in reporting even small concerns. The most significant item was the extraction vent in the conservation lab which has been installed upside down and juts out. The cost to correct this will be investigated. A question was raised about the need for strapping given the height of some of the items being stored, which will also be investigated further.

26/033 Resolved that the report be received.

(S Te Aika/K Perazzolo)

8 REDEVELOPMENT PROJECT CONTROL GROUP

- 8.1 The draft unconfirmed minutes of the Redevelopment PCG meeting held 2 April 2026 were reviewed

26/034 Resolved that the draft unconfirmed minutes of the Redevelopment PCG meeting held 2 April 2026 be received.

(T Thomson/D Cartwright).

- 8.2 Summary report on Canterbury Museum Redevelopment project for March by Lynell Bell, Upoko Whakawhanake Kaupapa | Head of People & Project Delivery, dated 24 March 2026 was reviewed.

26/035 Resolved that the report be received.

(K Perazzolo/D Cartwright)

Eion Robb joined the meeting at 2.10pm

9 NEW TECHNOLOGY AND PEOPLE & CAPABILITY STRATEGIES

- 9.1 Report on New Strategies by Eion Robb, Head of Technology | Upoko Hangarau, and Lynell Bell, Head of People & Project Delivery | Upoko Whakawhanake Raukaha, dated 27 March 2026 was reviewed.

Lynell explained that accessibility including the needs of young families, neurodiverse visitors, as well as physical and cultural needs is a priority. The accessibility resource referred to was requested by the Board.

It was also agreed that acronyms should be avoided to prevent confusion. The Board agreed that although we are striving to be inclusive we can't be everything to everyone all the time and mustn't dilute the experience. Lynell advised that the Museum plans to offer a regular low sensory experience and ultimately offer something for everyone.

The timing of strategies was discussed, to ensure that all strategies do not end at the same time.

It was highlighted that telling the story behind research at the Museum is also important. Eion pointed out that there are currently 250,000 objects available to view online but this is expanding as the inventory process is ongoing.

The wording around world class visitor experience should be amended to include 'within available resourcing' as this is open to broad interpretation and

hard to measure success.

26/036 Resolved that the Board receives and adopts the Technology Strategy and People & Capability Strategy

(K Perazzolo/D Cartwright)

10 AI POLICY

10.1 Report on Creation of AI Policy & Procedures for Canterbury Museum by Eion Robb, Head of Technology | Upoko Hangarau, dated 27 March 2026 was reviewed.

It was noted that is a new policy for the Museum and is a timely introduction. The Board wanted to know how the Museum's standards will be communicated to staff, which Eion suggested was best tailored to each department and training sessions provided.

The Museum is using Auckland War Memorial Museum and Te Papa Tongarewa AI policy as a model, and Auckland has also provided resources for how to reference AI correctly.

The next review was suggested for 2028. The Board feels this policy needs to be reviewed every 12 months but welcomed a memo whenever minor adjustments were needed acknowledging the fast moving AI environment.

26/037 Resolved that the report be received and the AI Policy be adopted.

(T Thomson/D Ayers)

Eion Robb left the meeting at 2.37pm

11 SIGNIFICANT ACQUISITION APPROVAL

11.1 The Request to approve acquisition of a significant human history collection as an exception to the KPI 3.1 limit and processing time from Frances Husband, Kairauhi Tuarua | Associate Curator Human History, dated 26 March 2026 was reviewed.

No objection, all agreed.

26/038 Resolved that the Canterbury Museum Trust Board approves this exception to the annual new acquisitions cap of 750 objects so that this significant human history collection can be acquired and catalogued in the 2026/2027 reporting year.

(D Cartwright/M Coker)

12 GENERAL BUSINESS

12.1 No general business was raised.

13 INTO COMMITTEE

13.1 Motion to Exclude the Public

26/039 Resolved to exclude the public from the following parts of the proceedings of this meeting.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48(1) of the Local

Government Official Information and Meetings Act 1987 for the passing of its resolution are as follows:

Agenda Item	General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
1	Previous meeting minutes	S7(2)(h) To enable the Museum to carry out, without prejudice or disadvantage, 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		
4	Finance		
5	Investment Committee		
6	Draft Annual Plan		
7	Loan Renewal		
8	Quarterly Report		
9	Board and CEO Only		
10	Board Only		
11	Out of Committee		

(K Perazzolo/D Cartwright)

The meeting moved into Committee at 2.40 pm.

26/046 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed in committee be confirmed.

(T Thomson /S Te Aika)

Following Karakia Whakamutunga, the meeting closed at 3.37 pm.

The meeting was followed by a guided tour of the Shands Road Facility with commentary and updates from the Public Engagement Team.

Confirmed as a true and correct record.

..... Chairperson

..... Date

REPORT ON HEALTH, SAFETY AND WELLBEING

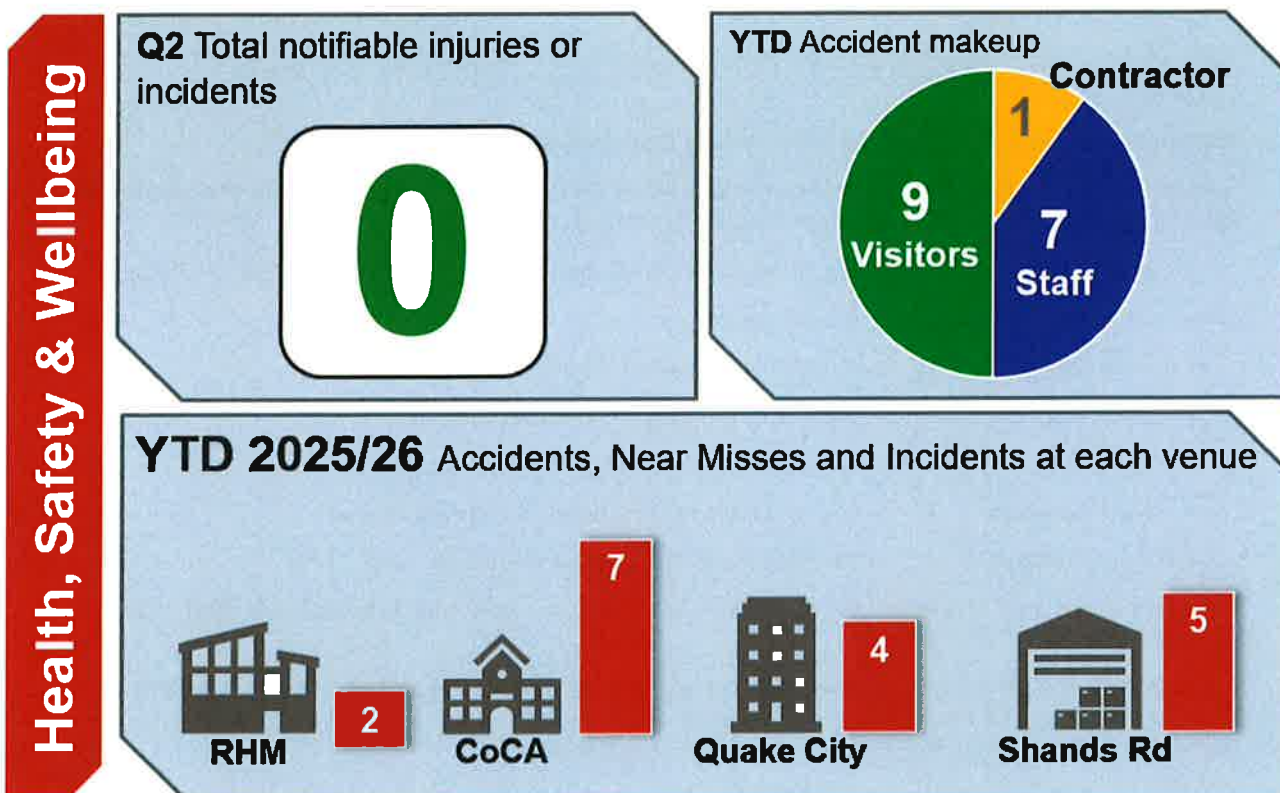
To: **Canterbury Museum Trust Board**

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 – 30 April 2026 and year-to-date accident reporting.

Dashboard



Accident Reporting

There were 2 accidents and 1 incident and/or no near-miss events reported during the period from 1 - 30 April 2026.

No.	Accident Details	Level*	Actions to Ensure the Accident Does Not Reoccur
1	SHANDS - Staff member caught finger in entry door as it was closing causing slight cut.	Minor	The door has a Self-closer so no need for staff to physically close the door. No further action required
2	SHANDS – Visitor tripped on step which is in the entry corridor leading into the office building. Slight muscle strain in left shoulder	Minor	A handrail has since been installed alongside the step.
	Incidents		

1	<p>RAVENSCAR – guest attending wedding function was on courtyard with approx. 70 other guests. Stepped backwards over the step which leads to lower courtyard losing balance. Stumbled by did not fall.</p>	<p>To mitigate potential falls during “high number” events, staff have developed a strategy where the event layouts are configured in such a way that it acts to physically obstruct the step or guide guests away from the step hazard through thoughtful site management.</p> <p>In this instance, the caterers table was placed against lower step and a VH present. However, with guest numbers at capacity, consideration of additional barriers will be considered case by case.</p>
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Membership: Health, Safety and Wellbeing Committee

The representation of the committee was reviewed and adjusted to better reflect the latest staffing structure and locations. The new committee make up is as follows.

- Kelvin Nolly – Kaiwhakahaere ā-Whare | 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.

The committee also reviewed the Health, Safety and Wellbeing Policy and Procedures, with specific attention to the terms of operation for the HS&W Committee. This document is being reviewed with staff ahead of coming to the Board next month for adoption.

Kate Mdden has been re-elected as the Visitor Hosts and Education Representative for another two-year term.

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 April.
2. Health and Safety training is up to date as of the end of April.
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.

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 and incidents	18	17	15
Total notifiable injuries/incidents	0	0	0
Total accidents attributable to Museum negligence	0	0	0
Visitor Accidents per reporting year	10	6	5
Percentage of visitor accidents / total visitors	0.003%	0.003%	0.002%
Total staff accidents	7	10	13
Total contractor accidents	1	1	7
Total workdays lost	4	5	0

ACC Section

There are currently no staff members 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 they reach the photography stage. pXRF assessment of the taxidermy collection for heavy metals. DDT 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'. We are following up with Tank Test / MataGas, as to the best approach for dealing with these items. We are currently identifying and isolating the canisters ahead of removing or mitigating the contents. Collections Inventory team member restarted Lead Project Stage 2 - cleaning inside the lids of the basement boxes that had previously been cleaned on the outside during the lead project. Conservation takes swabs for testing.
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.

PCBU requirement of the Board

The Board annual calendar notes at the May Board meeting the Board are tasked with a self-evaluation of their engagement in H&S is required. To facilitate this review, we propose working with the Audit and Risk committee to develop a template for you to use.

Board Audit follow ups

The front of the skidoo

Inspection of the Skidoo in the Antarctic section at CoCA has confirmed that the front ski is not a significant trip hazard compared to other items on display. The position of the Object Label helps mitigate any issue. It is also noted that the ride-on Skidoo has been a feature on our Antarctic experience for 20 years with no reported incidents.



Items stored at height in the warehouse

Staff enquired with Dexion, the suppliers of our racking system, seeking assurance of our current set-up's safety along with options for caging or making the high stored items safer.


It is hoped that the email response on the next page, provides the Board with assurance that our racking system is both compliant and safe.

Also pictured is the back of the racks where we do have fixed caging.





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

FW: Pallet racking fall protection

 Scott Reeves
To: Stephen Penningscoe

You replied to this message on 1/05/2026 9:02 am.

 Keylock & Speedlock User Instruction Manual.pdf
1 MB

 Dexion Mesh Panels - Side View.JPG
4 MB

From: [REDACTED]
Sent: Thursday, 30 April 2026 2:24 pm
To: [REDACTED]
Subject: RE: Pallet racking fall protection

Afternoon Scott,

Thanks for catching up earlier.
I have attached the Dexion User Manual as reference.

Following our meeting I can confirm:

- You installation is fully consented,
- The install has its inspection competed yearly as required by AS4084,
- Load Signs are displayed,
- Mesh Decks are installed (these are seen as optional)
These reduce the likelihood of Pallet Falling between the Beams & support (if any) pallet movement in seismic events.

You have done everything correctly to provide the safest working environment for your employees.



We did discuss Rear Mesh Panels used for protection against push through, but in this instance, I don't believe this is necessary.

If you need anything or have any questions, please feel free to get in touch.

George Simpkin
General Manager
Dexion Christchurch

[REDACTED]
[REDACTED]
[REDACTED]

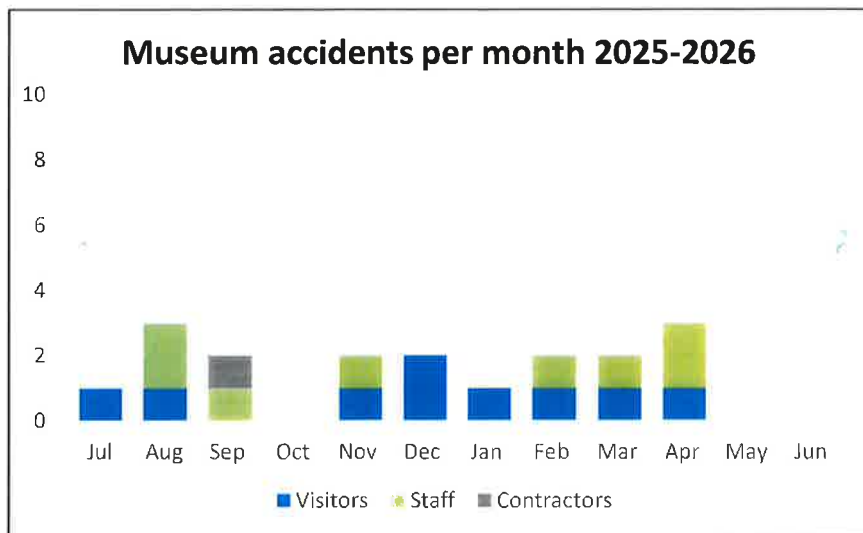
Designed & built for
seismic performance.



DEXION
Seismic Stable

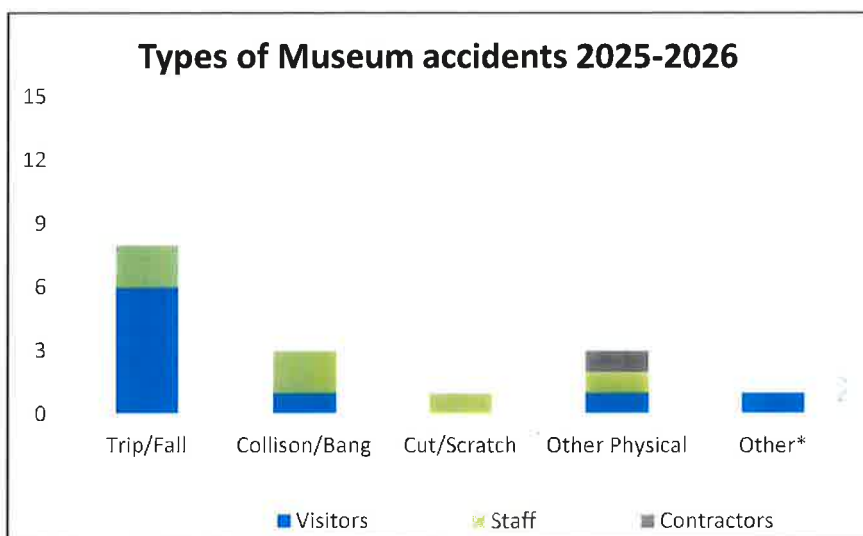
Year-to-date Graphs

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



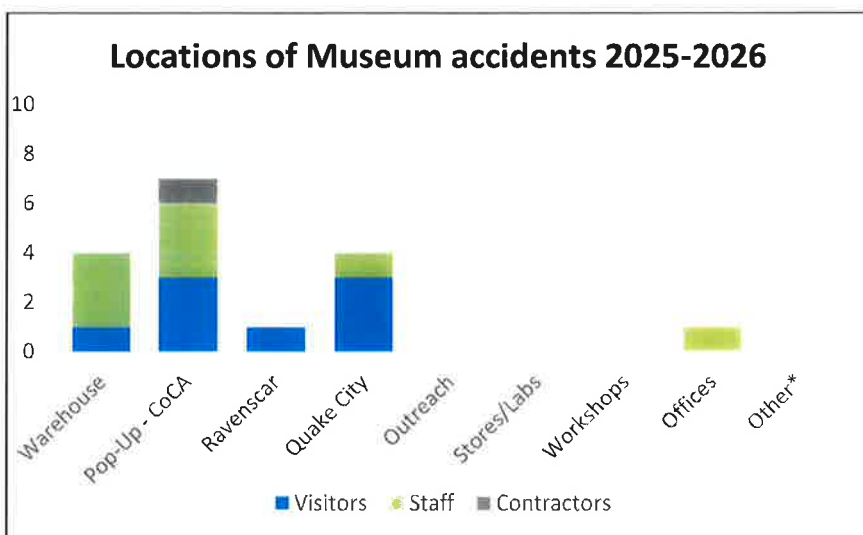
There has been a total of 18 accidents for the year-to-date as follows:

- Staff - 7
- Visitors – 10
- Contractors - 1



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

- Trips / falls - 8
- Collisions / bangs – 3
- Cuts / scratches - 3
- Other physical - 3
- Other - 1



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

- Warehouse - 4
- Pop-Up - 7
- Ravenscar – 2
- Quake City – 4
- Outreach - 0
- Stores / Labs - 0
- Workshops - 0
- Offices – 1
- Other - 0

RECOMMENDATION

That the report be received.

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

27 November 2025 (updated 30 April 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 have been taken and awaiting tabulation	Underway
Ravenscar House Museum	RCH Defibrillator battery expired August 2025 Check all museum defibrillator models to ensure they are not part of a recent recall.	Replace Battery on back order, due Dec 26, due to international shortage. We have confirmed that none of the Museum Defibrillators are part of a recall. The supplier has confirmed that, pending delivery of the replacement battery, the existing battery will continue to function as per spec. Weekly inspections of the unit by museum staff confirms the battery is working fine.	Underway
Quake City	Staff felt road noise was excessive. Check noise exposure levels to ensure safe working conditions.	DB Readings have been taken and awaiting tabulation	Underway

26 March 2026 (updated 30 April 2026)

Site	Action Identified	Notes / Comments	Status
Pop-up Museum	The front of the skidoo is sticking out and could be a trip hazard.	Inspection of the Skidoo in the Antarctic section at CoCA has confirmed that the front ski is not a significant trip hazard compared to other items on display. The position of the Object Label helps mitigate any issue. It is also noted that the ride-on Skidoo has been a feature on our Antarctic experience for 20 years with no reported incidents.	Completed
Ravenscar House Museum	No railing on the outdoor steps behind the pool.	To mitigate potential falls during “high number” events, staff have developed a strategy where the event layout will be configured in such a way that it acts to physically obstruct the step or guide guests away from the step hazard through thoughtful site management.	Completed

Shands Road	A low extraction unit would be ideal and is currently accounted for 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 be going direct to one of our fume cupboard suppliers to see if they can manufacture one at potentially lower cost.	Underway
	The first aid kit appeared stocked, but the signing sheet in front had not been updated.	The signing sheets are an outdate control. Legacy sheets have been removed from kits. First aid kits are checked monthly as part of our monthly checks.	Completed
	The Board would like to know more about the compliance and additional mitigations that can be deployed for items stored at height in the warehouse.	See report and letter above.	Completed
	The extraction vent in the conservation lab has been installed upside down, so the section that juts out is lower than it should be.	Our electrician has looked at the extraction in the lab (he installed it at the old museum) and says he can sort it. It will take two days with no additional materials required. The roof will not be drilled into as we will use existing fixings. The Lab will be cleared of objects for the duration of work.	Underway

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

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

Present: Tom Thomson (Chair), David Cartwright, Jack Harris, Darren Moses,
Sarah Murray

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

Apologies: David Cartwright (late arrival), Sam Davis (early departure)

1 WELCOME

Tom welcomed all attendees.

Tom announced that Bryan Jamison has resigned from the Museum Board. A new Board member will be appointed to the Redevelopment PCG in due course.

Tania Absolom, National Lead, Rubix Safe attended a portion of the meeting via Teams.

2 APOLOGIES

An apology was received from Anthony Wright.

An apology was received from Sam Davis (early departure).

P26/17 Resolved that the apologies be received.

(T Thomson/J Harris)

3 CONFLICTS OF INTEREST

None noted.

4 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

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

P26/18 Resolved that the minutes (open) of the Museum Redevelopment Project Control Group meeting held 2 April 2026 be adopted as a true and correct record.

(T Thomson/D Moses)

4.2 Matters Arising
Nil.

5. PUBLIC EXCLUDED SECTION

5.1 Motion to exclude the public.

P26/19 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 (April)		

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 Murray)

10 OUT OF COMMITTEE

P26/24 Resolved that the In Committee business having been concluded, the public be readmitted, and the resolutions passed In Committee be confirmed.

(D Cartwright/S Murray)

11 GENERAL BUSINESS

Darren advised that Cunningham House in the Botanic Gardens sustained a suspected arson attack and reminded the project team to keep a close eye on the site and to check that contract works insurance is up to date.

Meeting closed at 12.20 pm.

12 DATE OF NEXT MEETING

Thursday 28 May 2026, 11am, Rubix Boardroom

Confirmed as a true and correct record.

..... Chair

..... Date

REPORT ON CANTERBURY MUSEUM REBUILD PROJECT CONTROL GROUP

To: Canterbury Museum Trust Board

From: Lynell Bell for the Rebuild Project Control Group

BACKGROUND

The following report provides a brief summary of the progress of the Canterbury Museum Rebuild Project for the most recent one-month reporting period; April 2026.

RECOMMENDATION

That the report be received.

Lynell Bell
Head of People & Project Delivery
Upoko Whakawhanake Raukaha

28 April 2026

Canterbury Museum Redevelopment Project Report

April 2026

Executive Summary

Soft strip works in the heritage Mountfort buildings are largely complete, with lead contamination remediation underway in the remaining areas.

The stage 4 project is experiencing delays across several workfronts including damaged base isolators, zone 1 grillage, pre-cast node placement, and Robert McDougall Gallery basement demolition. Some offset gains have been made in zones 2 and 3 grillage, which are ahead of programme.

Whilst stage 4 works are largely governed by a fixed price contract, the Iran conflict presents a cost risk to Stage 5. Early funding will enable the procurement of materials most likely at risk.

No lost time injuries or serious harm incidents were recorded during this period and all near miss incidents were actioned appropriately. An external health & safety audit of the site was conducted and found onsite health & safety management to be generally strong. Areas where improvements could be made have been reported to the contractor with priority recommendations.

Value engineering savings are tracking positively at this stage.

Latest Site Images



Zone 1 and 2 Base Isolators, Precast and Institu Grillage



Zones 3 and 4 imagery



Basement demolition under the Robert McDougall Gallery



Basement demolition under the Robert McDougall Gallery

REPORT ON QUARTER 3 2026 NEW VISITOR EXPERIENCE

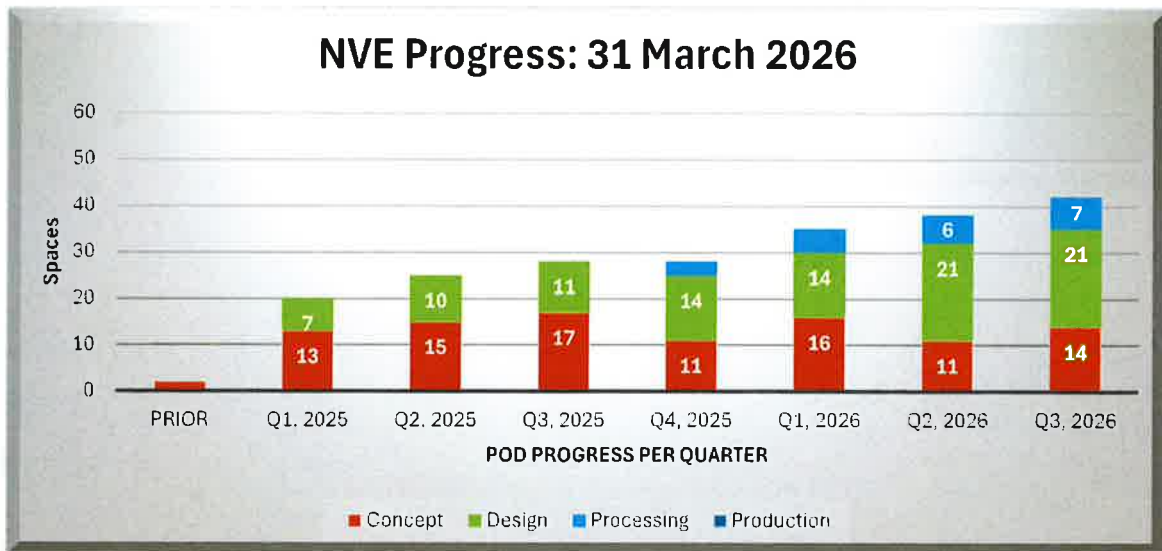
To: Canterbury Museum Trust Board

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

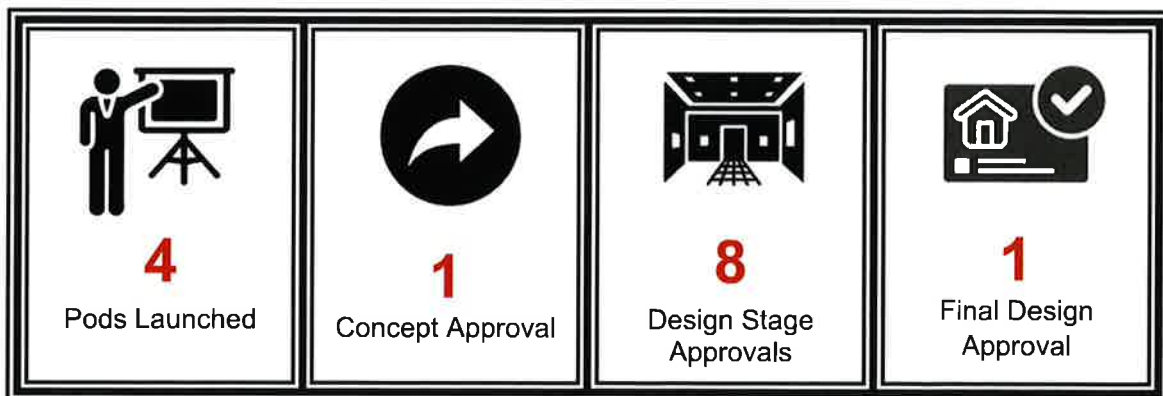
Purpose

To inform the Board of Q3 2026 (1 January to 31 March 2026) New Visitor Experience (NVE) activity and status of exhibition pods in progress.

NVE Dashboard



This Quarter



Key Activities and Successes this Quarter



With continuous improvement in mind, a review is underway to further streamline the NVE process to improve productivity. Our aim is to significantly increase our productivity and output to deliver the exhibitions required for the new Museum in the timeframe allocated and at the level of quality expected.



Wharekuka workshop and Hau Te Ananui o Tangaroa: Riki Manuel's workshop opened on 30 January with a blessing attended by the Museum Board Chair, project team and executive leadership members, Ōhākī o Ngā Tīpuna representatives, whānau members and the Pōtae whānau. The first whare components were taken to site on 3 February and restoration work is underway.



The final position for the Tohorā (Blue Whale) has been confirmed and we are waiting on a full proposal and budget for the articulation from our Canadian-based partner, Cetacea.



Our external Articulator, Den Feather, has almost completed a trial involving articulating a Moa leg (replica). Subject to a quality review, a contract will be issued to him to articulate 12 Moa, in two stages, which are required for both the Moa Experience and Mountfort 1870 exhibitions.



Invitations have been issued to local rūnanga (Te Ngāi Tūāhuriri Rūnanga, Te Taumutu Rūnanga, Te Hapū o Ngāti Wheke (Rāpaki), Te Rūnanga o Koukourārata, Wairewa Rūnanga, Ōnuku Rūnanga) to nominate a representative to join the Museum's new Māori exhibitions working group, Te Whakaihu Waka. Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio are collaborating with the Museum separately.



Multicultural Focus: Whilst we tend to focus on our bicultural content, it is important to note that the new Museum will feature a variety of content that reflects the multi-cultural makeup of our communities.

Such exhibition spaces include the Asian Arts corridor; a pan-Asian space focusing on Rewi Alley but also including objects from the collections of May Kinsey/Moore and Robert Heaton Rhodes.

The Pasifika exhibition will showcase Pacific heritage and stories through the objects in our collection. It will provide a glimpse into the history and heritage of Pacific life, values and practices.

The Unity exhibition focuses on the coming together of the wider community following the Al Noor Mosque and Linwood Islamic Centre shootings. Showcasing the offerings, the artworks and the coming together, kia kaha. We are liaising with Muslim community leaders to ensure this tribute is fitting.



Friday 20 March saw the evaluation of the first batch of integrated art and design works provided by our Araiteuru Artists' group. Designs assessed were:

- Whare o Ngai Tahu design by Areta Wilkinson and Matthew McIntyre-Wilson
- Te Ana Whakairo design by Ross Hemera
- Robert McDougall Gallery Garden Sculpture by Rangi Kipa
- Robert McDougall Gallery Ngutu by Peter Robinson

We were delighted by the innovation and design quality provided. Some additional information is pending; however, we will now focus on fundraising for these works. A second batch of works should be ready for evaluation mid year.



Showcasing our ability to be agile, we have refocused the delivery programme for the DEXter Digitally Enhanced Experience offering. This will now be developed inhouse by a specialist Software Developer. This is a cost effective option that ensures we retain our IP and data security, whilst keeping future potential commercialisation opportunities open.



The conservation of the Jeff Thomson Morris Minor is now completed. The vehicle has been protected via the inclusion of a specialist support frame to prevent slumping and is now back at Iron Mountain until installation. This work was completed at 14% under the approved budget.



Two cross-team NVE working groups are underway – one focusing on Moa articulation (required for Mountfort 1870 and the Moa Experience) and one focused on mounted birds (required for upwards of six exhibition spaces).



In January, we welcomed Whetū Collins to the team as an Exhibition Technician. An experienced kaiwhakairo with a Bachelor of Industrial Design (Hons), he has quickly integrated into the team and is making a valued contribution.

Recommendation

That the report be received.

Lynell Bell
Head of People & Project Delivery | Upoko Whakawhanake Raukaha
10 April 2026

Appendix 1: Overview of NVE Programme: Status Achieved at 31 March 2026

NVE no.	Exhibition Pod	Briefed	Concept	DD1	DD2	DD3	Processing	Production	On Target
1	Hau Te Ananui o Tangaroa								
2	Blue Whale Skeleton								
3	Elephant								3
4	Kate Sheppard/Henry Nicholas								
5	Studdingsail Hall								
6	RMG Link Landing								
7	Tropical North Canterbury								
8	Squawkzilla								
9	White Heron Diorama								1, 2
10	Paua Shell House								
11	Canterbury Potters								
12	Rewi Alley & Asian Arts								4
13	Digital Experience (DeXter)								
14	Antarctica Heroica								
15	Mountfort 1870 (Haast's Museum)								
16	Mountfort 1877 Display Cases								4
17	Araiteuru								
18	Christchurch Street								
19	Exhibition Furniture								3, 4
20	Fast & Slow on Water								
21	Holden (Rose Reynolds)								
22	RMG Heritage Oils								
23	Discovery								
24	Moa Experience								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								3, 5
34	Ed Hillary & Mountaineering								
35	Unity								
38	RMG Mid Century Art								
39	RMG Te Māori								
40	RMG Contemporary Art								
41	Penguins								
42	Dinosaurs on Mezzanine								
44	Classroom								
45	Peace City								

Key:	1 - Staff Capacity	2 - Space Capacity	3 - External Delay	4 - Case Design	5 - Scope TBC
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QUARTERLY REPORT FROM THE TUMUAKI MATUA | DIRECTOR FOR JANUARY TO MARCH 2026

To: Canterbury Museum Trust Board

From: Anthony Wright, Tumuaki Matua | Director

PRINCIPAL ACHIEVEMENTS – JANUARY TO MARCH 2026

People & Capability

Learning and Development

- The previous Customer Service Training was completed in October 2025. The next session is scheduled for 28 May 2026, with all new staff appointed prior to this date to be included in the training session.
- 345.75 L&D hours have been achieved to date.

Technology

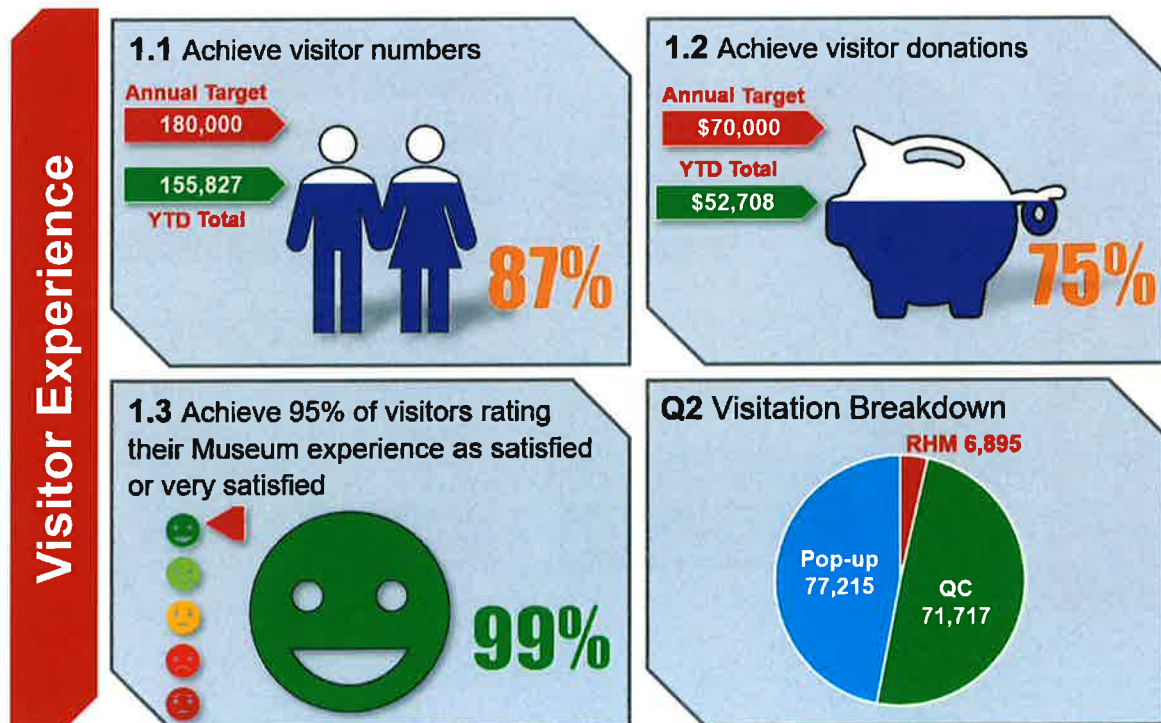
IT

- The IT Team continues to work with the wider Museum teams to identify areas of potential automation and streamlining of processes. They have worked closely with the Finance team this quarter to narrow down the selection of a finance system based on relevant needs for a medium-large sized business, ready to confirm and implement next quarter.
- The team has also worked with Inventory, Conservation and Registration teams to identify areas of streamlining of collections management, including mirroring the Vernon Collection Management System to feed into important KPI reporting and building out APIs in order to meet future needs for public App access into the collection.
- Work has begun with the Conservation team to document and identify bottlenecks with microfading and heavy-metal testing of collection objects in order to improve time-to-market for potential objects selected for NVE pods.
- Integrations into the Gallagher security system have allowed the IT Team to be able to create automated reports and automated Fire Warden boards, while investigations continue into integrating visitor management check-in systems with the security system to streamline check-in processes, all in preparation for integrating security into the technology ecosystem in the new museum.

Public Engagement

Museum Visitors

- During the quarter, Customer Experience delivered several standout results demonstrating strong public engagement and effective commercial performance across the Museum’s visitor sites.
- Quake City continued to significantly outperform its average, reinforcing the sustained strength of its market position and visitor appeal.
- At Canterbury Museum Pop-Up, the team achieved an exceptional donation yield of 72 cents per visitor, substantially exceeding the historical 22 cents per visitor benchmark from the Rolleston Avenue site, indicating the success of staff-led visitor engagement and fundraising practices.
- Visitor satisfaction remained outstanding, with 99% satisfaction for both the overall visit experience and staff interactions, indicating that service standards remain consistently high across all sites.
- In addition, the sale of 625 twin tickets across Quake City and Ravenscar House Museum highlights effective cross-site promotion and growing visitor willingness to engage with multiple Museum experiences, supporting broader strategic goals around audience growth and revenue diversification.



Exhibitions

- During the quarter, the Exhibitions team delivered a strong programme aligned with Annual Plan KPIs. Three special exhibitions have now been delivered year-to-date, meeting KPI 2.1, with *Dinosaurs Surviving Extinction* joining *Canterbury Potters Association 52* and *Wildlife Photographer of the Year 60*.
- Touring activity remains on track to meet KPI 2.2, with 62,310 visits recorded this quarter and 133,333 year-to-date. Strong engagement at Kaiapoi Library (23,567) highlights the programme’s regional impact.
- Visitor experience has been maintained across all sites, supported by ongoing exhibition upkeep, refreshed public spaces, and delivery of public programmes.
- Team capability has been strengthened through new hires and role development.
- External partnerships continue to grow, alongside exploration of international opportunities.
- While inflationary pressures remain a risk, expansion of the touring network presents an ongoing opportunity. Key priorities include refining NVE processes, implementing Sprints to cater to the higher level of focus the team needs to deliver NVE work, and onboarding new staff.

EXHIBITIONS

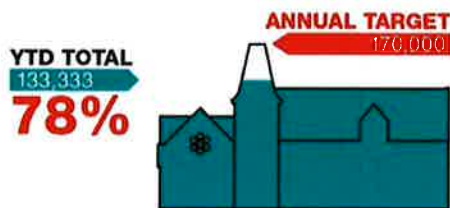
2.1 Develop, deliver and evaluate three special exhibitions



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



2.2 Tour exhibits to the four local authorities

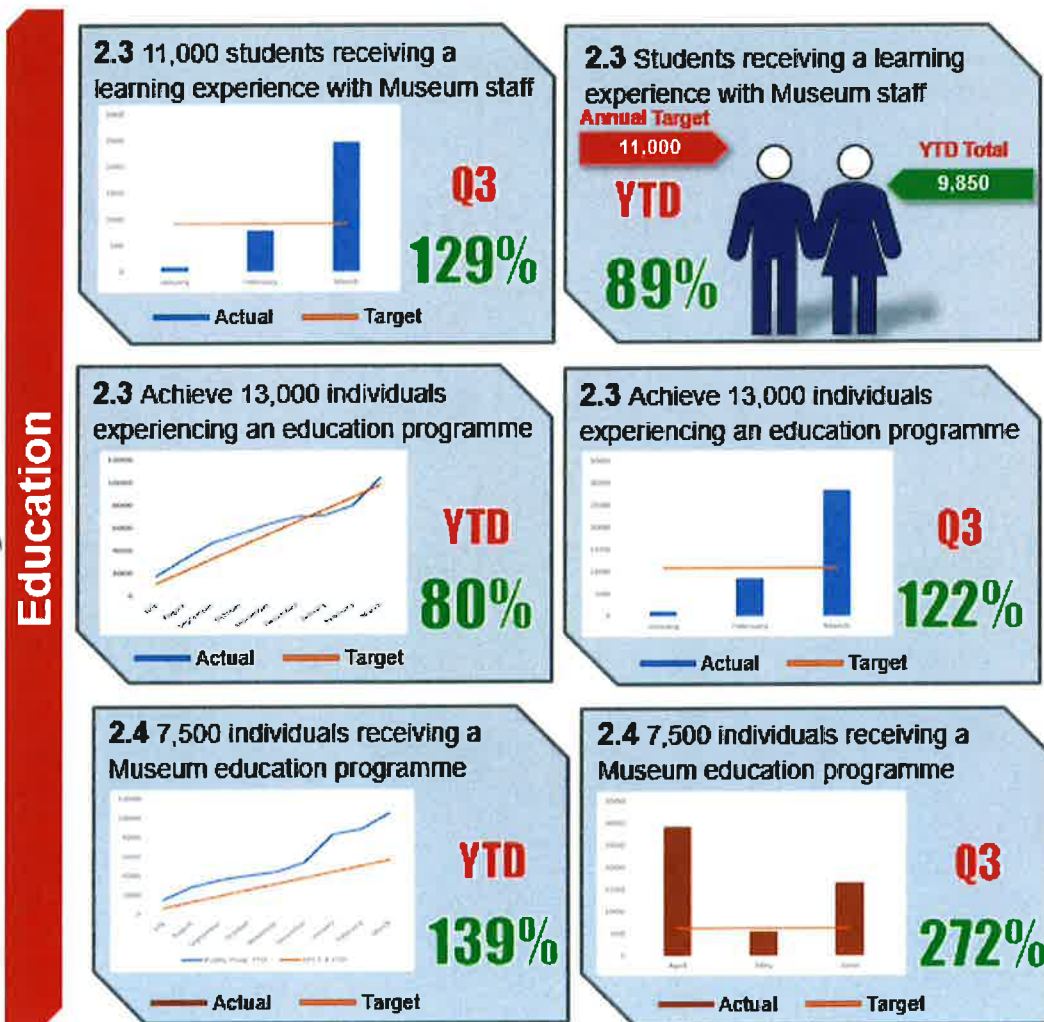


2.2 Canterbury Touring Programme reach YTD



Education and Public Programmes

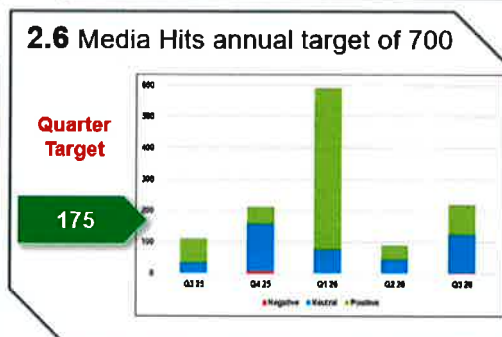
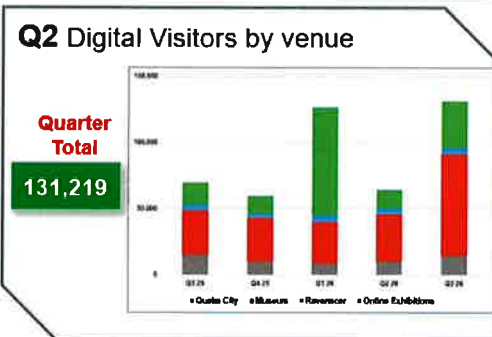
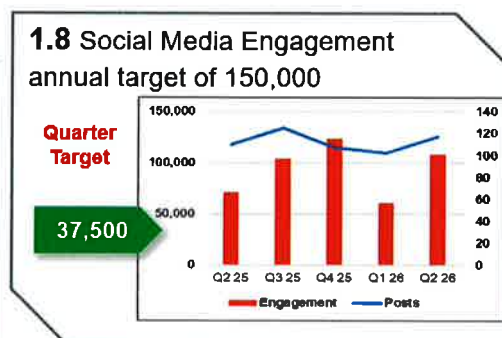
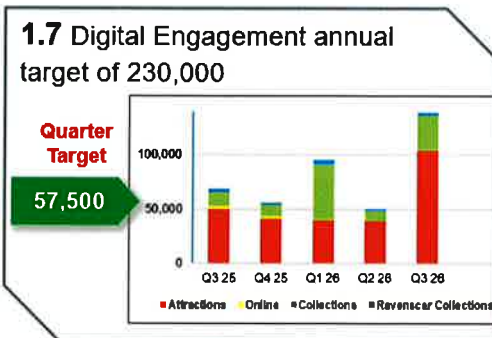
- During this quarter, the Education team delivered a broad mix of learning experiences, including *Dinosaurs: Surviving Extinction*.
- Morgane continued her lecturing commitments at the University of Canterbury. A high proportion of onsite and offsite delivery meant educators spent extended periods of time working independently, resulting in few opportunities for informal discussion and planning for future programming.
- Public programmes were also well attended, with *Get Curious* engaging 2,426 participants through close-up encounters with unusual collection items.
- Our behind-the-scenes tours attracted 1,078 participants who gained insight into what the Museum does daily and the importance of ongoing support for future funding.
- Children's Day was other success with 392 individuals interacting with the Museum stand.
- Morgane and Muriel represented the Museum at the Festival of Women and Girls in Science.



Communications and Marketing

- The Stand Up for Your Museum campaign attracted more than 4,400 submissions through the Museum portal, with 97% of respondents saying it was important or critical to restore the four iconic heritage buildings. The campaign also significantly grew our audiences, adding 1,134 new e-newsletter subscribers (a 42% increase), 753 new social media followers, and engaging 1,100 people through public tours of the temporary collection facility. During the period, tailored messaging and presentations were developed for Christchurch City Council to support the Museum’s Annual Plan and our submission on the Council’s draft Annual Plan.
- Media coverage in the quarter was strong, with 220 media hits – 26% above target and 144% higher than the previous quarter – largely driven by stories about redevelopment funding and Paul Scofield’s kākāpo cave research.
- Digital engagement was also exceptionally high, with 136,745 engaged sessions, well above target and nearly triple the previous quarter, including more than 41,500 views generated by international coverage of the kākāpo cave research on UK-based IFLScience.
- Social media activity resulted in 107,797 engagements from 117 posts, representing a 187% increase on target and a 78% rise on the previous quarter.

Communications



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 way finder 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 January– 31 March 2026), demonstrating effective risk management, proactive monitoring, and timely remediation of issues before escalation.
- Accidents and incidents reported remained low, with all events investigated, addressed, and formally reported through established Health, Safety and Wellbeing governance channels.
- Building compliance obligations were consistently met. 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.

- Beyond compliance, the team delivered tangible improvements to staff and visitor environments. 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. These actions reduced operational risk while enabling safe access to collections and technical workspaces.
- The quarter also reflected strong collaboration with landlords, contractors, and service providers. Effective planning and coordination ensured scheduled maintenance, unplanned repairs, and compliance activities were completed efficiently, delivering consistent value to staff, tenants, lessees, and visitors across all Museum sites.

Building Operations

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







Achieved



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



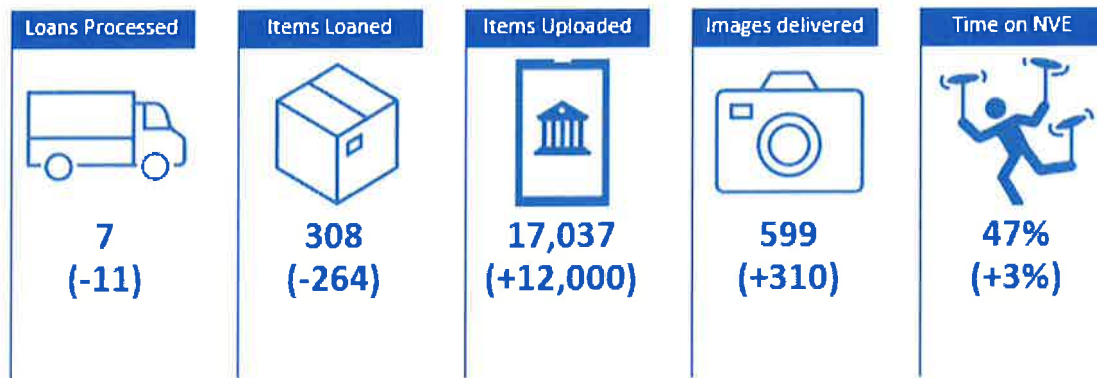
5.7 ... Achieve Building Warrant of Fitness's

RHM due Nov 26	RMG NA	CoCA due Jan 27	Quake City due Aug 26	Shands Rd due Jun 26	Museum NA
					

Collections and Research

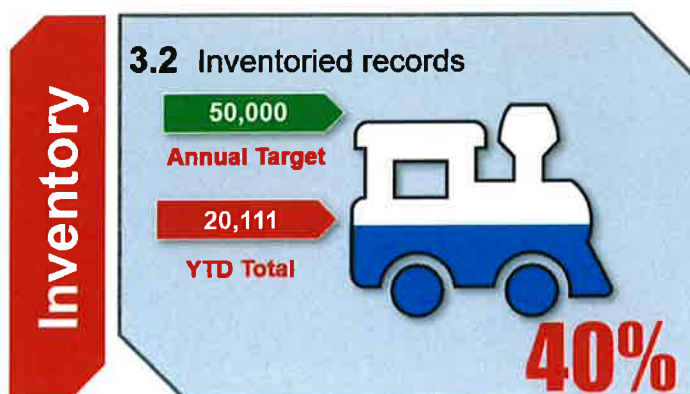
Registration

- Loans activity was quieter this quarter, but Image Service more than made up for it with orders and images supplied both spiking significantly.
- A highlight of the period was a substantial loan of tapa and associated accessories to Christchurch Art Gallery. The team also hosted colleagues from Nelson Museum for a day of knowledge-sharing around the collection move, and supported public tours end-to-end, from designing the route through to leading visitors on the day.
- Behind the scenes, NVE work continued to dominate technician capacity, climbing to 47% of technician time — up from 44% last quarter. This remains the defining workload pressure for the team.



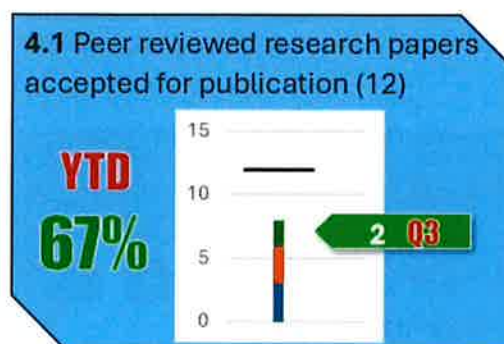
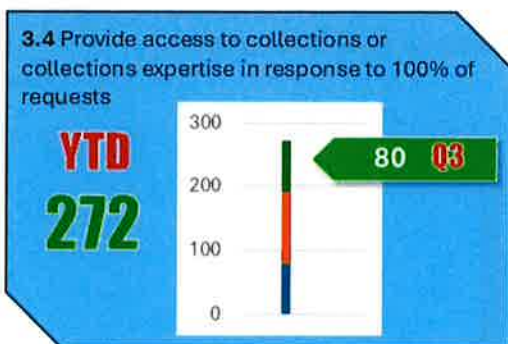
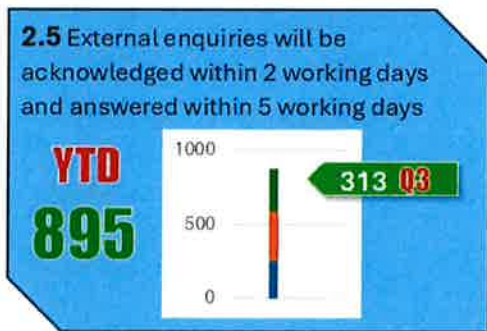
Collections Inventory

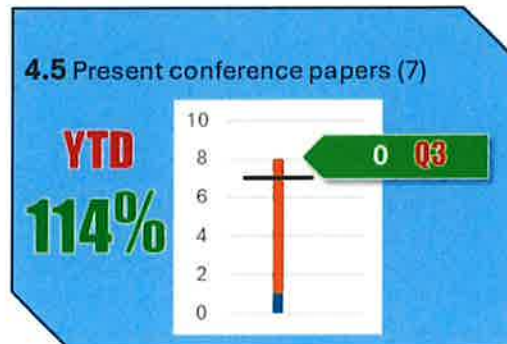
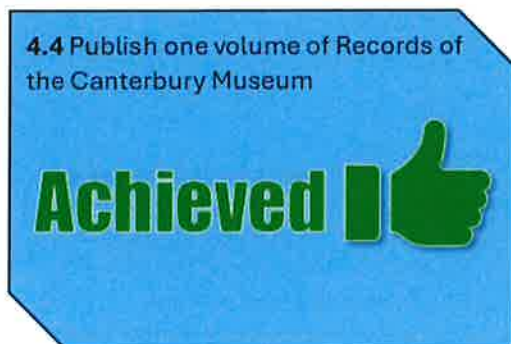
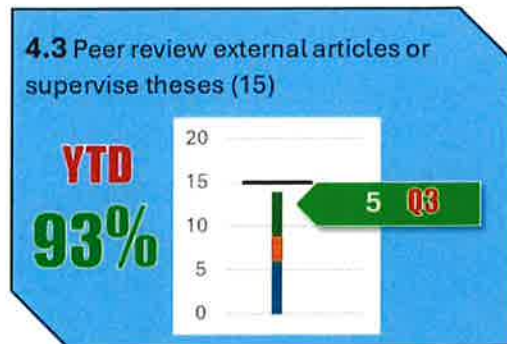
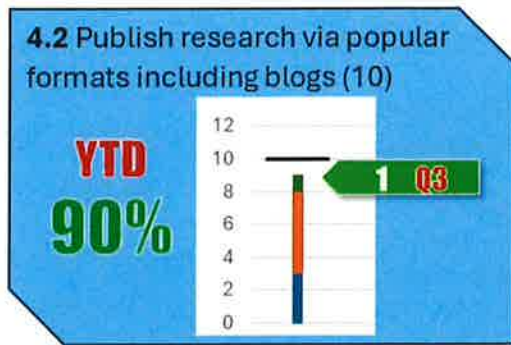
- Continued the inventory of objects for display in the New Visitor Experience including Antarctic Gallery objects and Taonga Māori.
- Collaborated with Conservation to complete the removal, treatment and cataloguing of objects from the Discovery drawers, improving access for NVE and research.



Curatorial

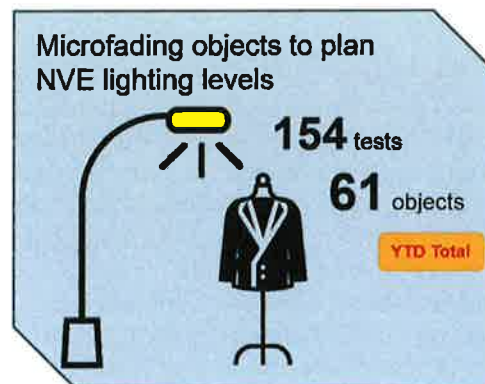
- Profiling of the Museum in national/international TV documentaries for both BBC and Channel 4 (UK).
- Curatorial contribution in developing and hosting collection tours, including those for the public as part of the Stand Up For Your Museum campaign, and tours for VIPs such as Minister for the South Island James Meagher.
- Loaned a selection of taoga to Christchurch Art Gallery for the Made in the Pacific: A Collection of Tāoga exhibition (28 March – 11 October 2026) in conversation with contemporary artworks.
- Research visit by Lucas Curuti (Vienna) studying Andreas Reischek taxidermy and associated material, and who is developing a Reischek Transnational Database
- 4 Expert Examiner Assessments for the Ministry of Culture and Heritage for a fossil dinosaur tooth, Benz Velo Motor car, Taiaha and Huia Beak Brooch. These EEAs ensure that items deemed Protected Objects under the Protected Objects Act (1975) are not exported from New Zealand
- Acquisition of Captain R.F. Scott's pipe – This is a personal item belonging to Scott, used on the South Pole journey and found in the tent where he died.





Conservation

- Examination and treatment of many NVE items, identifying potential issues and creating solutions. 206 NVE treatments and 237 analytical examinations/analysis.
- Lead hazardous collections awareness including asbestos and radon testing and presented hazards in the collection training.



Security and Risk

- Completion of major Security Improvement Project components (access control, fencing, access tree)
- Significant uplift in CCTV capability and coverage across multiple sites
- Introduction of digital systems (access forms, incident reporting) improving efficiency and auditability
- Successful implementation of revised on-call model
- Strengthened incident reporting, analysis, and oversight processes
- Increased external engagement and alignment with sector best practice through strengthened collaboration with Sector 7 on upgrades and regular check-ins, alongside building strategic connections with GLAM institutions such as Te Papa, Canterbury Art Gallery, Auckland War Memorial Museum, and Otago Museum, and joining PACA, the Australia/New Zealand GLAM Sector Security Manager group.
- Improved security readiness supporting public programmes and future museum planning

Fundraising and Development

- Q3 was characterised by strong momentum across funding, advocacy, and public engagement. Key achievements included high-level government engagement, with the Hon James Meager undertaking an extensive site visit. The Museum also successfully remained within Christchurch City Council's Draft Annual Plan consultation process, enabling continued consideration of capital funding.
- A targeted public engagement campaign aligned to the consultation saw the Shands Road warehouse opened to the public, with tours delivered three days per week throughout March. Public response was overwhelmingly positive, and submission volumes increased rapidly toward the target of 5,000.
- Philanthropic progress was significant, with new commitments including a \$100,000 pledge over three years and the execution of a \$1 million private donation agreement, with the first payment received during the quarter. Media engagement and international philanthropic visits further strengthened advocacy and confidence in the redevelopment. Overall, the quarter positioned the Museum strongly ahead of a critical period of funding decisions.

Finance

- Meeting of Canterbury Museum & Local Government Funding Working Party
- Research of Financial System upgrade options
- Board Chair, Deputy Director, Fundraising & Development Manager and Financial Controller presented the Museum Project and 2026/27 draft Annual Plan to Christchurch City Council and Hurunui District Councils
- 2026/27 draft Annual Plan was completed and approved by the Board for referral to the contributing local authorities
- Milestone funding reports completed for Crown Infrastructure Delivery, Ministry Culture & Heritage and Christchurch City Council
- Submission drafted for Christchurch City Council Annual Plan

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 (39)

Amber – needs action to ensure achievement (9)

Red – not achieved (2) [5.2 & 5.7]

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

- 1.2 Visitor donations are below the weighted-average however with the popular *Dinosaurs Surviving Extinction* exhibition running until 14 June we expect to reach this target.
- 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.
- 2.7 When a more in-depth analysis of participation in professional associations/external bodies is done at year end, including researchers, this invariably increases to the target.
- 3.1 The New Visitor Experience continues to be a priority over new acquisition cataloguing. This quarter cataloguing time has also been split between KPI3.1 and cataloguing a Board approved acquisition which is an exception to the KPI. However, the figures don't reflect the actuality of the amount catalogued as at the time of the report there were only 20 items awaiting cataloguing with the records only requiring a final check and verification to mark as complete. We are working hard to ensure this KPI will be met, depending on the demands of NVE work.
- 3.2 With the continued secondment of a key team member to another team into April, we are re-allocating work to existing team members where possible. We anticipate doubling our year-to-date total by the end of June but may fall short of our target.
- 3.5 Records were made available for Collections Online towards the end of this quarter for final copyright and sensitivity checks prior to upload. These are being processed and over 17,000 have been uploaded thus far. We are confident that that we can meet this KPI but this is dependent on more inventory records being received in time.
- 4.1 We are confident that the number of peer reviewed research papers will be achieved in the final quarter.
- 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 67% 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 During this quarter, we have focused strongly on achieving design stages for as many of the NVE exhibition spaces as possible. We are now on track to meet this KPI by the end of Q4.

MUSEUM ANNUAL OBJECTIVES REPORT FOR JULY 2025 - MARCH 2026				
Ann. Plan No.	Objective 2025-2026	12 month target	Total for 3/4 year	% of total at 75% of year
1	Our Visitors			
1.1	Achieve visitor numbers	180,000	155,827	83%
1.2	Achieve visitor donations	\$70,000	\$62,705	72%
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	71,717	76%
1.5	Ensure staff have completed relevant customer service training	95%	94%	
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	280,844	122%
1.8	Social media engagement (eg comments, interactions, shares, likes)	150,000	291,636	194%
2	Our Programmes			
2.1	Develop, deliver and evaluate 3 special exhibitions	3	3	100%
2.2	Tour exhibits to the four local council areas to reach a visitor target of 170,000	170,000	148,802	88%
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)	11,177 (10,048)	86% (91%)
2.4	Achieve 7,500 individuals engaging in a Museum delivered public programme	7,500	10,253	137%
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% (2,865)	
2.6	Achieve 700 media hits (via print, broadcast, and online media)	700	901	129%
2.7	Actively participate in professional associations/external bodies	40	26	65%
2.8	Provide outreach advice and support to other Canterbury museums and related organisations (number of interactions)	200	213	107%
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)	60% (151 of 251)	
3.2	Create new inventory records and check and verify new and existing Vernon records	50,000	20,111	40%
3.3	Process 100% of all approved loan requests (total number of objects loaned)	100%	94% (1,140)	
3.4	Provide access to collections or collections expertise in response to 100% of requests (total number to be reported)	100%	100% (292)	
3.5	Make collections more accessible by adding records and images to Collections Online	50,000	17,726	35%
3.6	Complete conservation treatment of collection items ready for new visitor experience	700	621	89%
4	Our Research			
4.1	Peer reviewed research papers accepted for publication	12	8	67%
4.2	Publish research via popular formats, including blogs	10	10	100%
4.3	Peer review external articles or supervise theses	15	13	87%
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	651	109%
5	Our people and working environment			
5.1	Maximise return on investment funds within the Museum's Investment Policy	≥3.42%	3.42%	100%
5.2	Achieve timely audit to a pre-agreed plan with the only qualification being agreed departure from accounting standards as regards valuation and capitalisation of heritage assets	Achieve	Not achieved - Pop-up visitor numbers	
5.3	Achieve an end-of-year financial result within budget	Achieve	On target	
5.4	Achieve learning and development hours	1,800	1,201	67%
5.5	Review risk register quarterly for report to the Audit and Risk	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 Q12 survey, underpinned by a people and capability strategy	Achieve	Not achieved (3.75 out of 5)	
5.8	Answer 100% of IT helpdesk requests within 2 working days	Achieve	Achieved - 232	
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	15	100%
7.4	10 NVE pods progressed to Developed Design stage 3	10	7	70%
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	On track	
8.2	Research, complete and present business cases for retail, merchandising, café operations, and functions/events to ELT	Achieve	Achieved	

*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
CM1 2026	Records of the Canterbury Museum – Volume 40 (2026)	Neil Phillips	1.12.25	30.11.26		On Track
CM2 2026	Tails from the Coast	David Cooper	5.7.25	23.11.26		On Track

Tumuaki Matua | Director's Update

- Took approved annual and research leave from 9 December 2025 to 6 February 2026, incorporating a Cook Islands research trip.
- Attended the Duncan Cotterill "Innovation Meets Opportunity" seminar.
- Contributed to weekly Tight Five Project meetings, providing oversight and input on key milestones and delivery progress.
- Participated in the Museum Investment Committee, supporting governance and investment decision-making.
- Attended monthly CM construction meetings, maintaining oversight of redevelopment progress and risks.
- Contributed to the Museum and Local Government Funding Working Group.
- Led delivery of the "Stand Up for Your Museum" campaign in partnership with MintHC, achieving over 4,400 public submissions during the council consultation period.
- Facilitated "Behind the Scenes at Shands Road" collection tours, strengthening community engagement.
- Supported senior leadership in presenting the Museum's funding requirements to Christchurch City Council and Hurunui District Council.
- AHT Executive Committee participation
- Undertook media engagement with 1 News, to raise the Museum's public profile.
- Attended the RS Allan Memorial Fund AGM.
- Participated in the CAMD Aotearoa members' online hui, supporting sector collaboration.
- Engaged in Ōhākī o Ngā Tīpuna Hui.
- Participated in Health & Safety at Ravenscar House Museum.
- Contributed to PAAG, supporting advisory and stakeholder alignment.

RECOMMENDATION

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

Anthony Wright
Tumuaki Matua | Director

2 May 2026

CANTERBURY MUSEUM TRUST BOARD, CHRISTCHURCH, NEW ZEALAND

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

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