

2024

Christchurch Art Gallery  
Te Puna o Waiwhetū and  
Akaroa Museum Complex  
Asset Management Plan

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# Asset Management Plan Summary

## Christchurch Art Gallery Te Puna o Waiwhetū

### Asset management plans

Together, our 14 asset management plans present a detailed description of all the things – roads, cycleways, footpaths, pipes, buildings, vehicles, parks and so on – that the Christchurch City Council owns, across all areas of work, and how these ‘assets’ are planned, managed, operated and funded.

All our assets belong to and are managed and operated on behalf of ratepayers.

Ensuring our assets are appropriate for the city’s needs enables us to deliver the services that make Christchurch and Banks Peninsula a great place to live, work and visit.

### Our assets

We own, plan and manage \$214.8 million of building assets on behalf of the community (Gross Replacement Cost as at 1 May 2023).

Description	Gross Replacement Cost	Current Building Value	Depreciated Replacement Cost
Christchurch Art Gallery Te Puna o Waiwhetū.	\$211,837,000	\$141,683,000	\$102,072,000
Langlois-Éteveneaux House.	\$666,000	\$424,000	\$132,000
Akaroa Museum and other associated buildings.	\$982,725	\$624,423	\$316,198
Akaroa Courthouse.	\$1,083,000	\$749,000	\$263,000
Akaroa Customs House.	\$273,000	\$176,000	\$62,000
<b>TOTAL CAG and AMC portfolio assets</b>	<b>\$214,841,725</b>	<b>\$143,656,423</b>	<b>\$102,845,198</b>

### Where we’ve come from

The Robert McDougall Art Gallery was formerly home to the Christchurch Art Gallery from 1932 to 2003 when the building was gifted to the parks heritage team. Following site selection, design and construction, the new Christchurch Art Gallery Te Puna o Waiwhetū was opened in 2003.

Following the February 2011 earthquake, the building was closed to the public when it operated as the Civil Defence Emergency Operations Centre. The building reopened to the public in 2015 following extensive strengthening and repair work and has since received more than 2.3m visitors.

Akaroa Museum has been in local authority ownership and management for almost 40 years, Akaroa Museum has been operated as part of Christchurch City Council since 2006. A new collections store was added to the complex in 2009 to safely house the Museum’s growing collection.

### Our issues and risks

In this asset management plan, we provide a snapshot of the greatest risks recorded for the Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex and summarise the main mitigation measures.

Description of Risk	Risk Rating
Failure to meet international museum standards for climate control (including temperature and relative humidity)	High
Failure or non-performance of critical plant or equipment which results in business interruption such as site closure	High
Compromise of insurance obligations through non-performance of gallery environment	Medium

### Asset management maturity assessment

The 2023 maturity assessment of our Asset Management practices shows we are performing at an “basic” level in most areas. More detailed information about this is included in our asset management plan.

### Looking ahead

#### Climate change

The Christchurch Art Gallery Te Puna o Waiwhetū building has specific internal climate control targets (temperature and relative humidity) as set by agreed international standards which cannot be compromised. These standards, which are reflected in technical Levels of Service, ensure the wellbeing of our collections, enable our insurance obligations to be met and underpin our ability to borrow art works from other institutions. To continue meeting these standards with our current plant and infrastructure continues to pose an ongoing challenge.

These international standards and approaches are being reviewed in the light of climate change and we are in discussions with industry peers and organisations. This issue will affect all cultural collecting institutions, including art galleries, museums, and libraries.

In terms of carbon reduction, we work with other institutions to consolidate freight, so that trucks nationwide run at full capacity and vehicle movements are minimised. This also reduces the need for materials such as crates, which are required if using commercial line-haul services.

#### COVID-19

The COVID-19 pandemic has given rise to a number of creative and innovative online/digital initiatives, many of which have continued. When the gallery was closed during lockdown these initiatives were recognised and acknowledged as the best achieved by New Zealand’s art galleries and museums.

#### Continuous improvement

We have a strong commitment to continuous improvement. However, our work in this area is highly likely to be constrained by a lack of Asset Management resourcing.

Careful planning will be needed to ensure the highest priority improvement items are delivered first, that future delivery costs are well understood and that sufficient funding is allocated in the Long Term Plan 2024-34.

# Document Control

## Version Control

Version numbering changes when a document is approved. Draft document numbering starts at 0.01. Released or approved numbering starts at 1.01.

Version	Date	Description
1.01	26/01/2024	Draft for approval for consultation
1.02	03/07/2024	Final following adoption of LTP

## Document Acceptance and Release Notice

This is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as a complete replacement document. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

Name	Role	Status	Signed	Date
Blair Jackson	Director Art Gallery	Final	B Jackson	26/01/2024
Peter Langbein	Finance Business Partner	Final	P Langbein	7/03/2024
Andrew Rutledge	General Manager Citizens & Community	Final	A Rutledge	11/3/2024

## Long Term Plan documentation

Christchurch City Council's Long Term Plan (LTP) consists of a group of integrated documents intended to be read in conjunction with each other.

Activity Plans include community outcomes, levels of service KPIs, future impacts and demands (such as growth) and finances. Asset Management Plans specifically cover asset lifecycles and asset risks.

This enables Council to meet the detailed requirements of the Local Government Act 2002, which applies to all councils in New Zealand.

Other approaches to asset management (for example the International Infrastructure Management Manual or ISO 55000) should consider both plans together, rather than Asset Management Plans in isolation.

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# 1 Introduction to our Asset Portfolio

## 1.1 Background

The Robert McDougall Art Gallery was the effective home of the Christchurch Art Gallery from 1932 – 2003, when the Robert McDougall building was gifted to the Parks Unit heritage team. In 1990, the Gorbey Report recommended relocation of the Gallery to the central city but it was not until 1996 that a suitable site was acquired. Further funds were set aside over the following years and the 'new' Christchurch Art Gallery Te Puna o Waiwhetū (CAG) was opened on the current site on 10 May 2003.

Following the 22 February 2011 earthquake, the building was closed to the public to enable it to house the Emergency Operations Centre (EOC) for the earthquake recovery efforts, coordinated initially by Civil Defence and Emergency Management (CDEM) and then by the Canterbury Earthquake Recovery Authority (CERA). Following the EOC role of approximately four months, detailed engineering assessments identified significant damage including differential foundation/slab settlement and structural damage. Following extensive investigation and design work, from 2012 the building was relevelled and then base isolation retrofitted. This latter work has significantly increased the building's seismic resilience to withstand future earthquake events. The Christchurch Art Gallery Te Puna o Waiwhetū reopened to the public in December 2015.

Akaroa Museum was established in 1964 around the historic Langlois-Eteveneaux House, a rare remnant of the French presence in Akaroa. Since then, the Museum has expanded to include three long term exhibition galleries, a temporary exhibitions gallery, and shop. Two additional heritage buildings, the old Akaroa Court House and the Custom House are also under the care of the Museum.

In local authority ownership and management for almost 40 years, Akaroa Museum Complex (AMC) has been operated as part of Christchurch City Council since 2006. A new collections store was added to the complex in 2009 to safely house the Museum's growing collection.

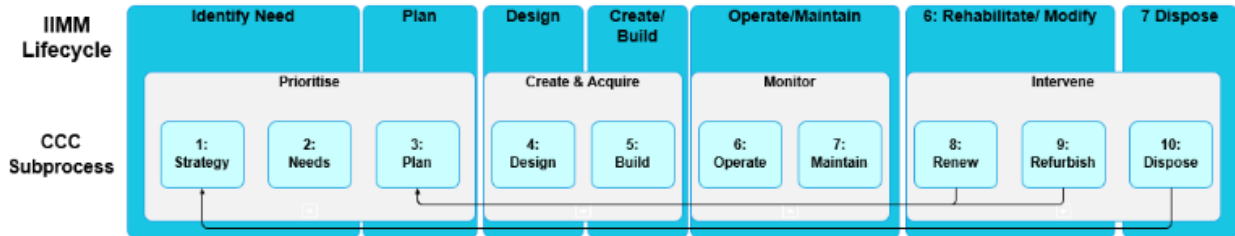


**Figure 1-1: Christchurch Art Gallery Te Puna o Waiwhetū**

## 1.2 Asset Lifecycle Approach

Council has established a lifecycle management framework, aligned to the *International Infrastructure Management Manual* as illustrated in Figure 1-.

### Asset Lifecycle Management



**Figure 1-2: Asset Lifecycle Categories**

## 1.3 Goals and objectives of Asset Management

Asset management is a business process which guides the lifecycle management of assets. Lifecycle management includes the planning, acquisition, operation, maintenance, renewal and disposal of assets.

Effective asset management enables the delivery of levels of service in the most cost-effective manner to present and future communities.

The Council's Asset Management Policy (approved by Council's Executive Leadership Team on 26 March 2018) provides the organisation's long-term vision, values and direction for asset management. The policy aligns with the organisation's strategic framework. The policy relates to Council's overarching intentions for asset management and the asset management system and not specifically assets or asset decisions.

The five principles underpinning the policy are:

- Asset management outcomes align with the strategic direction of Council.
- Asset management is an organisational wide practice.
- Decisions about assets are based on well-managed, quality information.
- Asset management maturity is appropriate to the assets, services and risks we manage.
- Asset management plans are living documents.

The Asset Management policy sets out the assets Council manages in accordance with its asset management principles, and therefore within the asset management system scope.

The Asset Management Policy demonstrates commitment to maintaining an Asset Management System that promotes responsible management of assets to deliver value to customers and support business objectives, in accordance with best practice and alignment across the organisation. This provides a framework for establishing detailed plans and targets that support these objectives; and are measured and monitored to ensure continual performance improvement for Asset Management.

The Asset Management objectives (see Appendix 5.1) enable the management of assets in a manner consistent with the principles of the policy, and the organisation's objectives.

## 2 Lifecycle Management Plans

### 2.1 Asset Overview (what assets we have)

The following assets are covered in this AMP.

**Table 2-1: Scope of Assets and Services Covered in this Plan**

In Scope	Out of Scope
Christchurch Art Gallery Te Puna o Waiwhetū (Refer to the Christchurch Art Gallery Activity Plan).	Information Technology (Covered in the Digital Asset Management Plan).
Akaroa Museum Complex including: <ul style="list-style-type: none"> <li>Akaroa Museum and associated outbuildings.</li> <li>Langlois-Eteveneaux Cottage</li> <li>Akaroa Courthouse</li> <li>Akaroa Customs House</li> </ul> (Refer to the Akaroa Museums Activity Plan).	Robert McDougall Art Gallery (covered in the Parks Heritage Asset Management Plan). CAG underground carpark facility (managed by Council's Parking Unit) Art collection (Managed via a separate asset register, registration process, insurance management)

### 2.2 Location and Value

In the Te Pūrongo-ā-tau Annual Report 2023, Fixed Assets under direct Council Control carried a book value of \$15.4 billion.

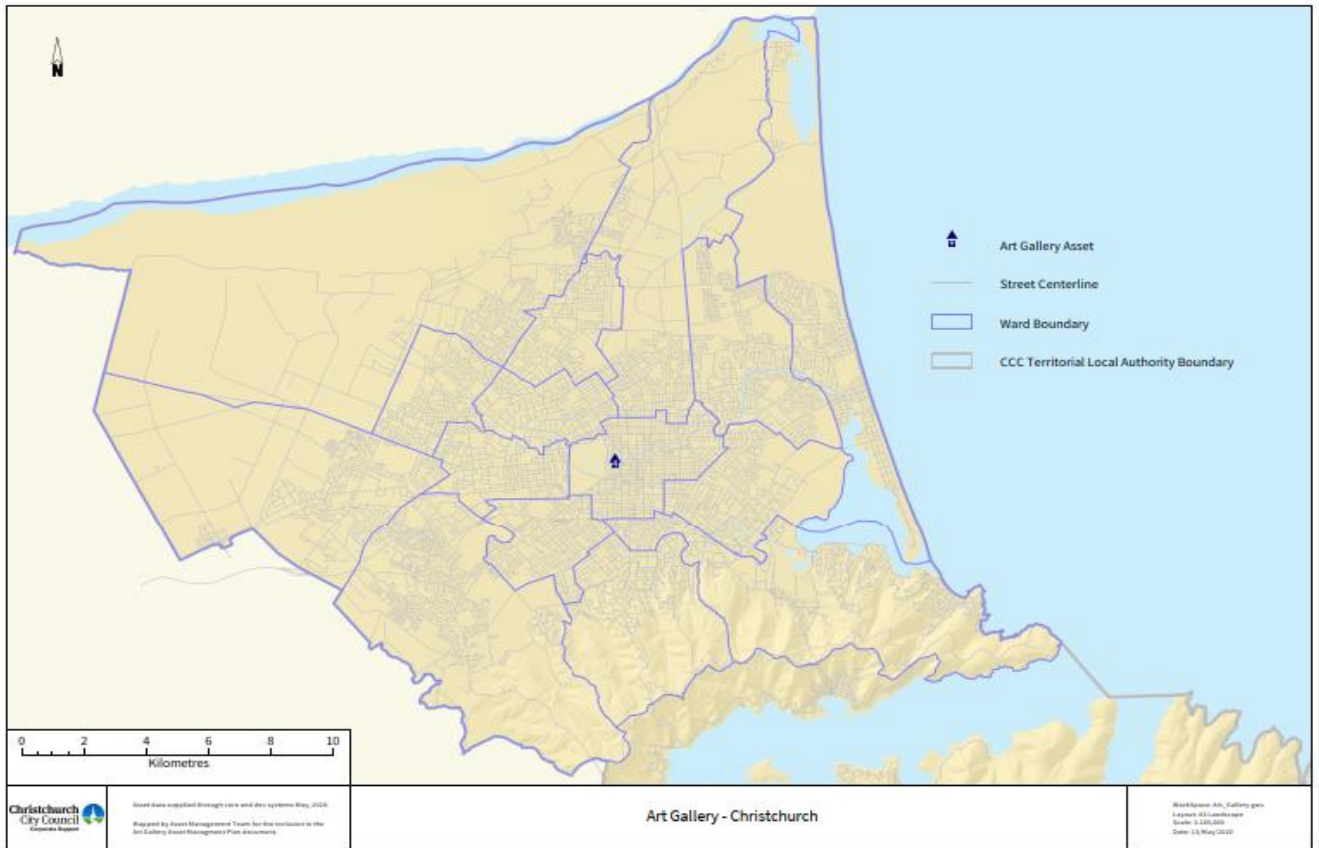
**Table 2-2: Asset Portfolio Value (as at 1 May 2023) (please refer to Appendix 5.2 for the complete list).**

Description	Gross Replacement Cost	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
<b>Christchurch Art Gallery Te Puna o Waiwhetū.</b>	\$211,837,000	\$141,683,000	\$102,072,000	\$2,256,333
<b>Langlois-Éteveneaux House.</b>	\$666,000	\$424,000	\$132,000	\$7,667
<b>Akaroa Museum and other associated buildings.</b>	\$982,725	\$624,423	\$316,198	\$6,410
<b>Akaroa Courthouse.</b>	\$1,083,000	\$749,000	\$263,000	\$12,470
<b>Akaroa Customs House.</b>	\$273,000	\$176,000	\$62,000	\$2,138
<b>TOTAL CAG and AMC portfolio assets</b>	<b>\$214,841,725</b>	<b>\$143,656,423</b>	<b>\$102,845,198</b>	<b>\$2,285,018</b>

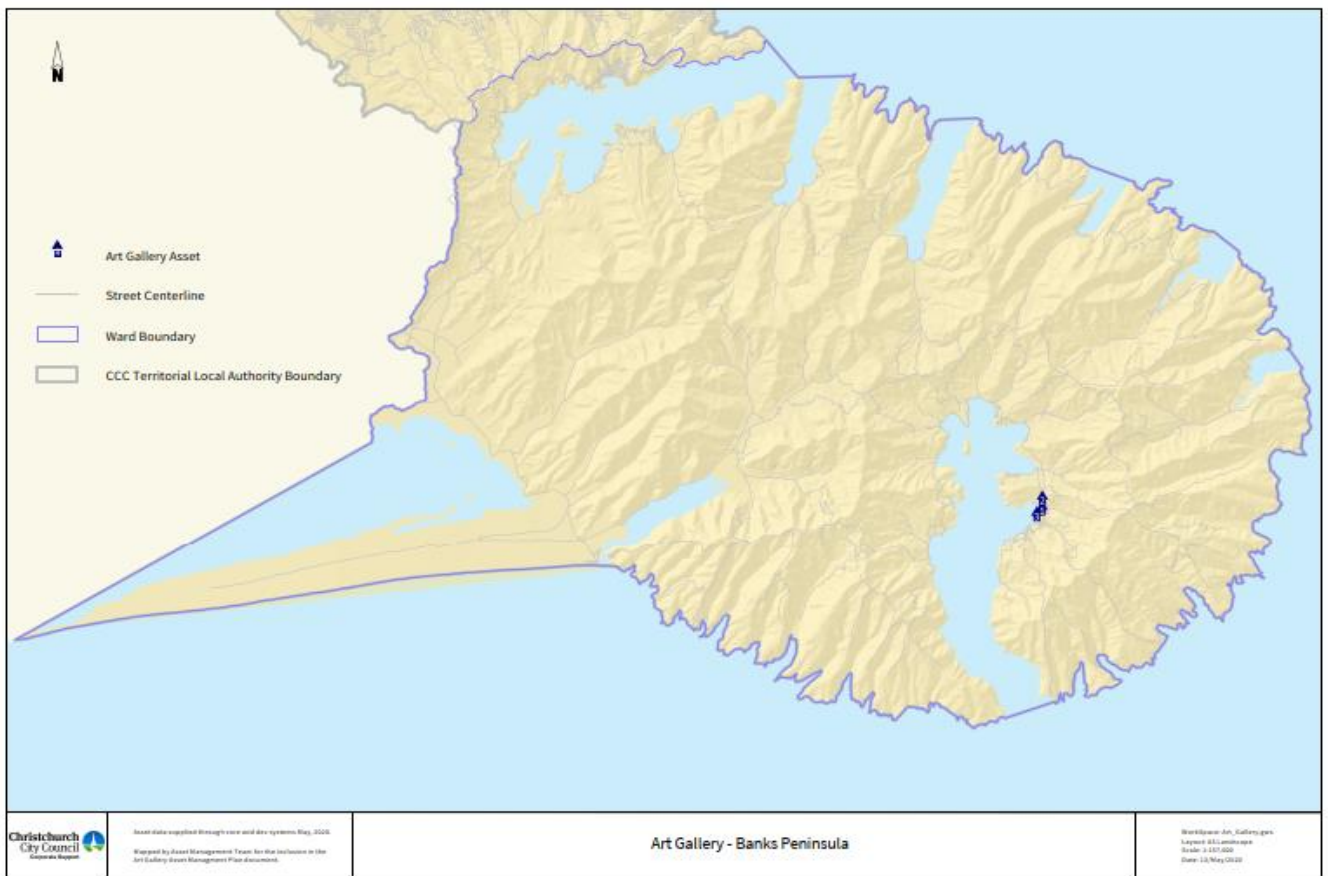
Please Note:

- The Gross Replacement Cost is based on the Insurance Total Sum Insured (reinstatement, inflationary and demolition).
- Current Building Value is based on fair market value (where the valuer looks at recent sales in the area to determine the value, when no active market exists, depreciated replacement cost is used).
- Depreciated Replacement Cost is based on Book Value.





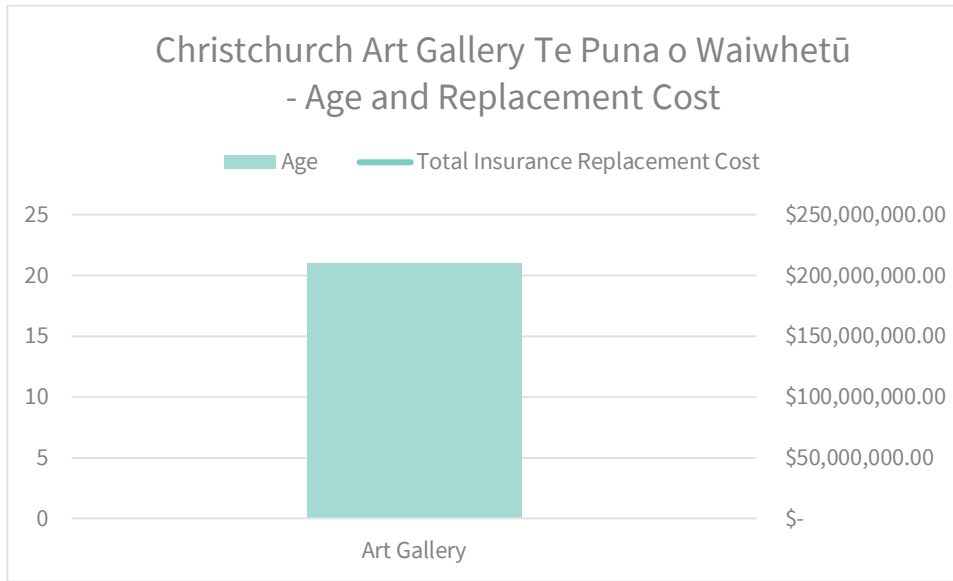
**Figure 2-1: Map of the Christchurch Art Gallery Te Puna o Waiwhetū portfolio assets – Christchurch**



**Figure 2-2: Map of the Akaroa Museum Complex portfolio assets**

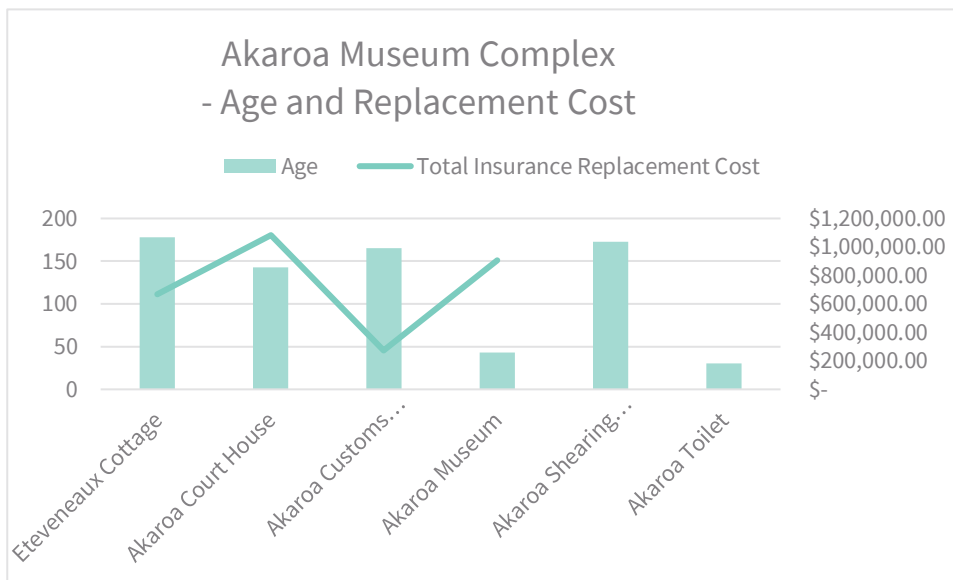
## 2.3 Network Age and Lifecycle Stage

The age profile of the assets include in this AMP is shown in following figures.



**Figure 2-3: Christchurch Art Gallery Te Puna o Waiwhetū Age Profile**

The Christchurch Art Gallery Te Puna o Waiwhetū was completed in 2002 and the official opening was in May 2003. The building itself has an estimated life of 70 plus years and it is not expected to be replaced until at least 2072. A 30 Year Capital Plan has been developed for renewal and replacement of Christchurch Art Gallery Te Puna o Waiwhetū building components.



**Figure 2-4: Akaroa Museum Complex Age Profile**

Due to the Heritage status of some of the Akaroa Museum Complex buildings, it is unlikely the Akaroa Museum Complex (as a whole) would be replaced. A renewal / replacement programme needs to be considered and a 30 Year Capital Plan needs to be developed. Especially since the maintenance and refurbishment cost of heritage buildings is greater than non-heritage buildings. Conservation plans should be prepared / updated (as required) for the Heritage Listed Buildings. The replacement cost for the Shearing Shed and Toilet are included in the Museum replacement costs.

## 2.4 Critical Assets

**Critical assets** are those whose failure would likely result in a significant disruption in service and financial, environment and/or social cost, and therefore warrant a higher level of asset management.

The criteria used for assessing the criticality of assets are as follows:

- Numbers of people adversely affected upon asset failure.
- Significant business activity interruption upon asset failure.
- Consequential cost of failure.
- Critical lifeline / disaster recovery asset.

The Christchurch Art Gallery Te Puna o Waiwhetū as well as all of the Akaroa Museum Complex buildings are deemed to be critical assets as there are required to achieve the required Levels of Service as mentioned in the Activity Plans.

Using the above framework, four of the most critical elements effecting assets for Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex as have been identified as follows:

- **Structural Integrity** - The safe design and assessment of components and structures under load has become increasingly important since the 2010/11 earthquakes.
- **Watertightness** - Ensuring the Christchurch Art Gallery Te Puna o Waiwhetū and the Akaroa Museum Complex are impervious to water ingress through the building envelope so as to mitigate any negative impact on materials, structure or health of occupants is of prime importance.
- **Plant, Equipment and Systems** - Failure of these items may lead to unplanned downtime and business interruption (including climate control and security).
- **Asbestos** - Asbestos containing materials (ACM) were common in building materials used pre-2000, when some of the Akaroa Museum Complex buildings was constructed. A register has been developed and an Asbestos Management Plan framework applies to the mitigation and removal of risk related to asbestos issues across the Akaroa Museum Complex.

The compromising of critical componentry or assets are liable to have significant detrimental consequences and effect on Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex business activities (as mentioned in the Activity Plans). These components are further detailed in Appendix 5.3.

### 2.4.1 Heritage Buildings

Heritage asset management is the practice of managing and preserving cultural heritage assets, which include buildings, monuments, archaeological sites, landscapes, and other cultural artefacts. It involves a wide range of activities such as conservation, restoration, maintenance, and interpretation of heritage assets, with the aim of ensuring their long-term sustainability and cultural significance.

Effective heritage asset management requires an understanding of the cultural significance and value of these assets, as well as knowledge of the legal and regulatory frameworks that govern their management. It involves a multidisciplinary approach that draws on expertise from fields such as architecture, history, archaeology, conservation, and tourism.

The ultimate goal of heritage asset management is to ensure that cultural heritage assets are preserved for future generations to appreciate and enjoy. It is essential for promoting cultural identity, fostering social cohesion, and supporting sustainable economic development. This is achieved by:

- The Christchurch District Plan schedule items, settings and areas of heritage significance. It includes places on the Heritage New Zealand Pohere Taonga list. Scheduled heritage items are subject to District Plan rules that provide for the protection of heritage values.
- The [Our Heritage, Our Taonga Heritage Strategy 2019- 2029](#) providing goals and actions to identify, protect, and celebrate the diversity of heritage and taonga in the city and peninsula. This strategy provides a framework for guiding the management of heritage items.

- The International Council on Monuments and Sites (ICOMOS) New Zealand Charter 2010 providing the principles guiding the conservation of heritage items. The NZ Charter 2010 ensures that conservation work is done in a manner that is consistent with best practice in the field.
- A conservation plan is an essential tool for understanding the item, its significance, and management to retain heritage values. The plan ensures that any actions taken to maintain or repair the item does not compromise its heritage value.
- Regular monitoring and maintenance are crucial for the long-term preservation of heritage items. This requires ongoing commitment and resources to ensure that the heritage item is retained in perpetuity.

Three of the Akaroa Museum Complex buildings have a current Heritage status, as detailed in the [New Zealand Heritage List](#) maintained by Heritage New Zealand. They are:

- Langlois-Éteveneaux House (Category 1).
- Akaroa Customs House (Category 2).
- Akaroa Courthouse (Category 2).

## 2.5 Asset Data Confidence

Table 2.6 summarises the asset information available for the Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex assets both in terms of completeness (% of assets for which that data type is stored) and reliability (using the A-E grading below). Asset data is held in SAP and other building reports in TRIM, the 2019/2022 Condition Assessment data (and photos) is held Citycare’s Fulcrum System (the data is not in Council’s Metadata Standards format).

Table 2-3: Asset Data Confidence

Asset Category	Material / Size/type	Asset Value	Asset Age	Building Condition	Mechanical Condition	Electrical Condition	Asset Criticality	Asset Capacity
Christchurch Art Gallery Te Puna o Waiwhetū	90% /A	90% /A	90% /A	50% /C	50% /C	50% /C	70% /B	70% /B
Akaroa Museum and other Akaroa Buildings	70% /B	90% /A	90% /A	50% /C	50% /C	50% /C	70% /B	70% /B

Please note:

Once the current 2022/2025 condition assessment is completed then the asset data confidence ratings are expected to be improved.

**Table 2-4: Data Confidence Grading System (From International Infrastructure Management Manual (IIMM) 2020, Section 4, Table 4.2.7.2)**

Description Grade	
A Very High	Highly Reliable < 2% uncertainty Data based on sound records, procedure, investigations and analysis which is properly documented and recognised as the best method of assessment
B High	Reliable ± 2-10% uncertainty Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings' for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
C Medium	Reasonably Reliable ± 10 – 25 % uncertainty Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings' for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or significant extrapolation.
D Low	Uncertain ± 25 –50% uncertainty Data based on uncertain records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available.
E Very Low	Very Uncertain > 50% uncertainty Data based on unconfirmed verbal reports and/or cursory inspection and analysis

## 2.6 Asset Data Improvements

Asset and Condition data that is collected will be used by Facilities Asset Management Analysts alongside key asset stakeholders in order to plan the timing of refurbishments and replacements. A condition assessment should be completed at least every 3 to 5 years as ‘best practice’. Depending on the condition, the renewal cycles can then be moved forward or pushed back. The condition assessments will help improve the lifecycles of the different maintenance components making them more accurate. Typical components life cycles are listed in Appendix 5.3.

In late 2019/early 2020 Citycare began to undertake a site visit to each Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex building in order to capture condition and maintenance data which was to be stored in SAP. A further review of the data collected identified that not all building components and elements were captured, and the data was of limited use for future maintenance works programming (it also was not in the council’s metadata standards format so not all the data could be uploaded into SAP). This was highlighted in the Asset Management Maturity Assessment Report undertaken by Infrastructure Decisions Ltd (independent third party) dated November 2020.

The cycle of condition assessments restarted in late 2022 (under the new Citycare Maintenance Contract) and has focused on “Whole of Life” costings; not just the current condition for future maintenance and renewal works. The 2022-2025 Citycare condition assessment programme is expected to be completed by September 2025.

While little progress has been made for Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex assessment since 2022, all of these buildings are expected have a condition assessment completed by June 2025 with all data uploaded to SAP.

Future versions of this AMP should contain condition data (based on data from this 2022/2025 Condition Assessment programme).

The following improvements to data quality are included in the AM Improvement Plan in Section 4.

- Further asset condition assessment (predominantly building and components conditions) and consolidation into single database (SAP).
- Updated and created (if required) 30 Year capital works for each building, with the focus on the initial 10 years and three years of each LTP.
- Solutions as to how maintenance works updates asset condition in SAP.
- Facilitate more advanced data analysis as data is captured.
- There have been previous discussions around how Council manages assets of heritage significance more effectively and efficiently. One determination that has been tabled is that all heritage assets be grouped together under a unique profit centre and managed as a collective unit regardless of the Activity the asset is put to. Recent earthquakes and their aftermath have brought into focus the importance of preserving physical links to our past. This warrants further discussion and determination and as such is detailed in the Improvement Plan in Section 4.

# 3 Managing Risk

## 3.1 Managing Risks

Council's approach to managing risk is detailed in its Risk Management Policy

### 3.1.1 Risk Management plan (risk framework)

Risk management is inherent in all of Council's asset management processes. Significant risk management strategies for this activity include:

Key design principles that are important for the resilience of Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex assets are:

- **Seismic engineering design** legislation post-earthquakes has increased minimum standards for a building's structural strength.
- **Sustainable design** in order to reduce negative environmental impacts.
- Council looks to incorporate local knowledge and experience, professional design advice alongside **end user input** into asset design and this is considered in planning for new buildings and evaluating existing assets. It adds to asset portfolio resilience by way of providing assets that are useable and functional and reflect what the community wants.
- **Advancement of asset management** and the use of asset lifecycle assessments being a business approach that aims to maximise the efficiency and cost-effectiveness of the Community Facilities assets throughout their lifespan. Advancing asset management maturity is a pertinent risk mitigation strategy as it forms a basis for responsible decisions, optimises economic building decisions based on long term scenarios and allows for the management of assets in a proactive rather than reactive way.

#### *Asset Design*

The Christchurch Art Gallery Te Puna o Waiwhetū base isolation was retrofitted in a major project during 2012-2015 and represents a significant investment in making the Christchurch Art Gallery Te Puna o Waiwhetū facility more resilient against major seismic events in the future.

Christchurch Art Gallery Te Puna o Waiwhetū also has full compliance with fire regulations. Included in this area, are well progressed in surveying and upgrading fire dampers (which prevent fire spread through HVAC ducts and other ductwork). This work was completed for 'life' protection and continuing to ensure 'asset' protection risks are identified and mitigated. Work is staged to spread cost over several financial years.

#### *Insurance*

The use of insurance enables the transferring of risk as the financial risks associated with asset loss or damage are transferred from Council to the insurer. Insurance companies assume the financial risk in exchange for premiums which have increased post-earthquakes as risks have been reassessed.

Insurance cover is based on assessed replacement cost appraisals undertaken on an annual basis by registered valuers.

Each Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex asset is assessed as to its replacement value (including an allowance for fitout) being the 'as new' replacement cost of the asset regardless of current age and condition. The use of this process mitigates the chance of undervaluation, or insufficient insurance cover.

Monitor and provide feedback on asset and insurance revaluations and ensure that the values are robust. A medium to high risk exists if asset revaluations are not accurate and an event occurs.

#### *Business Continuity and Emergency Response Planning*

The Christchurch Art Gallery Te Puna o Waiwhetū has a robust Emergency Management Policy, supported by a well-developed Emergency Response and Recovery Plan. These policy and procedural documents align with the National Civil Defence Emergency Management Strategy, in particular the '4 Rs' (reduction, readiness, response and recovery).

The Christchurch Art Gallery Te Puna o Waiwhetū assesses risks on a probability and impact scale, seeking the advice of experts such as the New Zealand Police, Fire and Emergency New Zealand (FENZ) and regional Civil Defence and Emergency Management (CDEM). In addition, the Christchurch Art Gallery Te Puna o Waiwhetū collaborates with these external agencies (including colleagues at CCC) to ensure the collection is considered in the context of emergency response.

Wellbeing and resilience are fundamental to our 'operation'. The Christchurch Art Gallery Te Puna o Waiwhetū is experienced in delivering programmes during challenging times for the community.

The Akaroa Museum Complex has emergency response protocol (contact lists, processes etc).

*Other specific initiatives:*

- The Christchurch Art Gallery Te Puna o Waiwhetū building has surplus capacity for power, heating and chilled water, supplied from the Te Hononga Civic Offices, which provides redundancy/back-up of the Christchurch Art Gallery Te Puna o Waiwhetū's own systems in the event of a planned shut-down or failure.
- We have robust maintenance regimes for all Christchurch Art Gallery Te Puna o Waiwhetū critical plant and equipment using contractors who are suitably experienced and qualified. This includes all building systems including HVAC (chiller, boilers (both hot water and steam)), fire system, access control, security, electrical, lighting, elevators.
- Using GIS mapping technology look to advance knowledge as to locational considerations and which specific Akaroa Museum Complex assets are considered more vulnerable to the likes of climate change and therefore require additional resources in order to mitigate concerns.
- Contingency plans will need to be prepared and reviewed to ensure, through operational systems and temporary response plans, that appropriate response can be made to mitigate the effects of a triggered risk.
- Monitoring condition and performance of all assets to predict future performance and potential asset failures through systematic periodic inspections and condition assessments.

## 3.2 Critical Risk Identification and Management

### 3.2.1 Climate Change Impacts

**Table 3-1: Potential Impacts of Resilience Disruptors**

	Disruptors	Potential Impacts on our Assets and Services
Chronic Stressors	Climate Change	<p>A specific impact on the operation and, by association, service delivery provided by the CAG from long term climate change is the real potential for a rise in average temperature and/or humidity in Christchurch. The CAG has specific internal climate control targets (temperature and relative humidity) as set by agreed international standards – which ensures both the well-being of our collection and our ability to borrow from other institutions – and the requirement to continue to meet these standards with the current plant and infrastructure will pose a significant challenge. However, these international standards and approaches are being reviewed in the light of climate change and we are currently in discussions with industry peers and organisations. This issue will affect all cultural collecting institutions.</p> <p>Other impacts from climate change (such as potential sea level rise, possible increase in flood events, potential for energy consumption and emissions increases to counter temperature rise) could affect the wider community but are unlikely in themselves to have a direct impact on the service delivery provided by the CAG.</p> <p>The Akaroa Museum Complex could be affected by coastal flooding and potential sea level rise, in particular the Historic old Customs House (located beside the Daly’s Wharf and very close to the waterfront). Medium term planning is required for the options to relocate this building.</p>
Acute Shocks	Seismicity	<p>Can still impact adversely on the operation of the CAG but the Base Isolation project which was completed in 2015 has provided significant protection against the impact of significant earthquake events in the future. This has provided the dual benefit of providing greater protection of our own collection as well as providing assurance and comfort to lenders of artworks, travelling exhibitions, and our insurers.</p> <p>See <a href="https://christchurchartgallery.org.nz/multimedia/documentary/a-safe-place-to-be">https://christchurchartgallery.org.nz/multimedia/documentary/a-safe-place-to-be</a></p>
	Tsunami	<p>Not seen as having a specific direct impact on the CAG – although the impact on the wider community could be significant.</p> <p>Akaroa Museum Complex could be directly affected by a tsunami, in particular the Historic old Customs House, being located close to the waterfront.</p>
	Flooding	<p><b>Flood Management Area (FMA)</b> means an area identified on the CCC planning maps which is at risk of flooding in a major flood event, where specific minimum floor level rules and earthworks rules apply.</p> <p>The CAG lies just outside the FMA and while they are planning rules affecting the FMA areas, they are not seen as having a specific direct impact on CAG. However, there are pipes located in the car park which allow water to escape from underneath the concrete / after continued rainfall for a number of days, the ground water will continue to flow from these pipes and floods areas of the gallery car park. The pipes are designed to allow ground water to escape into tanks containing sump pumps.</p> <p>The Akaroa Museum Complex is also seen as not having a direct impact due to flooding. Although the impact on the wider community could be significant.</p>



### 3.2.2 Asset Risks

The Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex also identifies and records risks at a more detailed level, as shown in Table 3-1 on the following pages.

**Table 3-1: High and very high inherent risk items**

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
01	Failure to meet international museum standards for climate control (including temperature and relative humidity) for both CAG and AMC.	High	BMS tools being used to monitor the gallery environment.	High	Medium	Medium	<ul style="list-style-type: none"> <li>Business Unit to provide clarification of the international museum standards.</li> <li>2022/25 data collection to assist with the current condition and ability of HVAC and other critical systems.</li> </ul>
02	<p>The condition of some facilities (e.g. AMC) is progressively deteriorating. There is a risk that continued reduction in maintenance budgets sees a further reduction in asset condition to the point of a reduction in achievable LOS.</p> <p>Failure or non-performance of critical plant or equipment which results in business interruption such as site closure</p>	High	Continued undertaking to obtain data in order to better understand asset condition and allow an increase in scope and accurate validation of maintenance funding requirements.	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>2022/25 data collection to assist.</li> <li>Development / updating of 30-year Capital Plans for each building.</li> <li>Develop business tools to extract and manipulate asset data (Whole of Life Costs)</li> </ul>
03	<p>Health and Safety</p> <p>There is a risk that: people (staff, public, contractors, tenants) get injured (physical, psychosocial) in our workplace or facilities.</p>	Medium	Various treatments from training to registers and procedures	Moderate	Possible	Low	<ul style="list-style-type: none"> <li>Facilities Teams to continue to monitor and implement relevant management plans and controls alongside operational teams. Including</li> </ul>

							regular health and safety audits.
<b>04</b>	Compromise of insurance obligations through non-performance of gallery environment	Medium	BMS tools being used to monitor the gallery environment.	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>Business Unit and Finance / Insurance provide clarification of the insurance obligations for the CAG environment.</li> </ul>

# 4 Continuous Improvement

## 4.1 Overview of the Improvement Programme

Council has made a strong commitment to improvement of asset management practices and seeks to further improve the approach. Council acknowledges the need to focus efforts to further asset management practices over the next 2-3 years to an appropriate level of capability.

## 4.2 Current Asset Management Maturity

Asset Management Maturity Assessments (AMMA) are carried out once every 3 years. An independent assessment of current asset management practice was undertaken in October 2020 and again in September 2023.

### 2020 AMMA

The baseline maturity assessment was predominantly achieved through onsite interviews, with a good cross-section of participants. Future maturity level was also set based on best appropriate practice and considering the agreed business drivers. Strength and opportunities for improvement area summarised alongside the results to acknowledge the baseline achievements.

The appropriate level of AM practice for this Activity has been defined in our AM Policy as ‘Core’.

A summary of the assessment results for this activity is attached as Appendix 5.5.

The maturity assessment shows that:

- The gap between current and target follows similar patterns in the 2020 update as it did in 2018.
- Council has closed the gap between current and “appropriate asset management practice” for this activity in the areas of management systems, asset register data, managing risk and capital works planning.
- The most significant gaps are still in the areas of asset performance / condition data, operational planning and service delivery mechanisms.



**Figure 4-1: 2020 Asset Management Maturity Assessment for Facilities Activities**

(Includes Community Facilities, Libraries, Corporate Accommodation, Recreation, Sport and Events, Social Housing, Christchurch Art Gallery Te Puna o Waiwhetū and the Akaroa Museum Complex).

## 2023 AMMA

The 2023 AMMA, focused on data and information was undertaken in September 2023. This assessment determined Facilities level of asset management maturity with an overall rating of ‘basic’. Opportunities for improvement include:

- Systems: technology is not fit for purpose and data quality is poor.
- Process: processes are not fit-for-purpose.
- People: the team has capability and capacity constraints.

A summary of this assessment is provided in Appendix 5.6 and shown in Table 4-1.

**Table 4-1: Facilities 2023 asset management maturity assessment results.**

IIMM Section	2.4: Asset Condition and Performance	3.5: Asset Financial Planning and Management	4.2: Asset Data and Information	4.3: Asset Management Information Systems
	Basic	Basic/Core	Basic	Basic
	4.4: AM Process Management	4.5: Outsourcing and Procurement	4.6: Continuous Improvement	Overall Rating
Basic	Basic	Core	<b>Basic</b>	

Improvement items raised in 2020, Appendix 5.5, and 2023, Appendix 5.6 have been reviewed and included in the Christchurch Art Gallery Te Puna o Waiwhetū and the Akaroa Museum Complex asset management improvement plan. The improvement programme, available in Section 4.4, seeks to close the remaining maturity gaps and address the weaknesses identified during the development of this AMP.

## 4.3 Review of Progress against Previous Plan

The last improvement plan was developed as part of the 2020 AMP update. The indicative term of the improvement programme was three years. Table 4.2 provides an update on the status of the improvement programme items as at November 2020.

In addition to the items within the improvement programme, the following improvements have been made to the activity since the last AMP:

**Table 4-2: Progress against 2021 Improvement Plan**

Task ID	Action/Task	Timeline	Progress and Action
20-A	Further asset condition assessment/consolidation into single database (SAP or other) Develop & use data dashboards to assist in prioritisation processes, monitoring to KPIs Embed process to capture condition and performance information.	Ongoing, included as part of the Improvement Plan in this AMP	In progress, continue over the term of this AMP
20-B	Identification of critical assets, incorporate into budgeting process	Ongoing, but additional related task included in Improvement Plan in this AMP	Completed initial work, carry forward additional work in this AMP

20-C	Further investigate the ability to forecast demand.	Ongoing	Moved into the Activity Plan
20-D	Structured Quality Management (formal audit process enabling review of non-compliance/improvement actions)	Ongoing, included as part of the Improvement Plan in this AMP	Ongoing, continue over the term of this AMP
20-E	Specific structured AM training for key team members	Ongoing, included as part of the Improvement Plan in this AMP	Ongoing, continue over the term of this AMP
20-F	Focus on overall Improvement Planning process	Ongoing, included as part of the Improvement Plan in this AMP	Limited progress made. To continue over term of this AMP. Note that limited resources continue to constrain progress
20-G	Develop/improve AMP to include Akaroa Museum Complex buildings	Completed, updates will be required in future years.	Progress has been made to into include Akaroa Museum Complex buildings in the AMP.
20-H	Progress specific key projects including transition of fuel source to sustainable alternative, investigate additional storage options within the Gallery building, investigate education area options (noting that the Gallery will provide inputs to the first initiative which is led by Corporate Accommodation and the Gallery will lead the subsequent two projects)	Ongoing, included as part of the Improvement Plan in this AMP	Ongoing, continue over the term of this AMP

## 4.4 Improvement Plan 2024

The independent asset management maturity assessment process provides a sound basis for prioritising and monitoring improvements to current asset management practices. This will put in place the programme for 2024 through to 2026.

Additional improvement items were identified during the maturity assessment and as part of this asset management plan review. These items were added to the outstanding items from the 2020 Improvement programme.

Table 4-3 details those tasks that will be completed over the next three years. These tasks have focus specifically on those areas where the risk is most critical. To facilitate the practical implementation of the improvement programme tasks have been designed to address several issues concurrently and be programmed to ensure a logical progression towards the 3-year target.

The Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex has a strong commitment to continuous improvement. However, work in this area is highly likely to be constrained by a lack of AM resourcing.

**Table 4-3: Asset Management Improvement Tasks**

Task ID	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)	Timeframe
5a 5b 5c	<p><b>Condition Data Capture</b></p> <ul style="list-style-type: none"> <li>Further asset condition assessment/consolidation into single database (SAP or other).</li> <li>Work through with SAP improvement programme to import captured data into SAP across all asset classes within the portfolio.</li> <li>Capital Plan, Updated / Creating 30 Year (or Whole of life) Capital Plans per Building. Including updating the three conservation plans.</li> <li>Develop &amp; use data dashboards (Power BI) to assist in prioritisation processes, monitoring to KPIs.</li> <li>Embed process to capture condition and performance information.</li> </ul>	Asset Register Data, Asset Performance / Condition, Capital Works Planning.	<b>H</b>	Facilities and Asset Planning Unit, Data Management, Including SAP Improvement Programme	<p>Additional Facilities Asset Management and Data Team members (i.e. full team and at least two Asset Planners)</p> <p>Additional funding has been requested (in the Activity Plan) to cover the updating the three conservation plans, this will need to be complete by a Heritage Architect or other Heritage Specialist.</p> <p>Data Management / GIS and SAM Team involvement required to create Dashboards.</p>	Term of AMP
6b	<p><b>Critical Assets</b></p> <ul style="list-style-type: none"> <li>Focus on critical assets – review previous work &amp; update process. Continue to integrate with Asset Register.</li> <li>Ensure influences Capex &amp; Opex prioritisation (especially to invest in the other buildings in the portfolio (not just CAG).</li> <li>Integrate resilience objectives/initiatives are captured in Promapp.</li> </ul>	Managing Risk, Asset Register Data.	<b>H</b>	Facilities and Asset Planning Unit, SAM Team (focused on a council wide critical asset approach)	Additional Facilities Asset Management and Data Team members (i.e. full team and at least two Asset Planners), SAM Team (to lead the council wide approach)	Term of AMP
6a	<p><b>Quality Management</b></p> <p>Noting that the CAG and AMC are operated well, start to progress more rigorous and structured Quality Management – including introducing a</p>	Risk, process improvement	<b>M</b>	Facilities and Asset Planning Unit / SAM Team (to address	Additional Facilities Asset Management and Data Team members (i.e. full team and at least two Asset Planners).	Term of AMP

	more formal audit process enabling review of noncompliance/improvement actions. (Quality Management is a council wide issue)			the council wide issue).		
<b>7a</b>	<b>Staff Training</b> Specific structured AM training for key team members and Senior Management / ELT	Risk, succession planning.	<b>M</b>	Facilities Asset Management and Data Team / SAM / Council (ELT)	Requires commitment across council to improve Asset Management knowledge and understanding. Cost of suitable training courses.	Term of AMP
<b>BAU 03</b>	<b>AM Improvement Programme</b> Ongoing Improvement Planning – focus on identification of improvement tasks. Review AM Maturity Assessment (AMMA) completed in October 2020 and 2023 and prioritise improvement tasks.	Process improvement, prioritisation of investment	<b>M</b>	Facilities Asset Management and Data Team / SAM Team (to manage)	Additional Facilities AM staff members (i.e full team and at least two Asset Planners)	Term of AMP
<b>BAU 04</b>	<b>Progress specific key projects</b> including transition of fuel source to a sustainable alternative and investigate storage options using Council-owned facilities (noting that the Te Hononga Civic Offices is also involved in the former project)	Risk, sustainability, asset management improvement	<b>M</b>	Facilities and Asset Planning Unit	Time of key team members, potential Capex and Opex cost increase depending on outcome of investigations	Term of AMP
<b>BAU CAG &amp; AM 01</b>	<b>Heritage Assets</b> Review how Council manages assets of Heritage significance more effectively and efficiently	Capital Works Planning	<b>M</b>	Facilities Asset Management and Data Team, Parks Heritage Team, SAM Team (to manage across council)	Requires commitment across council to resolve this issue.	Term of AMP
<b>BAU 01</b>	<b>Energy Efficiency</b> Energy audit targeted to ensure efficient operation of all buildings.	Risk, sustainability, asset management improvement	<b>M</b>	CAG & AMC, Facilities and Asset Planning Unit /Energy Analyst	CAG & AMC, Facilities and Asset Planning Unit	Term of AMP

## 4.5 Monitoring and review

The Asset Management Improvement Programme (AMIP) will be reported to the Strategic Asset Management Team (SAM). All improvement items and the improvement programme will be monitored by the SAM team and reported to the Executive Leadership Team as required.



# 5 Appendices (Supporting information)

## 5.1 Asset Management Objectives

Table 5-1: Asset Management Objectives

Principle	Objective
<b>1. Asset management outcomes align with the strategic direction of Council</b>	1.1 Linkages between Council’s strategic direction and asset management outcomes are clear and understood
	1.2 All asset based services are linked to the attainment of community outcomes
	1.3 A whole of life approach is taken for all asset management initiatives
	1.4 Asset management planning outputs provide the options and financial forecasts for the first draft of the Long-Term Plan (LTP)
	1.5 Investment in Infrastructure is optimised across all asset types
	1.6 Opportunities to increase resilience are considered in all asset management planning
<b>2. Asset management is an organisational wide practice</b>	2.1 The Strategic Asset Management Team (SAM) provides leadership of asset management practice at Council
	2.2 Asset management is co-ordinated across the organisation
	2.3 Core asset management processes are consistent across Council
	2.4 Asset management practice is compliant and appropriate
	2.5 Asset management teams across all lines of the business are motivated and driven by customer needs
	2.6 There is an organisational culture of continuous improvement in asset management
<b>3. Decisions about assets are based on well-managed, quality information</b>	3.1 Asset data is available in corporate system for use in all decision making related to Council assets
	3.2 The performance and condition of assets is monitored and reported
	3.3 Decision making by asset owners and managers is outcome based and based on reliable asset information
	3.4 Supporting asset information is readily accessible
	3.5 Asset data is up to date
	3.6 Asset management decisions by asset owners and managers are based on evaluation of all viable options to deliver levels of service outcomes
<b>4. Asset management maturity levels are appropriate to the assets, services and risks we manage</b>	4.1 Identified asset management maturity gaps close over time
	4.2 The asset management capability of staff resources matches the needs of the organisation
	4.3 The organisation recognises the importance of AM and adequately resources the AM system
	4.4 Appropriate levels of asset management maturity are defined and reviewed as business needs change
	4.5 The level of AM practice is matched to the criticality of the assets
	4.6 Christchurch City Council gains recognition for its evolving AM practice
<b>5. Asset management plans (AMPs) are living documents</b>	5.1 AMPs are easy to follow
	5.2 AMPs are complete and at the agreed level of maturity
	5.3 AMPs reflect the current level of asset management practice for the asset type

	5.4	The asset management improvement programme in the plan, contains all actions necessary to close the existing maturity gaps
	5.5	AMPs contain the 30-year financial forecasts; suitable to develop the first draft of the Long Term Plan and the Infrastructure Strategy
	5.6	Life cycle strategies are articulated within the asset management plan

## 5.2 Asset Portfolio Value

Table 5-2: Asset Portfolio Value

Functional Location	Description	Total Insurance Replacement Cost	SAP Building Value	Book Value	Annual Depreciation
FAC_1185_BLDG_B01	Christchurch Art Gallery Te Puna o Waiwhetū	\$211,837,000	\$141,683,000	\$102,072,000	\$2,256,333
FAC_3635_BLDG_B01	Langlois-Éteveneaux House	\$666,000	\$424,000	\$132,000	\$7,667
FAC_3635_BLDG_B02	Akaroa Museum	\$982,725	\$624,423	\$316,198	\$6,410
FAC_3635_BLDG_B03	Akaroa Shearing Shed	(including in Akaroa Museum)	(including in Akaroa Museum)	(including in Akaroa Museum)	(including in Akaroa Museum)
FAC_3635_BLDG_B04	Akaroa Toilet	(including in Akaroa Museum)	(including in Akaroa Museum)	(including in Akaroa Museum)	(including in Akaroa Museum)
FAC_3635_BLDG_B05	Akaroa Courthouse	\$1,083,000	\$749,000	\$263,000	\$12,470
FAC_3640_BLDG_B02	Akaroa Customs House	\$273,000	\$176,000	\$62,000	\$2,138
<b>TOTAL CAG and AMC portfolio assets</b>		<b>\$214,841,725</b>	<b>\$143,656,423</b>	<b>\$102,845,198</b>	<b>\$2,285,018</b>

## 5.3 Typical Component Life Cycles

**Table 5-3 - Typical Component Life Cycles**

Cycle	Component
10	Wall finish
40	Wall lining
30	Windows Doors
20	Ceilings
10	Floor Carpet
20	Floor Vinyl
20	Bamboo floor
20	Roof Membrane
25	Roof shingles
25	Spouting
15	HVAC
8	HVAC components
20	Fixtures & Fittings
10	Ext Paint
25	Carpark surface
30	Electrical
20	Lift
30	Sanitary services
10	Appliances
20	Bathroom remodel
20	Kitchen remodel
20	Shelving

## 5.4 Christchurch Art Gallery Te Puna o Waiwhetū Critical Assets

**Table 5-4 – Christchurch Art Gallery Te Puna o Waiwhetū Critical Assets**

<p><b>Description</b></p>	<p>The Christchurch Art Gallery Te Puna o Waiwhetū has a critical need to maintain the environment (temperature and relative humidity) to protect the art collection.</p> <p>This has given rise to a greater focus on defining and identifying our ‘critical assets’ and a sustained investment in enhancing the resilience of these specific assets.</p> <p>This has included a comprehensive condition assessment project across the entire CAG facility, to better understand areas of need and the quantification of estimated cost to refurbish/improve asset management practices.</p>
<p><b>Scope and Expected Impact</b></p>	<p>Focused on critical assets initially but broadening to more assets over time.</p>
<p><b>The Case for Change</b></p>	<p>Meeting the imperatives of maintaining the internal environment within internationally recognised parameters for art galleries/museums is an absolute ‘no brainer’. This is to both protect the condition and value of our own collection as well as satisfying lending galleries (both within NZ and internationally) that the Christchurch Art Gallery Te Puna o Waiwhetū is a reputable institution worthy of hosting significant loans and/or touring exhibitions.</p>
<p><b>The Resilience Dividend</b></p>	<p>There are a number of co-benefits to this initiative including better value-for-money spend, a better understanding of the relative importance of the different asset elements in the facility.</p>
<p><b>Further Opportunities</b></p>	<p>We have an ongoing commitment to reviewing the criticality of assets and ensuring that we get maximum value-for-money from our asset spend.</p>

## 5.5 2020 Asset Management Maturity

Table 5-5: 2020 Asset Management Maturity Assessment

Section	Current/Target		Reason for scores 2020	Improvement actions planned or underway
<b>AM Policy and Strategy</b>	85	95	<p>Corporate AM Policy and Strategic AM Plan in place, provides key principles, objectives, corporate AM improvement path, framework for AM planning. Strategic context analysis is thorough and documented in IS, AMP, Activity Plan and various Facilities Strategies and Network Plans.</p> <p>Strategic priorities are well embedded with good alignment through to AMP and Activity Plans.</p>	<p>Continue to communicate, review, monitor and update AM Policy, SAMP.</p> <p>Streamlining of strategy, AM, planning documents.</p> <p>Update AM Policy and Objectives</p>
<b>Levels of Service</b>	80	90	<p>The levels of service sections of the AMPs have good linkages to strategic outcomes, customer expectations. LOS and performance measures reviewed by 'pit crews' in 2020.</p> <p>Community needs analysis and survey information has been detailed in the AMP - engagement through user surveys is stronger for some activities (libraries, rec centres, gallery) than others (community facilities, housing). There has been no specific community engagement over levels of service and willingness to pay, beyond Council 'plan submissions' processes.</p>	<p>Engage with community around level of service options (beyond 'document submissions' processes).</p>
<b>Forecasting Demand</b>	65	80	<p>Good analysis of demand drivers in AMP, supported by corporate demographic information.</p> <p>The current and historical utilisation and capacity of most facilities is measured however, except for Housing and Libraries, the demand forecasts have not been converted into quantitative forecasts to a level useful for planning for individual facilities.</p> <p>Demand management techniques have been identified in the AMP but not clear which are being funded or progressed. Demand analysis considered in various Strategies (Aquatics) and Network Plans (Community Facilities).</p>	<p>AMP Demand Sections – streamline and summarise from respective 'strategies' and 'network plans' and include quantitative data on historic demand and forecasts.</p> <p>Update facilities strategies (&gt;5 years old or where context has changed and needs strategic review).</p>
<b>Asset Register Data</b>	75	90	<p>Data structure reviewed as part of the Facilities Better Business Management Programme (FBBM). The data in SAP has been cleansed and is of a better quality, but some datasets still have big gaps (e.g. installation date, replacement costs).</p> <p>A data collection process is underway to capture remaining facility assets and their attributes.</p> <p>Fulcrum has been deployed to support capturing of information from the field into SAP.</p> <p>Ongoing data updating processes need to be embedded.</p>	<p>Ongoing reviews and auditing to ensure data management processes are being followed.</p> <p>Develop and use data quality dashboards to drive prioritisation of further data improvements, including replacement cost.</p>
<b>Asset Performance/Condition</b>	65	85	<p>A significant amount of asset data validation and condition assessments have been undertaken, unfortunately the data was not available to support the 2020 AM Plans.</p> <p>Asset performance data is limited to maintenance reporting and response times. Asset performance assessments (e.g. fitness-for-purpose) have not been part of this year's asset inspections</p>	<p>Establish a process to capture performance information during condition assessments.</p> <p>Dashboard reporting for operational/contract KPIs.</p>
<b>Decision Making</b>	75	85	<p>Formal decision-making processes are applied to major projects and programmes - business cases are used to justify the financial and non-financial benefits of projects. Options are evaluated using a Council framework. CAPEX projects are captured and prioritised against decision criteria (aligned to Council priorities) in the CPMS. See also CAPEX planning re: renewal decisions.</p>	<p>Develop renewal model for building assets (AAIF), incorporating condition, performance, risk and cost information.</p>

<b>Managing Risk</b>	<b>70</b>	<b>85</b>	<p>The Council risk framework has been applied, with regular risk reporting through Promapp.</p> <p>The Risk section of the AMP and appendices covers the main risks for each of the five facility types, and the mitigation measures.</p> <p>Criticality is considered in decision making, and the key risk for each facility are known and managed. However, a criticality rating has not been formally assigned to individual assets.</p>	<p>Capture resilience assessment results and manage through the corporate risk register (Promapp). Noted that Risk team are also progressing other recommendations from Deloitte risk review 2019.</p>
<b>Operational Planning</b>	<b>55</b>	<b>85</b>	<p>Scheduled maintenance programmes are developed collaboratively with Citycare and Facilities. There have been efforts in recent years to more planned (less reactive) maintenance and SAP was being used to manage scheduled maintenance, but this has reverted to spreadsheet lists. Reactive maintenance and costs are captured in SAP, but only at a building level.</p> <p>Budget constraints are likely to see cuts to planned maintenance programmes, focussing on maintaining safety and compliance activities.</p>	<p>Re-establish management of scheduled maintenance through SAP and Fulcrum.</p> <p>Continue work to enable better categorisation/capture of financial information to support OPEX optimisation and planning</p>
<b>Capital Works Planning</b>	<b>70</b>	<b>85</b>	<p>See comments for 'decision making' plus...</p> <p>Capital projects and programmes managed in accordance with CPDF and projects tracked in CPMS.</p> <p>A 10-year (AMP/LTP) and 30-year (IS) CAPEX programme is in place.</p> <p>Renewal forecasts are still based on 'top down' assessments until asset condition data is available for analysis.</p> <p>Network planning is required to provide a stronger base for development of growth and LOS project CAPEX.</p>	<p>Improved scoping and project definition of projects and programmes for next 3 years.</p> <p>Establish a process for developing renewal programmes from condition assessments and validating with facilities managers.</p>
<b>Financial Planning</b>	<b>70</b>	<b>85</b>	<p>(This section was not complete in some of the 5 AMPs).</p> <p>10-year forecasts are provided for OPEX and CAPEX.</p> <p>OPEX forecasts are largely based on historical expenditure and staff knowledge.</p> <p>Consequential OPEX (OPEX associated with new assets) is estimated, but there is limited information on asset expenditure to date, as the practice of linking work orders to assets is only just beginning within the new asset data structure.</p> <p>The operating impact of budget changes on levels of service (asset performance) is not well linked.</p>	<p>Review of asset financial information to allow better reporting by facility and asset type and improved OPEX analysis and budgeting for the next LTP.</p> <p>Revaluation of assets (once data improvements enable this, see Asset Register).</p>
<b>AM Leadership and Teams</b>	<b>80</b>	<b>90</b>	<p>The organisational structure for asset management has embedded. There is a good working relationship between asset managers and activity managers and the AMP process has been useful in developing a joint understanding of AM issues.</p> <p>AMU lead a consistent approach to AM across Council, with council wide AM communications on AM through SharePoint and forums such as the Delegate's Liaison Group. AM practice is becoming more part of Council language and culture.</p> <p>AMU has developed an AM competence framework, but this has not been applied to individual roles or job descriptions.</p>	<p>Review staff/team capabilities against AM competence framework to identify capability development needs (training, mentoring, etc).</p> <p>Continue AM working group/s to support shared learnings and knowledge.</p>
<b>AM Plans</b>	<b>75</b>	<b>85</b>	<p>5 AMPs have been updated and were largely complete at the time of the assessment (Aug 2020).</p> <p>There is some good content, and there has been much better engagement with business owners during AMP development enabling.</p> <p>However not all sections are complete, the information from recent condition assessments was not available to inform the AMP and there is limited performance information in the AMPs.</p>	<p>Complete all sections when condition data is available.</p> <p>Include performance information (use staff knowledge to fill data gaps).</p> <p>Streamlining of front-end content to reduce duplication with strategies, Activity Plans.</p> <p>Discuss with business owners and consider merging into a single Facilities AMP.</p>
<b>Management Systems</b>	<b>65</b>	<b>80</b>	<p>The need for a quality management approach to asset management is understood and continues to be developed.</p>	<p>Addition of specific AM processes, such as condition/performance</p>

			<p>Processes are well established and documented for many corporate processes such as capital delivery and risk. Facilities have prioritised and reviewed their critical processes and are managing these in Promapp. Since the last review, AMU has reviewed/improved some critical AM processes including asset handover and disposals.</p> <p>AMU is supporting a more formal process to assist activities prioritising 'critical AM Processes' and reviewing/improving the highest priority ones, but this is initially only focussing on waters and transport.</p>	assessments and development of renewal forecasts, in Promapp.
<b>AM Information Systems</b>	<b>80</b>	<b>90</b>	<p>Good information systems – SAP, GIS, Fulcrum (field data). The FBBM project has focused on better use of SAP data and information to support the business.</p> <p>Power BI is being used to develop dashboards to better meet user needs, still work-in-progress.</p> <p>Some new buildings are being provided with BIM data, working through how this will fit into Council's IS/AM strategy to support better AM.</p>	<p>Continue implementation of B2B and business intelligence tools to support integrated, easy access to information.</p> <p>Asset Information Strategy.</p> <p>Strategy for implementing BIM</p>
<b>Service Delivery Mechanisms</b>	<b>70</b>	<b>90</b>	<p>Contracts are in place for the delivery of maintenance and operations functions. Competitive tender processes are used.</p> <p>Increasingly the business is driving change in asset data collection, work orders and contract payments through the FBBM project - to get more accurate costing and better contract performance monitoring. A greater focus on ensuring what is in the contract and what is additional work, and more accurate maintenance schedules.</p>	<p>Ensure AM requirements are built into new contract/s.</p> <p>Continued focus on improving oversight / control of contract operational activities.</p>
<b>Audit and Improvement</b>	<b>70</b>	<b>85</b>	<p>An AM improvement programme has been developed for facilities. Reporting on major projects that are part of the corporate programme is via AMGB.</p> <p>Each AMP identifies items for improvements for the facilities area but there is no formal monitoring/reporting process.</p>	<p>Establish a process for monitoring AM improvements outside of the corporate AMU programme.</p>

*(Includes Community Facilities, Libraries, Corporate Accommodation, Recreation, Sport and Events, Social Housing, Christchurch Art Gallery Te Puna o Waiwhetū and the Akaroa Museum Complex).*



## 5.6 2023 Asset Management Maturity

**Table 5-6: 2023 AMMA Facilities | What works well**

Category	#	Theme	Issue	Evidence/examples
<b>System:</b> Initiatives to improve data quality are either in-flight or being planned	18	Improvement initiatives	<p>Initiatives are either in-flight or being planned to improve:</p> <ul style="list-style-type: none"> <li>Ongoing improvement of data completeness, by starting with asset condition data (2.4).</li> <li>Revising the asset data requirements (e.g., data structure, object type attribution, processes) to achieve consistency (4.3).</li> </ul>	<ul style="list-style-type: none"> <li>Unreliable condition data has been removed, with an initiative planned to capture missing data.</li> <li>The team is in the process of allocating the correct spaces to the assets and working with external contractors to ensure alignment.</li> </ul>
<b>People:</b> There are capability and capacity constraints	9	Capability uplift	<ul style="list-style-type: none"> <li>Key personnel with data expertise are being introduced to the team to improve the asset data. (4.2, 4.6).</li> </ul>	<ul style="list-style-type: none"> <li>There is a dedicated resource to improve the asset data for the team.</li> <li>Anecdotal evidence indicates that condition data is being improved on over time.</li> <li>However, it is unclear if this will be sufficient to address the data gaps over time.</li> </ul>

**Table 5-7: 2023 AMMA Facilities | Opportunities for Improvement**

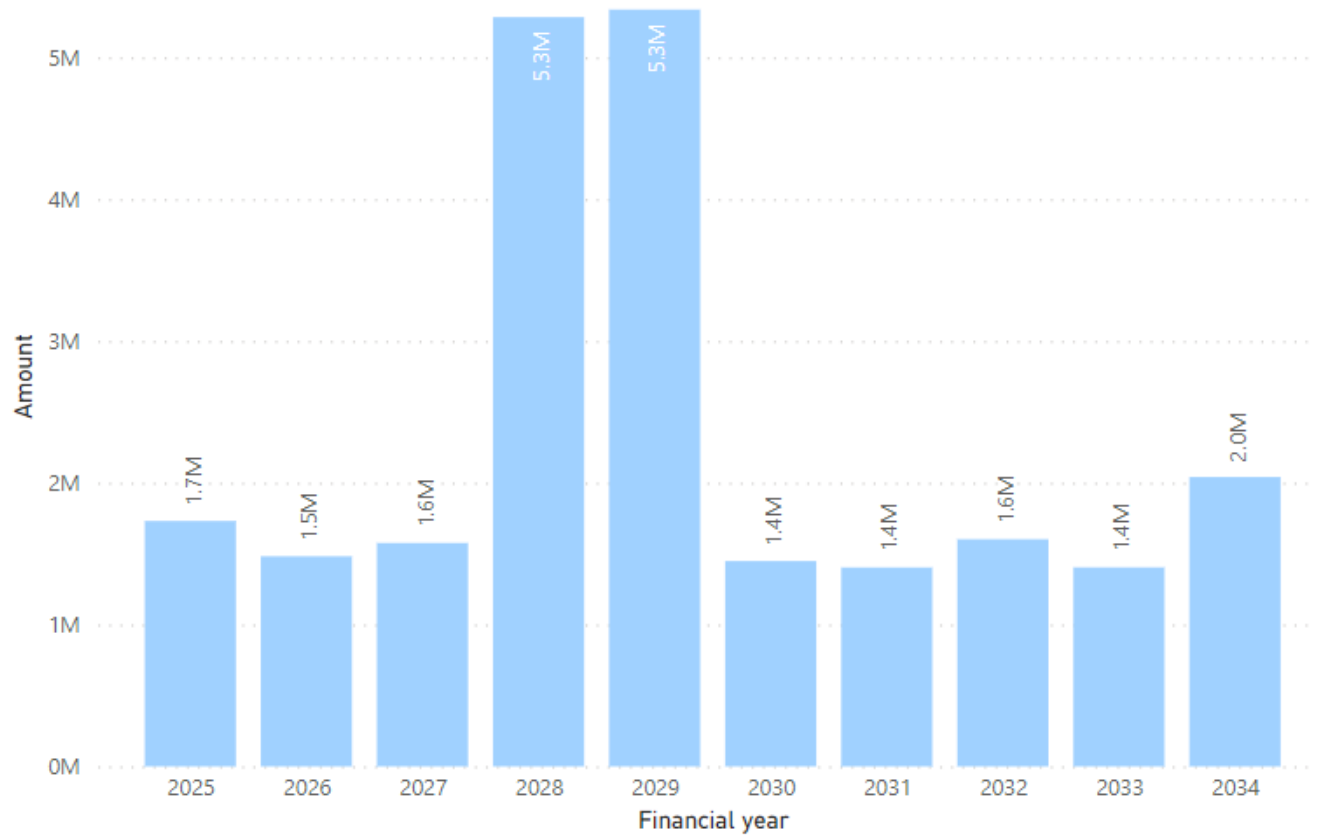
Category	#	Theme	Issue	Evidence/examples
<b>Systems:</b> Technology is not fit-for-purpose and data quality is poor	5a	Asset data quality	<ul style="list-style-type: none"> <li>There are gaps in core asset data fields, including condition, age, and capacity (2.4,3.5).</li> <li>Asset data is not entered in a consistent format (4.2).</li> <li>Data accuracy has not been assessed, and the confidence level for key data fields (i.e., age, condition and criticality) varies across the different facility types (4.2).</li> </ul>	<ul style="list-style-type: none"> <li>Condition data field completeness = 50%, age data field = 80%, capacity = 75% (completeness scores sourced from Facilities AMP, dated 30.06.2023). Validity of the data is unknown.</li> <li>There are currently no formalised quality checks undertaken for data accuracy / a review of data accuracy has not been completed to date e.g., there are differences with how spaces for building assets are structured</li> </ul>
	5b	Consistent storage of data in centralised (Enterprise) systems	<ul style="list-style-type: none"> <li>Not all asset data is saved in SAP, which makes it difficult to maintain data integrity, due to a lack of governance, alongside version control and accessibility issues (4.3)</li> </ul>	<ul style="list-style-type: none"> <li>Excel spreadsheets are used to document completed survey reports on facilities assets.</li> </ul>

	5c	Organisational & process requirements	<ul style="list-style-type: none"> <li>• There is currently no minimum requirement to update data stored in SAP at a defined frequency (e.g., every 12 months) (4.2)</li> <li>• Lack of confidence in documentation which defines the data structure (4.2, 4.4).</li> <li>• Lack of governance in place to control the quality of asset data (4.3).</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need to create alignment with the data structure, which includes regular intervals to update the data.</li> <li>• This process is documented in Promapp, however it was not observed.</li> <li>• No process, role or responsibility was observed to manage/govern the data.</li> </ul>
<b>Process:</b> Processes are not fit-for-purpose	6a	Documentation and formalisation of business processes	<ul style="list-style-type: none"> <li>• No documented process to identify critical assets (4.4)</li> <li>• There is no alignment of capital works from other units in similar areas (e.g. Transport &amp; Three Waters discuss alignment of their works, but not with other asset teams) (4.4)</li> <li>• No documented process to enable long-term planning of renewals (e.g., renewals are mostly reactive) (3.5, 4.4)</li> </ul>	<ul style="list-style-type: none"> <li>• Asset criticality is defined in the Facilities AMP, however no process is observed.</li> <li>• No method exists to allocate work from different units at the same time in similar areas. This is currently being done ad-hoc.</li> <li>• No documentation was observed which outlines how renewals are determined &amp; planned.</li> </ul>
	6b	Clarity of accountabilities and Responsibilities.	<ul style="list-style-type: none"> <li>• Lack of certainty for the procedure to maintain and update data, and where the responsibility lies (4.2, 4.3, 4.6).</li> <li>• Lack of accountability for asset management from Senior Leadership (i.e., above Manager level) (4.4)</li> </ul>	<ul style="list-style-type: none"> <li>• This process is documented in Promapp, however it was not observed. There is uncertainty to whether the process is adhered to.</li> <li>• Accountability for Asset Management sits with Managers, or Team Leaders.</li> </ul>
<b>People:</b> There are capability and capacity constraints	7a	Internal and external resource capability	<ul style="list-style-type: none"> <li>• External contractors don't have the required technical expertise or resources (e.g., to carry out condition assessments and provide a reliable condition rating) (4.5, 4.6)</li> </ul>	<ul style="list-style-type: none"> <li>• External consultants engaged to complete condition assessments have been observed to not possess the specialist skills to provide a reliable condition rating</li> </ul>
	7b	Internal resourcing capacity	<ul style="list-style-type: none"> <li>• There has been a history of an inconsistent team structure (4.4, 4.6)</li> </ul>	<ul style="list-style-type: none"> <li>• There are issues with staff retention and maintaining the expertise within the team.</li> </ul>

## 5.7 Capital Investment Programme 2025-34

### Amount by Financial Year

Source: ● Proposed



**Figure 5-1: Christchurch Art Gallery and Akaroa Museum Capital Programme FY 2025-34**

For Details of all Programmes and Projects refer to Budget Interactive Budget Tool and the accompanying Schedule.

Orbviz Budget Interactive Tool- multiple viewpoints and functionality.

[Home | CCC Consultation for Long Term Plan and Annual Plan - Projects | Christchurch City Council \(orbviz.com\)](#)

## Schedule 1 – Christchurch Art Gallery and Akaroa Museum Capital Programme by Primary Driver

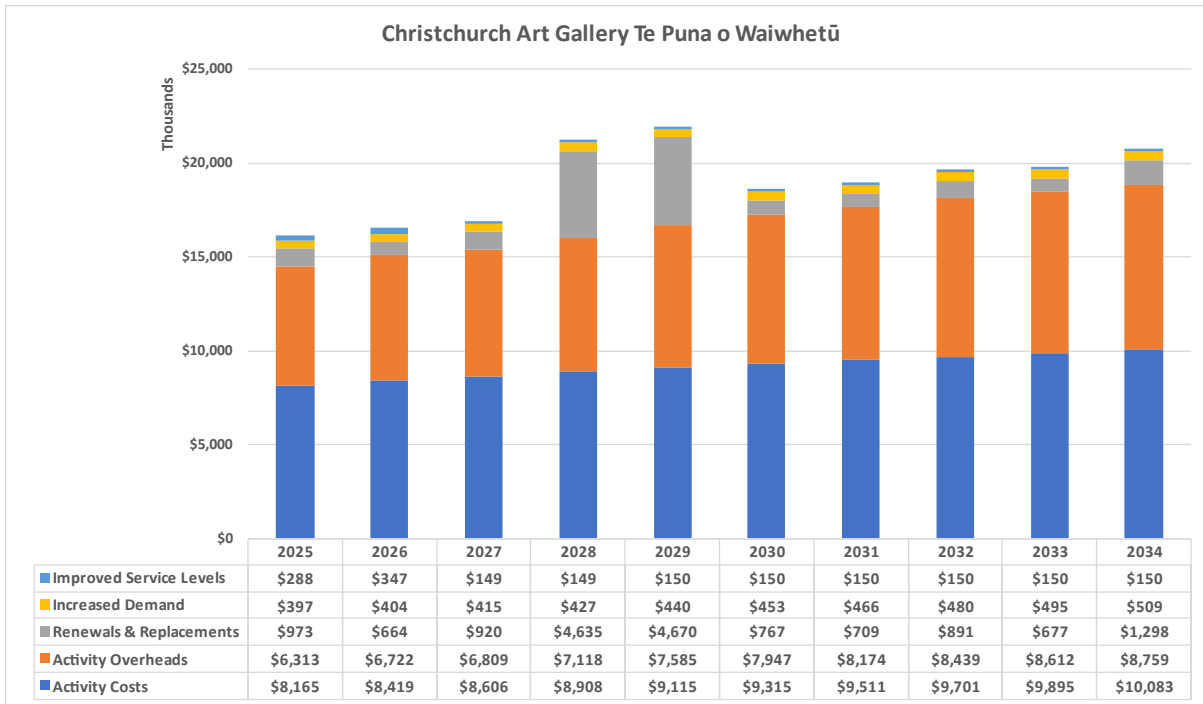
### LONG TERM PLAN 2024 - 2034

#### PLANNED CAPITAL PROGRAMME BY PRIMARY DRIVER (INFLATED)

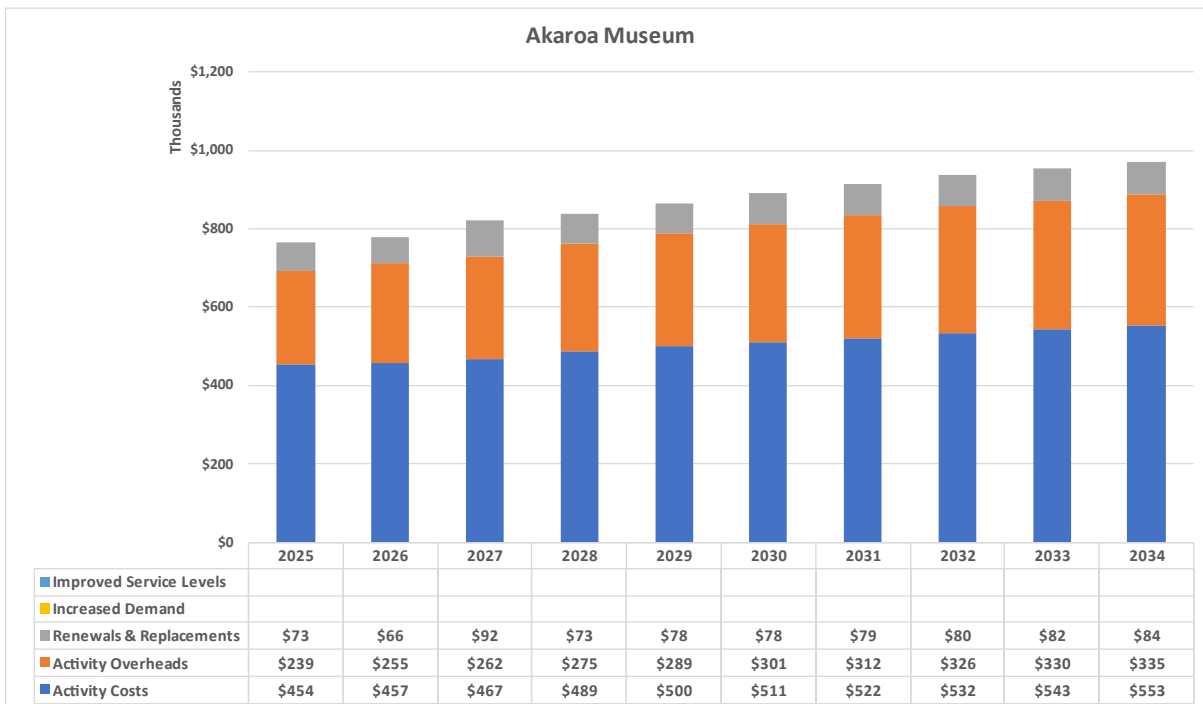
			(000s)										
Primary Driver	ProjectID	Project Title	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Improve the Level of Service	2	Delivery Package - Christchurch Art Gallery Art in Public Places	288	347	149	149	150	150	150	150	150	150	1,832
<b>Improve the Level of Service Total</b>			<b>288</b>	<b>347</b>	<b>149</b>	<b>149</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>1,832</b>
Meet Additional Demand	36591	Christchurch Art Gallery Collections Acquisitions	397	404	415	427	440	453	466	480	495	509	4,486
<b>Meet Additional Demand Total</b>			<b>397</b>	<b>404</b>	<b>415</b>	<b>427</b>	<b>440</b>	<b>453</b>	<b>466</b>	<b>480</b>	<b>495</b>	<b>509</b>	<b>4,486</b>
Replace Existing Assets	2112	Christchurch Art Gallery Design & Upgrade Photography Equipment		9		10		10		11		12	52
	36593	Christchurch Art Gallery Renewals & Replacements of Exhibition Equipment	35	33	34	35	42	43	44	45	47	48	404
	36595	Christchurch Art Gallery Collection Storage & Fittings	28	26	26	4,008	4,020	32	33	34	35	36	8,276
	37270	Akaroa Museum Renewals & Replacements	73	66	92	73	78	78	79	80	82	84	785
	65432	Delivery Package - Christchurch Art Gallery Renewals & Replacements	911	596	860	582	609	682	632	801	595	1,202	7,472
<b>Replace Existing Assets Total</b>			<b>1,046</b>	<b>730</b>	<b>1,012</b>	<b>4,708</b>	<b>4,748</b>	<b>846</b>	<b>787</b>	<b>972</b>	<b>759</b>	<b>1,382</b>	<b>16,990</b>
<b>Grand Total</b>			<b>1,731</b>	<b>1,482</b>	<b>1,576</b>	<b>5,284</b>	<b>5,338</b>	<b>1,448</b>	<b>1,403</b>	<b>1,602</b>	<b>1,404</b>	<b>2,041</b>	<b>23,309</b>

Figure 5-2: Christchurch Art Gallery and Akaroa Museum Long Term Plan Capital Programme

## 5.8 Total Capital and Operating Expenses for 2025-2034



**Figure 5-3: Christchurch Art Gallery Capital and Operating Expenses 2025-2034**



**Figure 5-4: Akaroa Museum Capital and Operating Expenses 2025-2034**