

# Christchurch Art Gallery Te Puna o Waiwhetū and Akaroa Museum Complex

## Asset Management Plan

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In this AMP template:

- Red text identifies important areas that are suggested for the AMP Reviewer/Approver to consider during their review.
- Yellow / red highlighted text is guidance for the AMP writer as to what goes in each section.
- Plain text is text that is intended to be left in as standardised text in all AMPs. However this is not a hard and fast rule – some sub-sections or paragraphs may not be relevant to the activity

# 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	Author	Description

## 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 Recipients should remove superseded versions from circulation.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

## 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.

**LTP documentation wording approved by Corporate Planning and Performance**

**Updated as at 24 May 2023 (Source: Paul McKeefry)**

# 1 Introduction to our Asset Portfolio

- Is there effective use of tables, graphs, diagrams, photos, maps to illustrate key points?
- Do all the tables and figures have the 'so what' explanation preceding it?

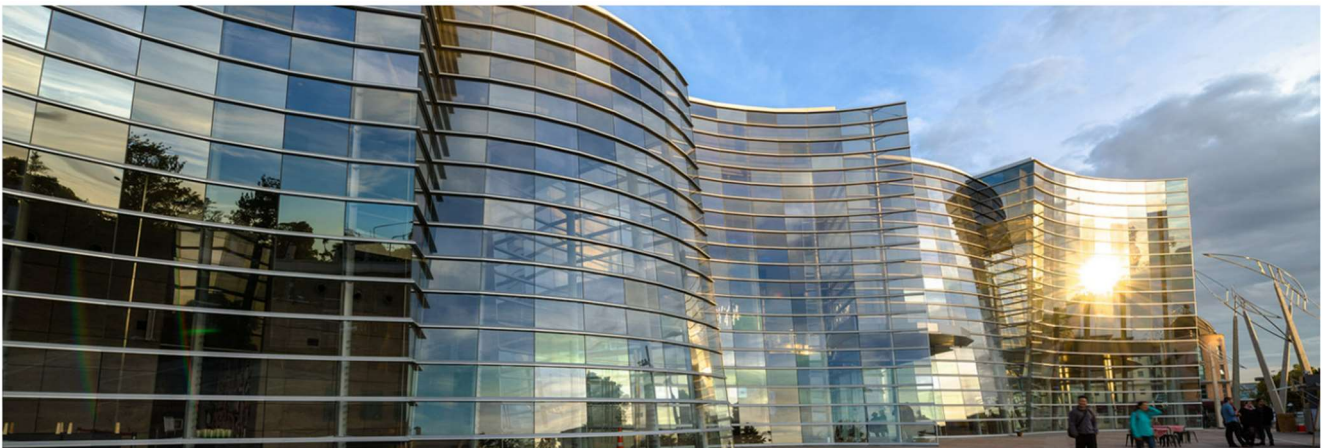
## 1.1 Background

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 21 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 CAG reopened to the public in December 2015.

Banks Peninsula District amalgamated with Christchurch City Council in 2006. The assets that were transferred to this portfolio included the 'Akaroa Museum Complex' (AMC) which comprises of:

- Akaroa Museum and associated outbuildings.
- Langlois - Eteveneaux Cottage.
- Akaroa Court House.
- Akaroa Customs House.



**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 1-1111Figure 1-11.

## Asset Lifecycle Management

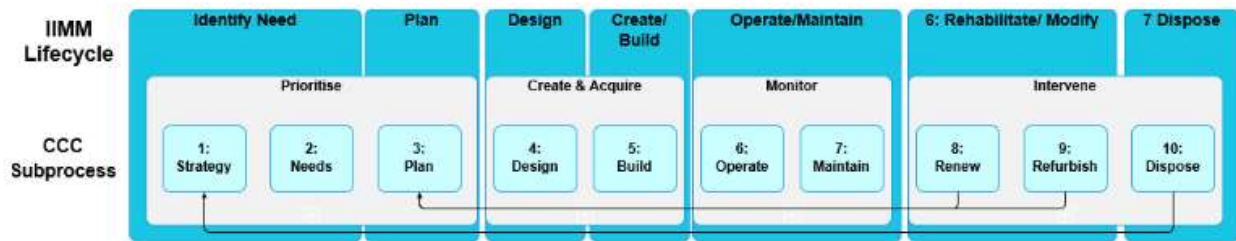


Figure 1-1111: Asset Lifecycle Categories –Insert appropriate lifecycle stages for your asset base

### 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 I) enable the management of assets in a manner consistent with the principles of the policy, and the organisation's objectives.

**Goals and objectives of Asset Management wording approved by SAM**

**Updated as at 26 May 2023 (Source: Paul McKeefry)**

## 2 Lifecycle Management Plans

- Is there effective use of tables, graphs, diagrams, photos, maps to illustrate key points?

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

The following assets are covered in this AMP.

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-Eteveeneaux 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)

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

### 2.2 Location and Value

In the Te Pūrongo-ā-tau Annual Report 2022, Fixed Assets under direct Council Control carried a book value of \$14.2 billion.

Description	Gross Replacement Cost	Current Building Value	Depreciated Replacement Cost	Annual Depreciation
Christchurch Art Gallery Te Puna o Waiwhetū.	\$211,837,000	\$141,683,000	\$102,072,000	\$2,256,333
Langlois-Éteveeneaux House.	\$666,000	\$424,000	\$132,000	\$7,667
Akaroa Museum and other associated buildings.	\$982,725	\$624,423	\$316,198	\$6,410
Akaroa Courthouse.	\$1,083,000	\$749,000	\$263,000	\$12,470
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>

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

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.



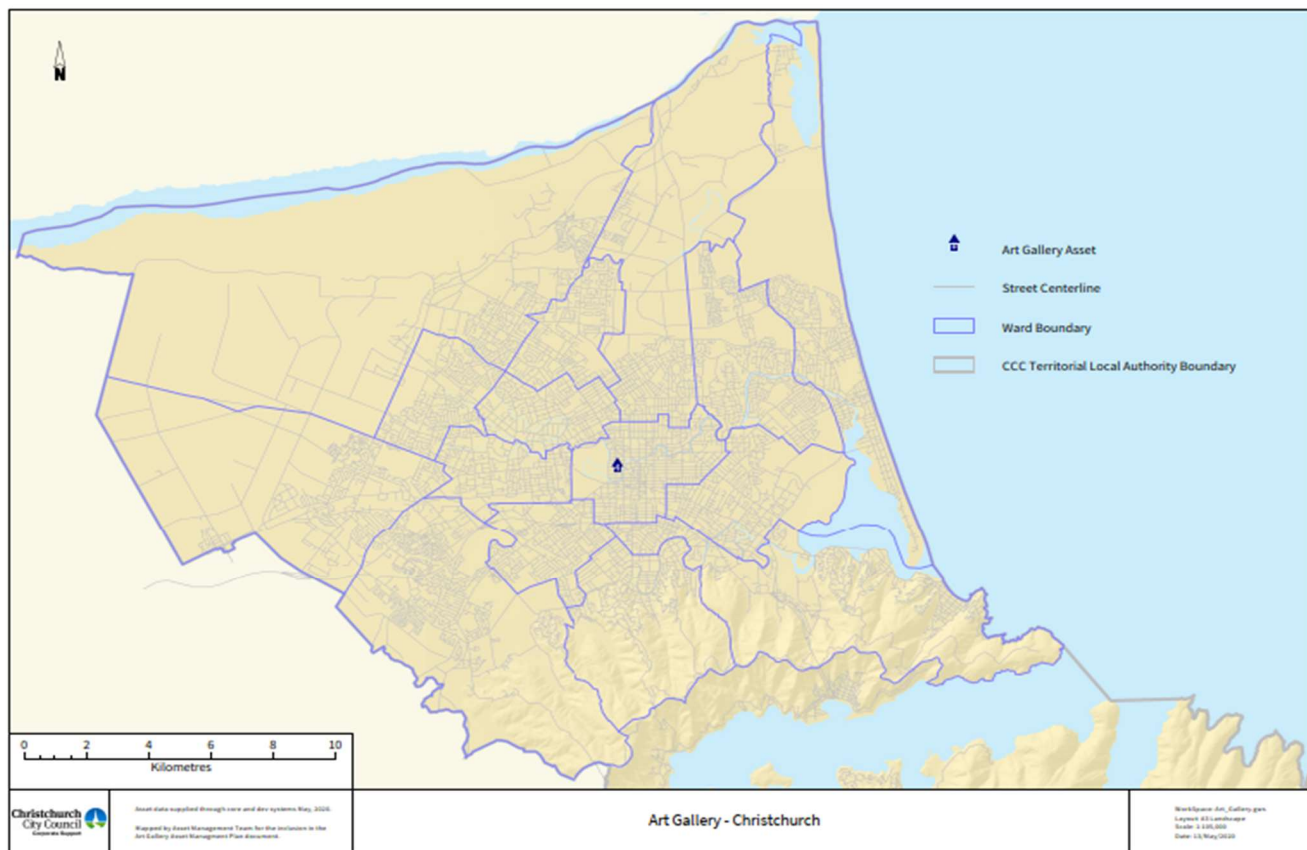


Figure 2-1111: Maps of the CAG portfolio assets – Christchurch

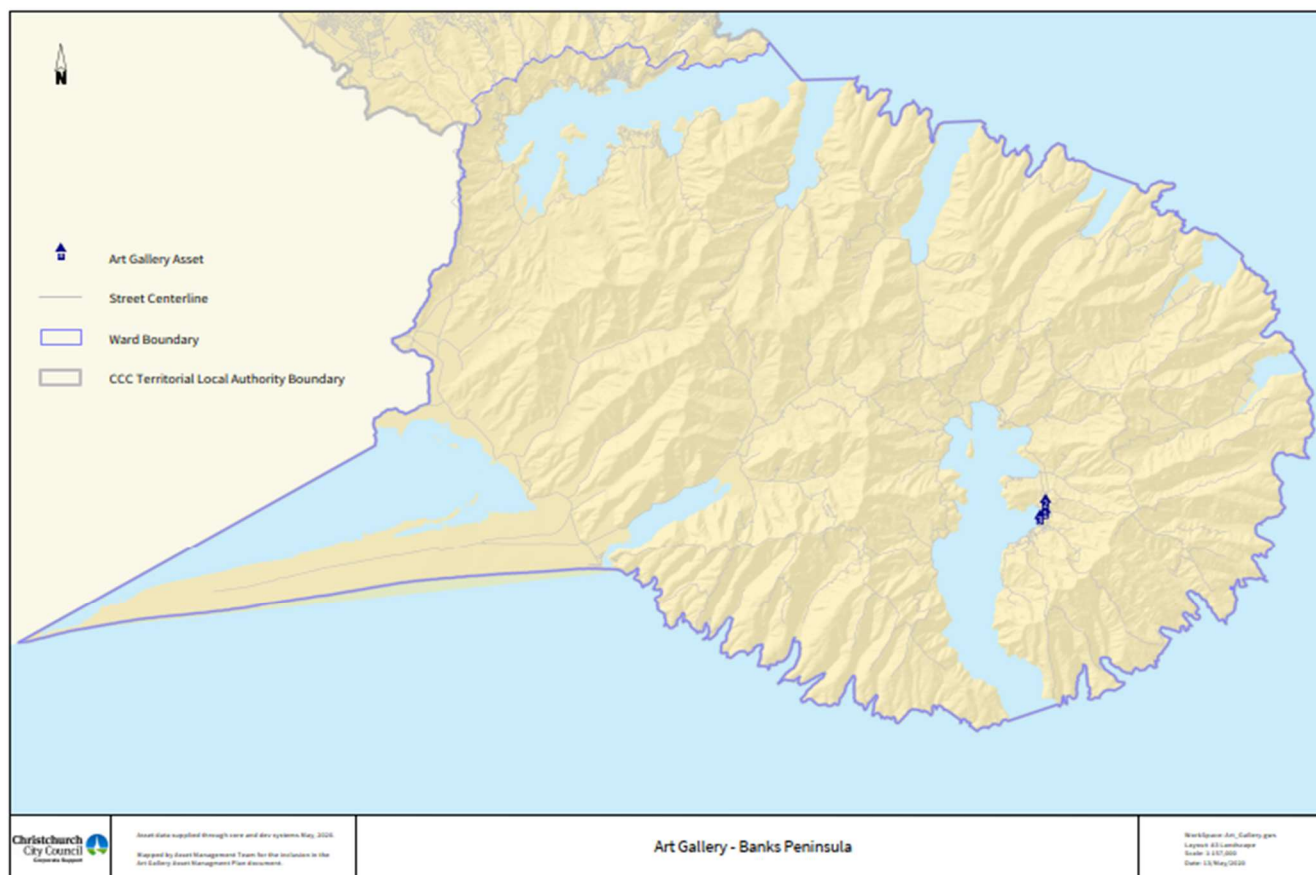


Figure 2-2222: Map of the AMC portfolio assets –Akaroa

## 2.3 Network Age and Lifecycle Stage

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

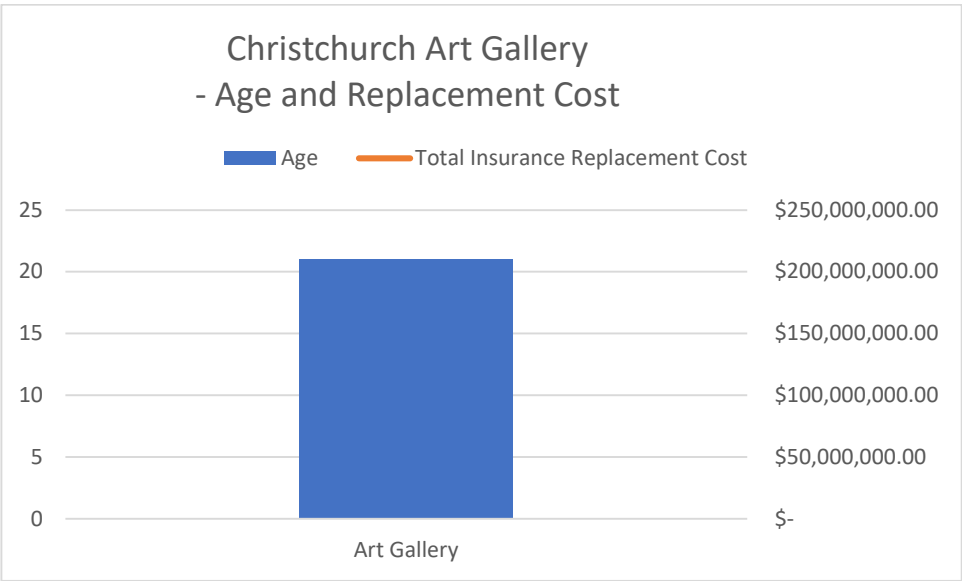


Figure 2-3333: CAG Age Profile

The CAG 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 CAG building components.

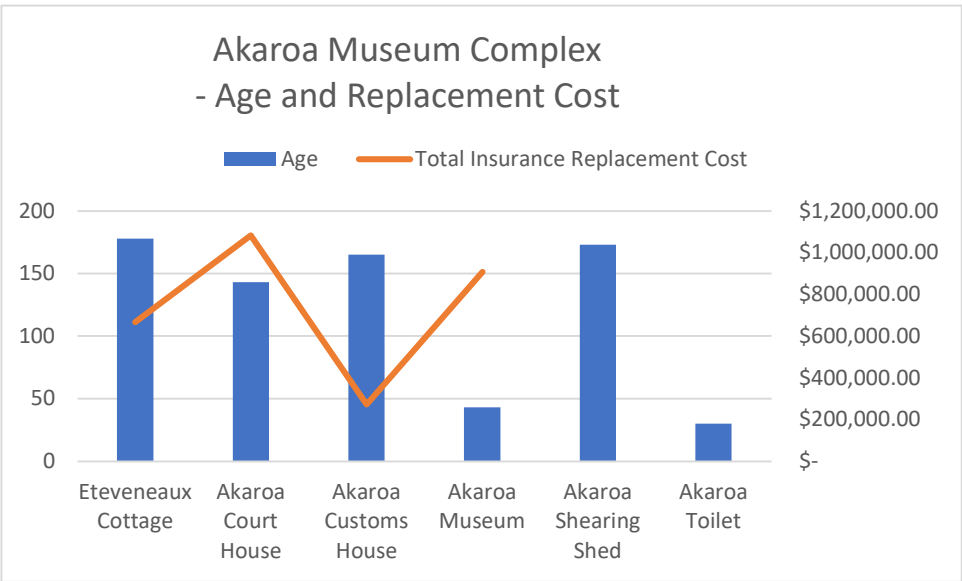


Figure 2-5: AMC Age Profile

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.

Using the above framework, four of the most critical elements effecting assets for CAG and AMC 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 CAG and AMC 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 AMC 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 AMC.

The compromising of critical componentry or assets are liable to have significant detrimental consequences and effect on CAG and AMC business activities (as mentioned in the Activity Plans). These components are further detailed in Appendix III.

### 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 Pouhere 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 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 CAG and AMC 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

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	50% /C	50% /C	50% /C	50% /C	50% /C	50% /C	50% /C	50% /C
Akaroa Museum and other Akaroa Buildings	50% /C	50% /C	50% /C	50% /C	50% /C	50% /C	50% /C	50% /C

Table 2-6: Asset Data Confidence *example shown*

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

**Table 2-7: Data Confidence Grading System (From IIMM 2020, Section 4, Table 4.2.7.2)**

Updated as at 30 May 2023 (Source: Paul McKeefry)

## 2.6 Asset Data Improvements

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

- Further asset condition assessment/consolidation into single database (SAP or other) – (Task 20A).
- Updating / creating a 30 Year Capital Plan for the CAG and AMC – (Task 20C).
- 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

*The AMP does not discuss demand drivers for services. Section 3 of the Activity Plan titled How we are planning for future impacts discusses current and future demand and the ability to deliver them.*

## 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:

#### *Asset Design*

The CAG base isolation was retrofitted in a major project during 2012-2015 and represents a significant investment in making the CAG facility more resilient against major seismic events in the future.

CAG 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 CAG and AMC 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 CAG has a robust Emergency Management Policy, supported by an 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 CAG 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 CAG 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 CAG is experienced in delivering programmes during challenging times for the community.

#### *Other specific initiatives:*

The CAG building has surplus capacity for power, heating and chilled water, supplied from the Civic Offices, which provides redundancy/back-up of the CAG's own systems in the event of a planned shut-down or failure.

We have robust maintenance regimes for all 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.

## 3.2 Critical Risk Identification and Management

### 3.2.1 Climate Change Impacts

	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) could affect the wider community but are unlikely in themselves to have a direct impact on the service delivery provided by the CAG or AMC.</p>
	Demographic Changes	<p>The projected demographic changes which are forecast for Greater Christchurch over the next 30 plus years will provide both opportunities and challenges for the CAG and AMC. The implications of the forecasts are being worked-through currently to ensure that we position our programmes and offerings in the light of future change. These forecasts include growing population (especially the significant growth in an ageing population), a greater proportion of single person households, fewer young people as a proportion of the overall population, the high rate of growth in Selwyn and Waimakariri Districts. The latter is significant in that this population growth will continue to access the unique service provided by the CAG but without contributing to the funding of the CAG.</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. ACM could be directly affected by a Tsunami</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 AMC is also seen as not having a direct impact due to flooding. Although the impact on the wider community could be significant.</p>

*Describe the vulnerability of the assets within your portfolio to climate impacts with reference to the resources and key climate assumptions described in the Climate LTP guidance.*

*Outline how you [have taken/will take] action to respond to these climate impacts across the assets in your portfolio with reference to the key options identified in the Climate LTP guidance.*

*Describe the key sources of greenhouse gas emissions related to your assets, considering the range of emissions sources outlined in the Climate LTP guidance (e.g. operational, capital and enabled emissions).*

*Outline how you [have taken/will take] action to reduce emissions across the assets in your portfolio with reference to the Climate LTP guidance.*

*Note any data or knowledge gaps that may affect your ability to make informed decisions about your emissions and climate impacts, and note how you will address these. Note any pilot projects that you will undertake over the next three years to inform your planning and future long-term plans.*

### 3.2.2 Asset Risks

The ... unit also identifies and records risks at a more detailed level, as shown in Table ... on the following page.

*Note that these risks should be discussed and agreed with business unit managers and should support the higher level risks in ProMapp but at a more detailed level.*

From 2021 AMP

Will check to establish if the CAG also identifies and records risks at a more detailed level – in addition to the risks which are recorded in ProMapp. Once identified, these will be included in the Table below.

It is intended to discuss and agree these risks with the Art Gallery Management – and to check whether different or additional risks could be included in ProMapp. This is still to be completed.

From Community Facilities 2021 AMP example only

ID	Risk Description	Inherent rating	Treatments in place (today)	Residual impact	Residual likelihood	Residual rating	Proposed additional treatments
TBC	The condition of many facilities 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 Levels of Service.	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>CFNP to give strategic direction.</li> <li>2022/24 data exercise to assist.</li> <li>Asset Network reduction</li> </ul>
TBC	Insufficient funding available to cover commitments.	High	Collection of condition data to better substantiate current position of assets and allow for a more detailed maintenance works programme budget	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>CFNP to give strategic direction.</li> <li>2022/24 data exercise to assist.</li> </ul>
TBC	Lack of data on the utilisation of community managed Community Facilities	High	Collection of utilisation data to better understand current use by the community that would feed into the prioritisation of Community Facilities work programme	Medium	Medium	Medium	<ul style="list-style-type: none"> <li>CFNP to give strategic direction.</li> <li>2022/24 data exercise to assist.</li> </ul>

**Table x-x: High and very high inherent risk items**



# 4 Continuous Improvement

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## 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

- **Does the commentary provide adequate context for why the Activity is at the current level of maturity, and the rationale for the future goals that have been set for the scores?**

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

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 IV.

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.

Section 4.5 provides a programme of activities required to close the remaining maturity gaps and address the weaknesses identified during the development of this AMP.



**Figure 4-1111: 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).*

## 4.3 Review of Progress against Previous Plan

- **Have you captured any significant improvements to AM processes, data, people, etc, whether or not they were recorded in the previous improvement 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:

- *Note here any improvements made to the activity examples might be new policies, restructure, change in contract type or contractor, capture of missing data etc*

**Table 4-2: Progress against 2018 Improvement Plan**

Task ID	Action/Task	Timeline	Progress and Action
Item A	Asset condition assessment – coordinate, identify & allocate roles & responsibilities	Ongoing, included as part of the Improvement Plan in this AMP	In progress, continue over the term of this AMP
Item 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
Item C	Application of more rigorous Quality Management practices	Ongoing, included as part of the Improvement Plan in this AMP	In progress, continue over the term of this AMP
Item D	Structured training programme	Ongoing, included as part of the Improvement Plan in this AMP	Ongoing, continue over the term of this AMP
Item E	Improvement of awareness of sustainability principles and metrics for measurement	Ongoing, but additional related task included in Improvement Plan in this AMP	Completed initial work, carry forward additional work in this AMP
Item 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 continues to constrain progress
Item G	Develop/improve AMP to include Akaroa Museum complex buildings	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 continues to constrain progress
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## 4.4 Improvement Plan 2020

- Does the list of projects in Table 10-2 have sufficient project definition to understand the deliverables / benefits from undertaking each task?
- Is the programme practical, targeted at areas that will provide most benefit, and achievable?

The independent asset management maturity assessment process provides a sound basis for prioritising and monitoring improvements to current asset management practices.

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.

We are currently engaged with the improvement programme horizon with the next maturity assessment scheduled for September 2023. This will put in place the programme for 2023 through to 2026.

**Table x** 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.

Figure ... illustrates the timeline for the overall improvement programme.

**Figure 4-2222: AM Improvement Programme Timeline**

*If you aren't including another timeline diagram, add a column for timeframe here.*

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

Task ID	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)	Timeframe
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	Asset Register Data, Asset Performance/Condition	H	Owned by Planning & Asset Management	Initially time of team members. Possible cost of software later	Term of AMP
20-B	Focus on critical assets – review previous work & update process. Continue to integrate with Asset Register. Ensure influences Capex & Opex prioritisation. Integrate resilience objectives/initiatives are captured in Promapp	Managing Risk, Asset Register Data	H	Owned by Planning & Asset Management	Time of team members	Term of AMP
20-C	Further investigate the ability to forecast demand. Continue to progress the alignment between LoS (especially Technical LoS) and Demand Continue emphasis on project definition for 30 Year Capital Plan, including creating a 30 Year Plan for AMC. The three conservation plans need to be updated.	Levels of Service, Forecasting Demand, Capital Works Planning	M	Owned by Planning & Asset Management	Time of team members Additional funding has been requested to cover the updating the three conservation plans, this will need to be complete by a Heritage Architect or other Heritage Specialist.	Term of AMP
20-D	Noting that the facility is operated well, start to progress more rigorous and structured Quality Management – including introducing a more formal audit process enabling review of non-compliance/improvement actions	Risk, process improvement	M	Owned by overall Asset Team	Time of team members initially. Possible cost of extra resource to document procedures	Term of AMP
20-E	Specific structured AM training for key team members	Risk, succession planning	M	Owned by Planning & Asset Management	Time of key team members. Possible cost of training courses	Term of AMP

Task ID	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)	Timeframe
20-F	Ongoing Improvement Planning – focus on identification of improvement tasks. Carry-out an update of AM Maturity in 2020 – which will influence Improvement Plan.	Process improvement, prioritisation of investment	M	Owned by Planning & Asset Management	Time is most important resource need – and continues to be the constraint to success	Term of AMP
20-G	More extensively integrate the AMC (& heritage buildings) into this AMP	Improved AMP Planning	M	Owned by Planning & Asset Management – with input from Akaroa Museum	Time of key team members	Term of AMP
20-H	Progress specific key projects including transition of fuel source to sustainable alternative, investigate additional storage options within the CAG building, investigate education area options (noting that the CAG will provide inputs to the first initiative which is led by Corporate Accommodation and the CAG will lead the subsequent two projects)	Risk, sustainability, asset management improvement	M	Owned by overall Asset Team	Time of team members, potential Capex and Opex cost increase depending on outcome of investigations	Term of AMP



## 4.5 Monitoring and review

- **Is there a good process for monitoring and reporting against the programme within the Activity?**
- **Is the overall accountability for delivering the programme stated?**

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.

*Outline how the Activity will internally coordinate and monitor programme progress?*

**Monitoring and review wording amended by SAM**

**Updated as at 24 May 2023 (Source: Paul McKeefry)**

## 5 Appendices (Supporting information)

## Appendix I - Asset Management Objectives

Principle	Objective
1. Asset management outcomes align with the strategic direction of Council	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
2. Asset management is an organisational wide practice	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
3. Decisions about assets are based on well managed, quality information	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>Principle</b>	<b>Objective</b>
4. Asset management maturity levels are appropriate to the assets, services and risks we manage	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
5. Asset management plans (AMPs) are living documents	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



## Appendix II - 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>

Figure x-x: Asset Portfolio Value



### Appendix III - 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

**Table x-x - Typical Component Life Cycles**

## Appendix IV - CAG Critical Assets

<b>Description</b>	<p>The CAG 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>
<b>Scope and Expected Impact</b>	Focused on critical assets initially but broadening to more assets over time.
<b>The Case for Change</b>	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 CAG is a reputable institution worthy of hosting significant loans and/or touring exhibitions.
<b>The Resilience Dividend</b>	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.
<b>Further Opportunities</b>	We have an ongoing commitment to reviewing the criticality of assets and ensuring that we get maximum value-for-money from our asset spend.

**Table x-x: CAG Critical Assets**

## Appendix V - 2020 Asset Management Maturity

Section	Current/ Target		Reason for scores 2020	Improvement actions planned or underway
<b>AM Policy and Strategy</b>	<b>85</b>	<b>95</b>	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. Strategic priorities are well embedded with good alignment through to AMP and Activity Plans.	Continue to communicate, review, monitor and update AM Policy, SAMP. Streamlining of strategy, AM, planning documents. Update AM Policy and Objectives
<b>Levels of Service</b>	<b>80</b>	<b>90</b>	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. 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.	Engage with community around level of service options (beyond 'document submissions' processes).
<b>Forecasting Demand</b>	<b>65</b>	<b>80</b>	Good analysis of demand drivers in AMP, supported by corporate demographic information. 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. 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).	AMP Demand Sections – streamline and summarise from respective 'strategies' and 'network plans' and include quantitative data on historic demand and forecasts.  Update facilities strategies (>5 years old or where context has changed and needs strategic review).
<b>Asset Register Data</b>	<b>75</b>	<b>90</b>	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). A data collection process is underway to capture remaining facility assets and their attributes. Fulcrum has been deployed to support capturing of information from the field into SAP. Ongoing data updating processes need to be embedded.	Ongoing reviews and auditing to ensure data management processes are being followed. Develop and use data quality dashboards to drive prioritisation of further data improvements, including replacement cost.
<b>Asset Performance/ Condition</b>	<b>65</b>	<b>85</b>	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. 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	Establish a process to capture performance information during condition assessments. Dashboard reporting for operational/contract KPIs.
<b>Decision Making</b>	<b>75</b>	<b>85</b>	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.	Develop renewal model for building assets (AAIF), incorporating condition, performance, risk and cost information.
<b>Managing Risk</b>	<b>70</b>	<b>85</b>	The Council risk framework has been applied, with regular risk reporting through Promapp. The Risk section of the AMP and appendices covers the main risks for each of the five facility types, and the mitigation measures.	Capture resilience assessment results and manage through the corporate risk register (Promapp). Noted that Risk team are also progressing other

Section	Current/ Target		Reason for scores 2020	Improvement actions planned or underway
			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.	recommendations from Deloitte risk review 2019.
<b>Operational Planning</b>	<b>55</b>	<b>85</b>	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. Budget constraints are likely to see cuts to planned maintenance programmes, focussing on maintaining safety and compliance activities.	Re-establish management of scheduled maintenance through SAP and Fulcrum. Continue work to enable better categorisation/capture of financial information to support OPEX optimisation and planning
<b>Capital Works Planning</b>	<b>70</b>	<b>85</b>	See comments for 'decision making' plus... Capital projects and programmes managed in accordance with CPDF and projects tracked in CPMS. A 10-year (AMP/LTP) and 30-year (IS) CAPEX programme is in place. Renewal forecasts are still based on 'top down' assessments until asset condition data is available for analysis. Network planning is required to provide a stronger base for development of growth and LOS project CAPEX.	Improved scoping and project definition of projects and programmes for next 3 years. Establish a process for developing renewal programmes from condition assessments and validating with facilities managers.
<b>Financial Planning</b>	<b>70</b>	<b>85</b>	(This section was not complete in some of the 5 AMPs). 10-year forecasts are provided for OPEX and CAPEX. OPEX forecasts are largely based on historical expenditure and staff knowledge. 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. The operating impact of budget changes on levels of service (asset performance) is not well linked.	Review of asset financial information to allow better reporting by facility and asset type and improved OPEX analysis and budgeting for the next LTP. Revaluation of assets (once data improvements enable this, see Asset Register).
<b>AM Leadership and Teams</b>	<b>80</b>	<b>90</b>	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. 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. AMU has developed an AM competence framework, but this has not been applied to individual roles or job descriptions.	Review staff/team capabilities against AM competence framework to identify capability development needs (training, mentoring, etc). Continue AM working group/s to support shared learnings and knowledge.
<b>AM Plans</b>	<b>75</b>	<b>85</b>	5 AMPs have been updated and were largely complete at the time of the assessment (Aug 2020). There is some good content, and there has been much better engagement with business owners during AMP development enabling. 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.	Complete all sections when condition data is available. Include performance information (use staff knowledge to fill data gaps). Streamlining of front-end content to reduce duplication with strategies, Activity Plans. Discuss with business owners and consider merging into a single Facilities AMP.
<b>Management Systems</b>	<b>65</b>	<b>80</b>	The need for a quality management approach to asset management is understood and continues to be developed. 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.	Addition of specific AM processes, such as condition/performance assessments and development of renewal forecasts, in Promapp.

Section	Current/ Target		Reason for scores 2020	Improvement actions planned or underway
			Since the last review, AMU has reviewed/improved some critical AM processes including asset handover and disposals. 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.	
<b>AM Information Systems</b>	<b>80</b>	<b>90</b>	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. Power BI is being used to develop dashboards to better meet user needs, still work-in-progress. 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.	Continue implementation of B2B and business intelligence tools to support integrated, easy access to information. Asset Information Strategy. Strategy for implementing BIM
<b>Service Delivery Mechanisms</b>	<b>70</b>	<b>90</b>	Contracts are in place for the delivery of maintenance and operations functions. Competitive tender processes are used. 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.	Ensure AM requirements are built into new contract/s. Continued focus on improving oversight / control of contract operational activities.
<b>Audit and Improvement</b>	<b>70</b>	<b>85</b>	An AM improvement programme has been developed for facilities. Reporting on major projects that are part of the corporate programme is via AMGB. Each AMP identifies items for improvements for the facilities area but there is no formal monitoring/reporting process.	Establish a process for monitoring AM improvements outside of the corporate AMU programme.

**Table x-x: Facilities Current and Target 2020 maturity assessment scores**

## Appendix VI - Capital Investment Programme 2025-34

**PMO to provide this**