



Operations Asset Management Plan 2018 - 2048





Asset Management Team

Plan Production

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Glossary of Terms

Annual Plan	The Annual Plan provides a statement of the direction of Council and ensures consistency and coordination in both making policies and decisions concerning the use of Council resources. It is a reference document for monitoring and measuring performance for the community as well as the Council itself.
Asset Management (AM)	The combination of management, financial, economic, engineering and other practices applies to physical assets with the objective of providing the required level of service in the most cost effective manner.
Asset Management System (AMS)	A system (usually computerised) for collecting, analysing and reporting data on the utilisation, performance, lifecycle management and funding of existing assets.
Asset Register	A record or asset information considered worthy of separate identification including inventory, historical, financial, condition, construction, technical and financial information about each.
Asset Renewal	Major work, which restores an existing asset to its original capacity or the required condition (re-roofing, re-painting, replace heating)
Auditor General	The Auditor General of the New Zealand Audit Office.
Benefit Cost Ratio (BCR)	A ratio which compares the benefits accruing to customers and the wider community from constructing a project with at projects costs.
Capital Expenditure (CAPEX)	Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset.
Community Outcomes	Outcomes developed with the community, which outline the community's vision.
Components	Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.
Condition Monitoring	Continuous or periodic inspection, assessment, measurement and interpretation of resulting data, to indicate the condition of a specific component so as to determine the need for some preventative or remedial action
Condition Rating Survey	Survey carried out to assess the condition of assets.
Critical Assets	Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.
Current Replacement Cost	The cost of replacing the service potential of an existing asset, by reference to some measure of capacity, with an appropriate modern equivalent asset.
Deferred Maintenance	The shortfall in rehabilitation work required to maintain the service potential of an asset.
Depreciated Replacement Cost	The replacement cost of an asset spread over the expected lifetime of the asset.
Depreciation	The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted for the by historical cost (or re-valued amount) of the asset less its residual value over its useful life.
Disposal	Activities necessary to dispose of decommissioned assets.
Emergency Work	The restoration work required to restore an arts and culture asset damaged by a sudden and unexpected event (eg storm event).
Geographic Information System (GIS)	Software which provides a means of spatially viewing, searching, manipulating, and analysing an electronic database.



Glossary of Terms

Life Cycle Management	A process of managing an asset from initial construction through to disposal
Net Present Value (NPV)	The value of an asset to the organisation, derived from the continued use and subsequent disposal in present monetary values. It is the new amount of discounted total cash inflows arising from the continued use and subsequent disposal of the asset after deducting the value of the discounted total cast outflows.
Optimised Renewal Decision Making	An optimisation process for considering and prioritising all options to rectify performance failures of assets. The process encompasses NPV analysis and risk assessment.
Stakeholder	A person or organisation who has a legitimate interest in an activity e.g. community, Iwi, etc
Sustainability	The process of meeting the needs of the present community without compromising the ability of future generations to meet their own needs



Acronyms

AD	Annual Depreciation
AEE	Assessment of Environmental Effects
AM	Asset Management
AMIP	Asset Management Improvement Programme
AMIS	Asset Management Information System
AMP	Asset Management Plan
AS/NZS	Australia and New Zealand Standards
CDEM	Civil Defence Emergency Management
CPP	Competitive Pricing Procedure
DRC	Depreciated Replacement Cost
FM	Facilities Management
GIS	Geographic Information System
GRC	Gross Replacement Cost
H&S	Health and Safety
IT	Information Technology
KPI	Key Performance Indicator
LCM	Life Cycle Management
LGA	Local Government Act
LoS	Levels of Service
LTP	Long Term Plan
MCA	Multiple Criteria Analysis
MMI	Maintenance Management Item
NAMS	National Asset Management Steering (Group)
OAG	Office of the Auditor General
ODM	Optimised Decision Making
ORC	Optimised Replacement Cost
ODRC	Optimised Depreciation Replacement Cost
ORDM	Optimised Renewal Decision Making
O&M	Operations and Maintenance
OSH	Occupational Safety and Health
QA	Quality Assurance
RFS	Request For Service
RMA	Resource Management Act 1991
RUL	Remaining Useful Life
SNZ HB	Standards New Zealand Handbook (Risk)
TLA	Territorial Local Authority



References & Acknowledgements

Material from the following Whanganui District Council documents has been used in the preparation of this asset management plan:

Whanganui District Council Annual Plan 2017 - 2018

Draft Whanganui Growth Strategy 2008

Whanganui District Council Bylaws

Material from the following documents has been used in the preparation of the assessments:

1. NAMS International Infrastructure Management Manual (IIMM) 2011.
2. NAMS Creating Customer Value from Community Assets, October 2002
3. NAMS New Zealand Valuation and Depreciation Guidelines, 2001
4. Local Government Act 2002 and amendments
5. Resource Management Act 1991 and amendments
6. AS/NZS 31000:2009 Risk Management – Principles and guidelines



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Forward

One of the main purposes of Local Authorities under the LGA 2002 is “to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for household and businesses”. Parks, public conveniences, cemeteries, swimming pools and the assets associated with them come under the definition of community infrastructure.

Asset management planning collects high level management, financial, engineering and technical outputs from various planning studies and asset management systems combining these into a single document. It is a living document; amended as better information becomes available, or in response to changing community needs and revised service levels.

The purpose of the Operations Asset Management Plan is to identify and provide the required levels of service for Council's Operations assets in the most cost effective manner (through the creation, operation, maintenance, renewal and disposal of assets) for existing and future customers.

This Operations Asset Management Plan provides an overview of what the Operations Team will be doing over the coming years to contribute to council outcomes and priorities identified in the Strategic Plan. Activities include the operation, maintenance and development of cultural facilities.

Strategic Context

The scope of this AMP is 30 years with 3 years in detail to coincide with the triennial LTP consultation cycle. Most infrastructure assets have long lives so the Council now has an Infrastructure Strategy (IS) that overviews significant issues, challenges and opportunities the Council faces over the next 30 years. The provision of Operational Activity assets are considered to be a core function of the Council.

The Council has determined that for the Operations Activity the following are considered strategic assets:

- Royal Wanganui Opera House
- War Memorial Centre
- Sarjeant Gallery
- Libraries

The council believes that the strategic context of the Operational Activity is met by providing;

- adequate amenities for residents recognising changing demands and community expectations;
- opportunities for a balanced, healthy, stress free lifestyle with an abundance of outside recreational, and
- an increase in visitor numbers and spending;

We have placed a great deal of emphasis upon being prudent while maintaining the service delivery and facilities our community expects and is willing to pay for. We have critically reviewed all expenditure, levels of service and funding to make substantial, but prudent, reductions. Some projects and funding requirements have been removed or deferred to strike a balance between reducing rating pressures and continuing to develop the Whanganui District and our quality of life.

The following table of Key Issues have been identified by the Whanganui District Council. This is followed by management issues that have been identified for Operations assets, with further key issues and assumptions discussed within specific sections of the Plan;

Whanganui District Council Key Issues
Catering for projected population increases and the associated growth-related issues
Renewing infrastructure in a sustainable manner
Rates affordability
Ensuring infrastructure is resilient to major natural events and climate change
Managing increasing community expectations and higher regulatory standards – needs not wants



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Asset Group	Management Issue	Strategies to Address Management Issues
Royal Wanganui Opera House	<ul style="list-style-type: none"> Need to document technical operation of venue Providing the services and equipment expected by commercial hirers Restrictions imposed by the heritage status of the building 	<ul style="list-style-type: none"> Develop timeline and estimate of cost of project Inventory assessment, acquisition and replacement of equipment Building maintenance
Sarjeant Gallery	<ul style="list-style-type: none"> Collection safely stored Environmental control for exhibition and storage space Queens Park Gallery deemed earthquake prone at 5% of current new building code. 	<ul style="list-style-type: none"> Collection inventoried and stored in temporary gallery at 38 Taupo Quay Complete environmental control in place for storage area at Taupo Quay and partial control in place at Taupo Quay exhibition areas. All areas within the redeveloped gallery will be environmentally controlled. Redevelopment of Sarjeant Gallery at Queens Park will see the original building strengthened to 100% of Importance Level 3
Libraries	<ul style="list-style-type: none"> Need to periodically upgrade library management system to meet new and existing requirements Annual library book and digital collection replacement Planning for future suburban library hubs Replacement of Mobile Library Need to periodically upgrade or replace equipment to meet user changing needs (PCs, printers, wifi, self-check machines, etc) 	<ul style="list-style-type: none"> Costs and timeframe programmed into LTP Line item in Annual Plan Identify partners, develop plans and estimates, plot into LTP Develop plans and estimates Costs and timeframes programmed into LTP
Wanganui War Memorial Centre	<ul style="list-style-type: none"> Providing the services and equipment expected by commercial hirers Restrictions imposed by the heritage status of the building Earthquake strengthening work required to be undertaken. 	<ul style="list-style-type: none"> Development of a business plan and marketing strategy Inventory, acquisition and replacement of equipment Building maintenance Earthquake strengthening works approved 2018

Scope of Operations Activity

The services and facilities delivered to the community by Council's network of Operations Activities provide a range of varied benefits. This plan includes;

- District Libraries
- Sarjeant Gallery Te Whare o Rehua Wanganui
- Royal Wanganui Opera House
- Wanganui War Memorial Centre
- Whanganui Regional Museum (building).
- I-Site Visitor Information Centre
- New Zealand Glassworks



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Goals for the Operations Activity Planning



The goal of Operations Activity planning is to evolve by continuous iterative improvement from a core level to an intermediate level that has an appropriate mix of both intermediate and advanced asset management practices. These evolving asset management practices would be system focused with the following features:

- Asset management strategy is clearly aligned to and derived from a corporate strategic plan.
- Long term, whole of life plans and cost/risk/performance optimisation.
- Objectives and performance measures are aligned and complementary.
- Information Technology along with Accounting and Financial systems are integrated, used and understood.
- Competencies and training are aligned to roles, responsibilities and collaborative requirements across the Council.
- Strategies are risk based, with appropriate use of predictive methods, and problem solving.

Levels of Service

One of the basic cornerstones of sound asset management is “To provide the levels of service that the current and future community want and are prepared to pay for”.

LoS therefore provide the platform for all decisions relating to management of the Operations assets. A key objective of the Asset Management Plan is to match the level of service provided by the asset with the expectation of customers, corporate goals and legislative requirements. This requires a clear understanding of customer needs and preferences. Below is an extract from the Operations Levels of Service section.

Level of Service for Libraries					
WDC Objective	Fostering literacy, preserving memory, connecting people				
Customer Value	The core customer values this service aims to provide are: <ul style="list-style-type: none"> • Accessibility • Affordability • Community benefits • Quality 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone





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Customer Level of Service	Our libraries are inclusive places and the library's services are well used by the people of Whanganui.				
Customer Measure Description	<p>The rate of collection 'turn over' each year</p> <p>The percentage of library users satisfied with the service provided.</p> <p>The percentage of the Whanganui population that uses the library</p> <p>The number of frequently active users (member transaction on 10 or more days per year)</p>				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Collection turn over rate per year	6.0	6.0	6.5	6.5	7.0
% of users satisfied	86%	90%	90%	90%	90%
% of population using Library	57%	65%	70%	70%	70%
What is the level of service we are delivering?	The Library is fostering literacy and encouraging reading by providing collections that meet the community's needs and wants.				
How we will deliver these Levels of Service	<p><i>We will achieve these service levels by:</i></p> <ul style="list-style-type: none"> Continued refreshment of library public spaces and development of additional community hubs Maintaining the book vote – allowing us to purchase more items at a greater rate than we are turning them over Rigorous analysis of customer activity data to inform operational planning Understanding our community; fully supporting life-long learning; continually engaging our community Continuing to offer a diverse programme of services with broad appeal (e.g. APNK and eBooks) Building connection, capability, confidence and content; Providing community library hubs, Supporting <i>Better Public Services</i> Result Areas 5, 6 and 10; Sustaining a Whare Wananga of Excellence: financial sustainability; inspiring collections, excellent stewardship; developing Te Kauru- Maori Access framework; leveraging staff expertise, better utilising performance metrics. 				
How we will measure if target is achieved	<p><i>The following procedures will measure whether the level of service is achieved:</i></p> <ul style="list-style-type: none"> Reporting from Library Management System Reporting from APNK Independent Community Views Survey Door counter 				



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Level of Service for Sarjeant Gallery					
WDC Objective	The House of Inspiration – for ourselves and those who come after us.				
Customer Value	The core customer values this service aims to provide are: <ul style="list-style-type: none"> • Quality • Accessibility • Affordability • Benefits to community 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Levels of Service	<p>The Gallery is effectively managed, sustainable and publicly accountable.</p> <p>The Gallery preserves its significant collections for future generations.</p> <p>The Gallery is used, supported and valued by diverse communities as a worthwhile place where people can express, share and discover significant stories, ideas and objects.</p>				
Customer Measure Description	<p>Number of users of Gallery (users are inclusive of visitors to the website)</p> <p>Percentage of the Whanganui population that uses the Gallery</p> <p>Percentage of visitors satisfied with the Gallery's exhibitions (based on responses to each current exhibition)</p> <p>Percentage of visitors satisfied with their Gallery experience</p>				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Number of users of Gallery	56,869	58,000	59,000	60,000	60,000+
% of Whanganui population using Gallery	34%	36%	38%	40%	40-50%
% of visitors satisfied with the Gallery's exhibitions	New measure	90%	90%	90%	90%
% of visitors satisfied with their Gallery experience	New measure	90%	90%	90%	90%
What is the level of service we are delivering?	<p>The Sarjeant Gallery Te Whare o Rehua Whanganui exists to inspire the people of the Whanganui District and the rest of New Zealand through stimulating, engaging, relevant, intellectually-challenging and educational use of its exhibitions, collections and building</p>				
How we will deliver these Levels of Service	<p>We will achieve these service levels by:</p> <ul style="list-style-type: none"> • The Gallery has a written Statement of Purpose. • The Gallery works to formal, written policies and procedures that cover its management, responsibilities, programmes and services, and reflect its Statement of Purpose. • The Gallery has a viable, current forward plan that covers all aspects of Gallery operations. • The Gallery uses an effective information and records management system. • The Gallery uses sound financial management and reporting practices and procedures, and is financially viable. • The Gallery makes decisions on preventive conservation based on current conservation 				




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	<p>advice and practices.</p> <ul style="list-style-type: none">• The Gallery actively strives to create and maintain an appropriate and stable environment for its collection.• The Gallery's display, storage and handling methods minimise risks to its collection.• The Gallery makes decisions about conservation treatments based on current conservation advice and practices.• The Gallery has identified, and is able to respond to, all potential threats to its collection.• The Gallery has an effective system to record and retrieve information about its collection.• The Gallery identifies and assesses risks and has strategies in place to manage them.• Representing the diversity of the gallery's community in the governing body, management and workforce of the museum.• Inviting representatives and members of local and/or specialist organisations and communities to contribute their knowledge, insights and expertise to Gallery planning, collection development, and programmes.• Efforts are made to address the interests and needs of different audiences, age groups, and levels of ability, in Gallery activities.• The Gallery carries out its activities as part of a broader community and contributes to community events.• The Gallery knows who its current and potential audiences are and has strategies to attract and retain them.
How we will measure if target is achieved	<p><i>The following procedures will measure whether the level of service is achieved:</i></p> <ul style="list-style-type: none">• Implementation of Strategic Plan by Gallery Management Team• Financial reporting• Reports from Vernon Collection Management System• Internal survey of Gallery customers• Community views survey• Visitor counting procedures• Benchmarking against the National Standards for Australian Museums & Galleries (http://museumsaustralia.org.au/userfiles/file/Members%20Resources/NSFAMG_v1_3_2013%20FINAL.pdf)



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Level of Service for the Royal Wanganui Opera House					
WDC Objective	To be the leading destination for events in the Lower North Island				
Customer Value	The core customer values this service aims to provide are: <ul style="list-style-type: none"> • Accessibility • Quality • Community benefits • Affordability 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Levels of Service	The Royal Wanganui Opera House is recognised as a special and unique cultural facility, available for community and professional hire.				
Customer Measure	The number of days each year that the Royal Wanganui Opera House hosts events. The number of locally produced, community events at the Royal Wanganui Opera House. The number of new promoters / hirers using the Royal Wanganui Opera House. The percentage of the Whanganui population that attends one or more events at the Royal Wanganui Opera House.				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Number of events hosted	67	75	83	91	104
Number of locally produced community events hosted	22	22	25	25	27
Number of new promoters / hirers	15	15	20	22	25
% of population attending an event	30%	35%	37%	40%	40%
What is the level of service we are delivering?	Focussing on new and community event programming, an increased number of events hosted at the Royal Wanganui Opera House.				
How we will achieve this Level of Service	We will achieve these service levels by: <ul style="list-style-type: none"> • Improvements to pricing structures, contracts and terms and conditions of hire • Marketing and communications strategy to promote the Royal Wanganui Opera House as a venue • Collaborating with regional theatres to support marketing of events to the community • Improvements to seating, especially for those with restricted access • Investment into ticketing and improvements to added value services offered • Investment and improvement of technical equipment 				
How we will measure if target is achieved	The following procedures will measure whether the level of service is achieved: <ul style="list-style-type: none"> • Independent Community Views Survey • Royal Wanganui Opera House Internal Monthly Records • Financial reporting 				



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Level of Service for the War Memorial Hall					
WDC Objective	To be the leading destination for events in the Lower North Island				
Customer Value	The core customer values this service aims to provide is: <ul style="list-style-type: none"> Accessibility Affordability Responsiveness Quality Community benefits 				
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Levels of Service	The Whanganui War Memorial Centre is recognised as a special and unique conference and convention facility, available for community and professional hire.				
Customer Measure Description	The number of days each year that the Whanganui War Memorial Centre hosts events. The number of locally produced, community events at the Whanganui War Memorial Centre. The number of new promoters / hirers using the Whanganui War Memorial Centre. The percentage of the community satisfied with the Whanganui War Memorial Centre.				
Customer Targets	<i>Current performance</i>	<i>Year 1 target 2018/19</i>	<i>Year 2 target 2019/20</i>	<i>Year 3 target 2020/21</i>	<i>Years 4-30 target 2021-48</i>
Number of events hosted	131	131	150	169	187
Number of locally produced community events hosted	66	66	75	85	94
Number of new promoters / hirers	20	20	23	23	25
% of community satisfied with the Whanganui War Memorial Centre	63%	68%	68%	75%	80%
What is the level of service we are delivering?	Focussing on new and community event programming, an increased number of events hosted at the Whanganui War Memorial Centre.				
How we will deliver these Levels of Service	We will achieve these service levels by: <ul style="list-style-type: none"> Improvements to pricing structures, contracts and terms and conditions of hire Marketing and communications strategy to promote the Whanganui War Memorial Centre as a venue Investment into ticketing and improvements to added value services offered Improvements in customer service through internal processes, guest feedback, and staff training Undertaking earthquake strengthening work 				
How we will measure if target is achieved	The following procedures will measure whether the level of service is achieved: <ul style="list-style-type: none"> Independent Community Views Survey Whanganui War Memorial Centre internal records Financial reporting Client feedback 				




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Level of Service for Emergency Management					
WDC Objective	The community is properly prepared for and educated about emergency events.				
Customer Value	The core customer values this service aims to provide is: <ul style="list-style-type: none"> Responsiveness 				
Links to Community Outcomes	Deeply United	Globally Connected	Powered by Creative Smarts	Flowing with Richness	Works for Everyone
Customer Level of Service	The community is properly prepared for and educated about emergency events A continuous 24-hour emergency management response service is provided An Emergency Operations Centre (and trained volunteers) are available and ready to help our community respond to, and recover from, emergency situations				
Customer Measure Description	% of public prepared for 3 days without help				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
% of public prepared for 3 days without help	82%	85%	85%	85%	85%
What is the level of service we are delivering?	At least 20 public meetings or events focussing on readiness. Maintain public readiness levels as identified by annual survey at or higher than the levels identified nationally via MCDEM reporting				
How we will deliver these Levels of Service	<i>We will achieve these service levels by:</i> <ul style="list-style-type: none"> Maintaining a 24/7/365 duty person with immediate access to mobile vehicle ICP, tsunami sirens and other alerting systems as well as rapid access to council Hubble IT system Engaging with the public as often as practicable via public meetings and speaking engagements as well as local event attendance Monthly (excluding January) siren testing. Provision of ITF and EMIS training to staff as required Introduce ITF Foundation course for new Council employees Ongoing exercise programme Development and refinement of emergency plans and procedures 				
How we will measure if target is achieved	<i>The following procedures will measure whether the level of service is achieved:</i> <ul style="list-style-type: none"> Public preparedness levels via annual Community Views survey and MCDEM national surveys CRM reporting Takatu e-learning system for ITF training and internal records for EMIS training Siren test register Training attendance register held in CDEM and shared via HRM 				





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Level of Service for the i-SITE Visitor Information Centre					
WDC Objective	To provide an innovative and efficient visitor information service and increase positive awareness of our district as a visitor destination.				
Customer Value	The core customer values this service aims to provide is: <ul style="list-style-type: none"> • Accessibility • Effectiveness • Responsiveness • Quality • Community benefits 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Levels of Service	The i-Site provides an attractive and engaging space for locals and visitors – encouraging people to visit, spend time and do business with us				
Customer Measure Description	The number of domestic and international visitors to the i-SITE The number of local visitors to the i-SITE Visitor expenditure on tourism products offered by i-SITE Customer satisfaction with service received at the i-SITE				
Customer Targets	<i>Current performance</i>	<i>Year 1 target 2018/19</i>	<i>Year 2 target 2019/20</i>	<i>Year 3 target 2020/21</i>	<i>Years 4-30 target 2021-48</i>
The number of domestic and international visitors to the i-SITE	18,852	19,230	19,650	20,000	20,500
The number of local visitors to the i-SITE	8,606	8,750	9,000	9,250	9,500
Visitor expenditure on tourism products offered by i-SITE	\$396,566	\$404,500	\$412,500	\$420,750	\$429,150
Customer satisfaction with service received at the i-SITE	4.5	4.5	5	5	5
What is the level of service we are delivering?	Focussing on quality of service and range of tourism products at the i-SITE Visitor Centre.				
How we will deliver these Levels of Service	<i>We will achieve these service levels by:</i> <ul style="list-style-type: none"> • Continued i-Site membership and tourism product training. • Collaboration with tourism product providers to enhance service. • Improvements to added value services offered • Improvements in customer service through internal processes, guest feedback, and staff training 				
How we will measure if target is achieved	<i>The following procedures will measure whether the level of service is achieved:</i> <ul style="list-style-type: none"> • I-SITE Visitor Information Centre internal records • Financial reporting • Trip Advisor 				



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Level of Service for New Zealand Glassworks					
WDC Objective	New Zealand Glassworks is the celebrated and renowned centre for innovation and glass excellence				
Customer Value	<p>The core customer values this service aims to provide are:</p> <ul style="list-style-type: none"> • Accessibility • Affordability • Community benefits • Quality 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Level of Service	New Zealand Glassworks offers a fully operational and high standard hot glass facility as well as a retail centre from which the public can both access and acquire glass works and the already established community of glass artist in Whanganui and beyond can access the facility.				
Customer Measure Description	<p>The percentage of Glassworks facility users satisfied with the service provided.</p> <p>The percentage Glassworks gallery customers satisfied with the service provided</p> <p>The number of hours booked by working glass artists per annum</p>				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
% of Gallery customers satisfied	70%	75%	80%	85%	90%
% of Glassworks users satisfied	80%	85%	90%	95%	95%
Number of hours booked by working glass artists per annum	975 (part year)	1251	1288	1326	1365
What is the level of service we are delivering?	New Zealand Glassworks was established to enrich the arts and build on Whanganui's existing reputation as a centre of glass art excellence.				
How we will deliver these Levels of Service	<p><i>We will achieve these service levels by:</i></p> <ul style="list-style-type: none"> • Becoming the leading place for all the community to access and experience all aspects of glass art. • Providing a glass centre of excellence. • Underpinning growth of glass in Whanganui. • Sell/Promote the vision of the facility. • Nurture and develop glass practice in New Zealand. • Educating and enhancing the wider community about art glass. • Inspire and encourage glass artists – from Whanganui. • Being a sustainable centre for glass excellence and innovation. • Further developing the New Zealand Glassworks concept and expand the facility model. • Achieve international recognition and grow a reputation in and outside of New Zealand. 				
How we will measure if target is achieved	<p><i>The following procedures will measure whether the level of service is achieved:</i></p> <ul style="list-style-type: none"> • Financial reporting. • Internal survey of gallery customers and facility users. • Visitor counting procedures 				



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Risk Management

The risk management process is an integral part of good management practice. It is an iterative process of continuous improvement that is embedded into existing practices or business improvement. The main elements of the risk management process to be used at Whanganui District Council are consistent with the risk management standard AS/NZS 4360:2004.

A Risk Action Plan is compiled from the identified Risk Solutions in the Risk Register and highlights the most significant risks faced as determined in the risk register. Listed below is the three highest rated revised risks facing the activity. Revised risk is the result of the original risk after current risk controls have been enacted.

Key risk actions

Table 1: Operations Risks

Risk Description	Caused By:	Revised Risk	Management Options
Council is not responsive to changing community/customer needs	<ul style="list-style-type: none"> Lack of strategic planning Inability to form sustainable partnerships Not keeping abreast of changing community needs Lack of research / information Planning/funding cycle slow and cumbersome Uninformed advocacy groups 	Significant	<ul style="list-style-type: none"> Better engagement Implement Whanganui and Partners way of working Work more closely with our detractors Customer Care Strategy implementation Manage community expectations Implement the Whanganui Disability Strategy
Failure of any asset to meet level of service	<ul style="list-style-type: none"> Old assets and aging assets Poor asset management planning Assets fail prior to expected end of life Failure to identify risks to assets Insufficient knowledge of assets Deferred maintenance not assess for risk Insufficient funding for asset maintenance 	Significant	<ul style="list-style-type: none"> Migrate asset management data from spreadsheets to information system that will assist with strategic planning Improve format of asset management plans to make them easier to uses and update Improve staff compliance with data collection processes Integrate a higher level of cultural/heritage and digital understanding into asset management plans Advanced asset management planning to accurately determine Council wide deferred replacement and maintenacne to reduce to an acceptable level Improve condition rating of assets information Continue to improve the knowledge through training and ownership across Council on asset management
Unsafe accommodation for activity	<ul style="list-style-type: none"> Severely earthquake-prone buildings housing cultural facilities Lack or deferral of 	Significant	<ul style="list-style-type: none"> Maintain current programme and its funding Accelerate implementation of



Executive Summary

	<ul style="list-style-type: none"> • maintenance leading to deterioration • Perception of risk by staff and community 		<ul style="list-style-type: none"> • strengthening programme • Adequately funded maintenance programme
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Lifecycle Management

Operation is the process of using an asset, or making it available for its intended purpose. Operational costs for Operations assets include costs such as rates, insurance, depreciation, staff wages, materials, equipment, fuel and electricity. Operational activities required to support Operations assets include cleaning, toilet cleaning etc. The cost of asset operation is a significant part of the whole of life cost for many Operations assets such as Sarjeant Gallery, Libraries etc. Details of Operations asset maintenance is included in the Lifecycle section of the plan.

The tables below show the Operations Activity asset values.

Library Asset Information	Collection Size (number of items)	GRC – 2017 Valuation (\$)	Base Life	Remaining Life	ODRC – 2017 Valuation (\$)	2017 Annual Depreciation (\$)
Davis Central Library Building		\$7,500,000			\$5,500,000	
Lending Book Collection	114,098	\$7,564,000 (est)				
Alexander Heritage & Research Library Building		n/a				
Research Book Collection	11,131	\$2,000,000(est)**	n/a	n/a	n/a	
Mobile Library	n/a	\$400,000 (est)	10 years	8 years	n/k	
Gonville Library	n/a	\$250,000##				
Library Art Work	n/a					
TOTALS		\$17,714,000			\$5,500,000	

Sarjeant Gallery Asset Information	Collection Size (number of items)	GRC - 2017 Valuation (\$)	Base Life	Remaining Life	ODRC - 2017 Valuation (\$)	2017 Annual Depreciation \$
Sarjeant Gallery Building		\$7.769M*				
Art Collection	5,500	\$28.8M				
Tylee Cottage		\$206,000*				
TOTAL		\$36.8M				

Royal Wanganui Opera House Asset Information	GRC – 2017 Valuation (\$)	Base Life	Remaining Life	ODRC – 2017 Valuation (\$)	2017 Annual Depreciation (\$)
Royal Wanganui Opera House	\$8,386,753 M*				

War Memorial Centre Asset Information	GRC – 2017 Valuation (\$)	Base Life	Remaining Life	ODRC – 2017 Valuation (\$)	2017 Annual Depreciation (\$)
War Memorial Centre	\$7,949,644*	57	19	\$3,112,824	\$161,015

i-Site Visitor Information Centre	GRC – 2017 Valuation (\$)	Base Life	Remaining Life	ODRC – 2017 Valuation (\$)	2017 Annual Depreciation (\$)

NZ Glassworks	GRC – 2017 Valuation (\$)	Base Life	Remaining Life	ODRC – 2017 Valuation (\$)	2017 Annual Depreciation (\$)



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Financial Forecasting

The financial forecast for Operations Activity has been determined by the evaluation of current maintenance and renewal strategies for assets within each activity and identification of new works. Changes to the operations (OPEX) and capital projects (CAPEX) expenditure for items within each of the asset categories (e.g. Libraries, Opera House Gallery etc) are a result of a number of drivers including legal compliance, environmental sustainability, maintaining current levels of service, safety, economic sustainability and growth.

Renewal projects provide for the replacement of the asset component, for example seating, shelves, etc. Different assets have different replacement values, life expectancies, and ages. This results in the fluctuation of renewal costs from year to year as a variety of assets reach the end of their useful lives and need renewing or replacing. Generally, the timing of renewal for an asset is based on assessment as the asset is nearing the end of its useful life. Loss in service potential is calculated using a form of diminishing value depreciation with the exception of land which is not depreciated. The depreciation rates are applied at a component level and are dependant on the remaining useful life of each component.

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sarjeant Gallery	2,047	2,034	2,904	2,510	2,278	2,312	2,358	2,405	2,476	2,532
Libraries	2,200	2,371	2,276	2,316	2,353	2,402	2,560	2,503	2,753	2,633
Royal Wanganui Opera House	539	569	474	506	500	513	525	628	570	585
War Memorial Centre	676	599	570	590	603	619	641	657	666	720
i-Site Visitor Centre	542	556	567	574	588	603	614	629	651	662
NZ Glassworks	469	483	493	502	517	532	545	563	584	600
Total	6,473	6,612	7,284	6,998	6,839	6,981	7,243	7,385	7,700	7,732

The table below summarises the projected capital works to be undertaken over the next 10 years. More detail on funding sources for these projects is outlined in Section 11 Projects & Financial forecasts.

Projected Replacements and Capital Expenditure for the Operations Activity over 10 years

Capital Project	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Sarjeant Gallery	12,500	8,176	8,886	0	0	0	0	0	0	0
Libraries	90	92	94	149	44	45	46	47	108	49
Opera House	25	0	10	0	11	0	11	0	12	0
Memorial Centre	15	41	5	0	5	0	6	0	6	0
i-Site Visitor Centre	0	0	0	0	0	0	0	0	0	0
NZ Glassworks	0	0	0	0	0	0	0	0	0	0
Total Acquisitions	12,630	8,309	8,995	149	60	45	63	47	126	49
Capital Renewals										
Sarjeant Gallery	0	7	4	0	11	0	34	0	0	0
Libraries	629	474	408	342	383	590	366	446	547	432
Opera House	117	5	0	28	0	0	0	0	0	0
Memorial Centre	1,398	17	214	92	0	154	23	33	0	21
i-Site Visitor Centre	0	0	0	0	0	0	0	0	0	0
NZ Glassworks	0	0	0	0	0	0	0	0	0	0



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Capital Project	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Total Renewals	2,144	503	626	462	394	744	423	479	547	453
Capital Total	14,774	8,812	9,621	611	454	789	486	526	673	502



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The Whanganui District

Whanganui is the third oldest settlement in New Zealand. Its original discovery is attributed to Kupe, New Zealand's legendary discoverer. Tamatea, Captain of the Takitimu Canoe, fully explored the region, and soon after, attracted by the Whanganui River, Māori settlers came to the region. Originally known as Petre, European involvement did not occur until 1831 when the first Europeans landed at the mouth of the river, with formal European settlement established in 1840. The first settlers from England, Scotland and Ireland arrived in Whanganui thereafter. The official name change to 'Wanganui' took place on 20 January 1854, however, it should be noted that from the mid-1800s onwards there were two different spellings in use for Whanganui. The different spellings arose from the way in which local Iwi pronounce the word 'Whanganui' (the 'wh' creating a barely aspirated sound) and the way in which European settlers wrote down the word as they heard it. Although the name of the Whanganui River was changed by the Government following consultation to reflect the Māori spelling in 1991, the spelling of the urban area or city has been a matter of choice since late 2012 when alternative spellings for the city were officially recognised in Parliament. On 1 December 2015 the name of the district and the Council was officially changed to Whanganui. Throughout this document we will use the spelling 'Whanganui'.

Whanganui was New Zealand's fifth-largest settlement until 1936 and was linked by rail to both New Plymouth and Wellington by 1886. The town was incorporated as a Borough on 1 February 1872, and declared a city on 1 July 1924. By the early 1900s business in Whanganui was booming. The Whanganui River tourist trade took off, with thousands of passengers being transported on Alexander Hatrick's riverboat fleet. Whanganui thrived as it serviced a huge fertile agricultural catchment area, rearing sheep and cattle, as well as growing barley, wheat, oats, maize, fruit and timber, even kilometers upstream from the river mouth. In the early 1900s visitors called the Whanganui River the 'Rhine of New Zealand' and it was during this time that the town was developed and wharves established. Most coastal shipping berthed just downstream from the present town bridge. The Whanganui town wharf was the center of activity until 1908 when Castlecliff Port was developed around the frozen meat trade. The town wharf closed in 1956 as it was uneconomic to operate both ports. Whanganui has since developed due to its farming hinterland, processing and manufacturing activity. With the rollout of ultrafast broadband, Whanganui has taken the opportunity to capitalise and develop digital based business opportunities.

Whanganui District Council resulted from the 1989 amalgamation of Whanganui County Council, most of Waitotara County Council, a small part of Stratford County Council and Wanganui City Council. The district has an area of 2,337 km². Much of the land in Whanganui district is rough hill country surrounding the valley of the Whanganui River. A large proportion of this is within the Whanganui National Park.

There are few prominent outlying settlements with only 4,554 people in the Whanganui district living outside the city itself.

Whanganui Communities

Apart from the main urban area, there are small rural settlements at Kai Iwi, Mowhanau, Fordell, Upokongaro, Maxwell and Mangamahu. Marae based settlements are at Kaiwhaiki, Pungarehu, Parikino, Atene, Koriniti, Matahiwi, Ranana and Jerusalem.

The Census of Population & Dwellings, 2013, recorded a resident population of 42,153. This is a 1.1% decrease since the 2006 census. It is projected that Whanganui's population will decline slightly over the next two decades.

Whanganui Environment

The landscape consists of coastal dune-lands, lowland marine terraces and young steeply dissected inland hill country with deeply incised rivers and narrow valleys.

The Whanganui River is at the heart of the Whanganui district. It is the second largest river in the North Island, the longest navigable waterway in the country and covers 290 kilometers from the heights of Mt Tongariro to Whanganui's coast with the Tasman Sea with 239 listed rapids. The River is a taonga to local iwi.

The coastal lowland areas are marine terraces separated by old sea cliffs, resulting from a series of uplifts. Rivers and streams have cut deep valleys into these surfaces. The Whanganui and Whangaehu Rivers and their main tributaries flow in a general southerly direction.

A belt of sand dunes lies along the coast. In places, fossil dunes extend up to 7km inland, overlying parts of the marine terraces and blocking streams to form a chain of small shallow lakes. Northwest of the city a 45 metre high cliff extends along the coast fronted by a wide sandy beach.

Coastal, terrace and river valley landscapes are largely rural in character, dominated by mainly pastoral farming. Further inland, especially to the northwest, there is a much greater proportion of scrub and forest cover. This indigenous vegetation cover has been retained due to the steepness and erodibility of the slopes in these areas.





Overview of Asset Management Planning

An asset management plan (AMP) is a tactical plan for managing an organisation's infrastructure and other assets to deliver an agreed standard of service. Typically, an asset management plan will cover more than a single asset, taking a system approach - especially where a number of assets are co-dependent and are required to work together to deliver an agreed standard of service.

The International Infrastructure Management Manual defines an asset management plan as; "a plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical & financial) over the life cycle of the asset in the most cost effective manner to provide a specific level of service."

Expertise in the discipline of Asset Management is increasingly important for many organisations. Such expertise draws from all functions within Council: from finance and management of human resources as well as technical, engineering, operations and maintenance management. It is particularly challenging, therefore, to gain a good understanding across the whole breadth of the knowledge base; this breadth is, of course part of its appeal. Given the relative youth and breadth of Asset Management, it is inevitable that people will come to the discipline having already demonstrated competence in a profession, such as engineering or finance, and may have specialist expertise in a field such as maintenance or auditing.

Asset management planning is the means of planning and understanding the assets:

- What they are
- Where they are
- What condition they are in
- How much they are worth
- What level of service is expected of them and at what cost
- How they are performing
- What are the risks of failure
- What extra capacity (if any) they have
- What capacity is required in the future
- When they need to be replaced/upgraded
- What the cost will be to replace/upgrade them
- What the non-asset solutions are
- What options are available
- What further works are required to meet future demand
- What improvements are programmed?

What is Asset Management?

As the discipline matures, more and more people understand that Asset Management is not so much about 'doing things to assets' but about using assets to deliver value and achieve the organisation's explicit purposes. It converts the fundamental aims of the

organisation into the practical implications for choosing, acquiring (or creating), utilising (operating) and looking after (maintaining) appropriate assets to deliver those aims. And it does so while seeking the best total value approach (the optimal combination of costs, risks, performance and sustainability).

Asset management helps determine the need for infrastructure investments, taking into consideration customers service levels, community impacts, utility risks, and resources.

Asset data are used to predict future failures, assess risks, set budgets, calculate financing requirements, and prioritize assets for detailed assessment or renewal.

Asset management encompasses many things, involves many systems, and includes many responsibilities:

- Asset management includes the systems that record the location, condition, and value of assets, including the assembly, storage, and retrieval of information about these assets.
- Asset management includes methods to analyse asset data so that intelligent decisions can be made regarding maintenance, rehabilitation, and replacement.
- Asset management also reflects the policies and procedures of the organization, in terms of customer service levels, investment priorities, and risk management strategies.

For the operations activity, asset management is business management. The primary business of the operations activity is to provide venues for a diverse range of cultural and artistic activities, and the planning, financing, design, construction, maintenance and operation of facilities and other assets is a large part of what the activity does.

Asset Management Plan Development

Asset management plans form the cornerstone of an effective asset management system. The recently released ISO 55000 series of standards for asset management clearly defines the importance of asset management plans: they provide the roadmap for achieving value from physical assets by optimizing cost, risk and performance across the asset lifecycle. Asset management plans define the implementation activities necessary to realise an organisation's asset management objectives which translate the strategic intent of the organisation. The relationship and interdependencies of asset management policy, strategy, objectives, and planning to achieve those objectives clearly demonstrates how important organisational alignment is to the creation of AMPs.

This Asset Management Plan (AMP) has been developed with strong input from WDC staff, consultants and contractors. The majority of the sections were developed through workshops, which provided the opportunity for wide input.

Asset Management Objectives

The key objective of asset management is to provide a desired level of service in the most cost effective manner while demonstrating responsible stewardship for present and future customers.

AMPs are a key component of the strategic planning and management of Council, with links to the Long Term Plan (LTP) and service contracts. The AMP underpins the LTP and consultative processes that have been put in place to engage the community.

The AMP delivers a range of benefits to the community as well as to the provider of the services, the main ones being:



- Maintain, replace and develop assets over the long term to meet required delivery standards and foreseeable future needs at minimal cost
- Continually improve asset management practices and service delivery to the customers
- Comply with Statutory Requirements

Purpose of this Plan

The purpose of this plan is to formally document the management philosophy that is applied to the Operations Group assets and services.

This group of activities includes services and facilities that ranges from the provision of suitable venues for cultural or artistic pursuits to facilities to encourage community education which are important for the community.

It is vital that communities have links with their cultural identity and heritage. It is possible to transform people's lives through the educational benefits that cultural facilities can deliver.

As its primary purpose, a cultural facility will offer public access for recreation, interest and education. It might be a theatre, gallery, museum, concert hall, open to the public for published periods each year, and attracting tourists or day visitors. The facility should be inclusive and inspire and promote learning, creativity and participation.

Asset Management Plans (AMP's) provide key inputs into the LTP, supporting LTP functions and forecasts as well as (if appropriate) providing certain information for the Infrastructure Strategy. Infrastructure assets not only provide an essential platform for economic advancement, but also increasingly deal with recreational, artistic and cultural pursuits to support the wellbeing of communities.

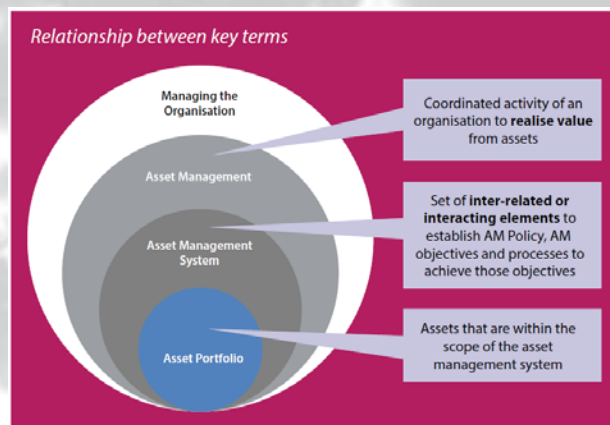
AMPs are multi-disciplinary documents and bring together management, financial, engineering and technical practices with the goal of delivering the desired levels of service in the most cost-effective manner.

Benefits of Asset Management

The Whanganui District Council recognises the following benefits are gained through the effective implementation of asset management principles:

- Good governance and asset stewardship
- Good knowledge of customer and stakeholder requirements now and going forward
- Legislative compliance
- Good asset knowledge including the condition and performance required to deliver services
- Good knowledge of the risks associated with assets
- Good management of asset knowledge
- Good knowledge of what is required to provide services sustainably.

The application of asset management principles encourages a holistic, integrated approach to guide where and how finances and resources are allocated.



Plan Timeframe

This AMP covers a 30-year timeframe. Financial details are shown for the 2018-2048 period. The plan assumes that Operations assets as a whole will have an indefinite life and the main focus of the plan is on determining the strategies required for maintaining, rehabilitating and renewing components over the next 30 years. It is intended that this plan be reviewed every year with a major update every three years prior to the LTP review process.



Key Planning Assumptions and Limitations of this Plan

This AMP has been prepared based on the following assumptions with links to identified key issues:

Assumption	Key Issue
Population of the district is predicted to peak in 2033 at 45,000 and then decline to 44,100 in 2043.	Catering for projected population increases and the associated growth-related issues
An average increase of 82 dwellings per year is expected due to increasing subdivisional activity caused by a reduction in average occupancy per household from 2.34 to 2.25 people by 2043	
Asset lifecycles are not materially incorrect	Renewing infrastructure in a sustainable manner
Confidence levels in financial data projections decline from reliable over the first 2-3 years to less certain in outyears.	Rates affordability
All expenditure is stated in dollar values as at 1 July 2017 with no allowance made for inflation over the 30-year planning period	
Rates are expected to rise approximately 3 – 5 % per year over the next ten years.	
Changes in Government policy may increase affordability issues.	
Climate change impacts on weather events and sea level will exacerbate existing hazards, including disruption to infrastructure.	Ensuring infrastructure is resilient to major natural events and climate change
Natural disasters will continue to disrupt services	
No significant impacts on public reserve ownership, management and use as a result of future Treaty of Waitangi settlements.	Managing increasing community expectations and higher regulatory standards – needs not wants

Assumptions made at a more detailed level are outlined in the relevant sections of this Plan.

Operations at a Glance

This asset management plan covers the council's operations facilities, which includes buildings, collections and associated information in the following activity areas:

- District Libraries (Davis, Alexander, Gonville café-library, and mobile library)
- Sarjeant Gallery Te Whare o Rehua Whanganui (Queens Park and Sarjeant on the Quay)
- Royal Wanganui Opera House
- Whanganui War Memorial Centre
- Whanganui Regional Museum (building)
- i-Site Visitor Centre
- NZ Glassworks

Locations of these assets are shown in Figure 1



Figure 1: Location of Cultural Facilities Assets





Table 1: Overview of the Operations Group

District Libraries	3 buildings
Sarjeant Gallery Te Whare o Rehua Whanganui	2 buildings
Royal Wanganui Opera House	1 building
Whanganui War Memorial Centre	1 building
i-SITE Visitor Centre	1 Leased building
Whanganui Regional Museum	1 building
NZ Glassworks	1 leased building

Gross Replacement Cost (30 June 2012) of Facilities (Insurance replacement value).	\$63.47 M
Fair Value ¹ (30 June 2012) of Facilities	\$6.20 M

Asset Management Plans are a key component of the strategic planning and management of Council, with links into the following areas:

```

graph TD
    RI[Regional Plans & Strategies  
District Strategies & Policies  
District Plan standards  
Legislation] --> AMP[Asset Management Plans]
    CI[Community Interests] <--> CO[Council Outcomes]
    CO --> MR1[Monitoring & Review]
    MR1 --> YLP[10 Year Plan/LTP]
    YLP --> AP[Annual Plan]
    AMP <--> YLP
    AMP <--> MR2[Monitoring & Review]
    YLP --> AR[Annual Report]
    AP --> AR
    AP --> ACT[Action]
    ACT --> AR
    AR <--> C[Contracts]
    MR2 <--> C
    MR2 <--> ACT
    C <--> AMP
    
```

The diagram illustrates the relationship between various planning and monitoring documents. At the top, 'Community Interests' and 'Council Outcomes' are linked by a double-headed arrow. Below them, 'Monitoring & Review' leads to '10 Year Plan/LTP', which in turn leads to 'Annual Plan'. To the left, a box lists 'Regional Plans & Strategies', 'District Strategies & Policies', 'District Plan standards', and 'Legislation', with an arrow pointing to 'Asset Management Plans'. 'Asset Management Plans' and '10 Year Plan/LTP' are linked by a double-headed arrow. Below 'Asset Management Plans' is 'Monitoring & Review' (teal), and below '10 Year Plan/LTP' is 'Annual Report' (green). Both 'Monitoring & Review' and 'Annual Report' have double-headed arrows connecting them to 'Contracts' (green) on the left. 'Annual Plan' leads to 'Action' (teal), which leads to 'Annual Report'. A vertical bar on the right, labeled 'Monitoring and review', spans the bottom section of the diagram.

2018 - 2048 OPERATIONS ASSET MANAGEMENT PLAN
November 2017



Table 3: Cyclic Planning Relationships with Other Plans, Reports and Documents

Plans/Documents	Description	Frequency
10-Year Plan (LTP)	The LTP sets out an agreed vision and Council outcomes for Whanganui District. The framework of this plan is in line with the requirements of the Local Government Act 2002 (LGA 2002). This plan will assist the Council in promoting sustainable practices as well as assisting the community to determine over time what 'outcomes' could and should be and links to Council's vision.	The LTP is updated every three years and is due for review in 2018.
Annual Plan	The works identified in the AMP should automatically become the basis on which future Annual plans are prepared.	Must be produced in the intervening years between LTP's as a reflection of the corresponding year of the 10 Year Plan. Every third year the annual plan is embedded in the LTP
Infrastructure Strategy	The Infrastructure strategy is to identify significant infrastructure issues for the Whanganui District Council over the period covered by the strategy; and the principal options for managing those issues and the implications of those options	To be updated every three years in line with the LTP
District Plan	The District Plan is the primary document that manages land use and development within the Whanganui District Council's territorial boundaries. It contains rules that relate to development or land use proposals.	As required under the Resource Management Act 1991.
Contracts	The service levels, strategies and information requirements contained in the AMP become the basis for performance orientated contracts for service delivery.	As required
Development Contribution Policy	As Whanganui grows, additional demands are placed on the District's infrastructure. This requires Council to provide new infrastructure or infrastructure of increased capacity to help meet these demands. If these costs are funded out of general rates, it places the burden of these costs on existing ratepayers. Development contributions provide the Council with a method to fund planned infrastructure required as a result of growth, such as subdivision or workplace building developments. The Local Government Amendment Act 2014 incorporates changes to the provisions for development contributions.	Must be review at least once every 3 years using a consultative process that gives effect to the requirements of Section 82 of the Local Government Act 2002.
Annual Report	The Annual Report is the mechanism to report back to the community, showing Council's achievement against Annual Plan and LTP targets.	Must be produced every year to report progress against LTP outcomes and work programme.
Asset Management Plans (AMP)	Levels of service, growth, risk, maintenance, renewal and development works and strategies are identified and budgeted for within this plan. This information automatically feeds into the LTP.	Should be reviewed and aligned every year prior to the LTP and Annual Plan process – Reviewed every 3 years.
Water and Sanitary Services Assessments	Assess the provision within the district of the water and wastewater services in conjunction with the appropriate Medical Officer of Health.	From time to time (as per the LGA 2002) with no minimum frequency obligated.



Scope of this Plan

The plan format shown below outlines the sections contained within this Operations Asset Management Plan.

Executive Document

Summary of core components of all of the sections below, which is suitable for separate publication and distribution to elected representatives, the community and council staff.

Introduction

Overview of the area/region, brief statistics such as population, climate, employment and the economy. A snap shot of the property activity is also summarised to provide the reader with a quick understanding of the extent of services.

Strategic Overview

Outlines the vision, goals and objectives of the asset group. Corporate strategic initiatives and community outcomes are linked to demonstrate how the property activity contributes, and the rationale for Councils involvement. Key business drivers, linkages to strategic documents, key partnerships and stakeholders are also covered in this section.

Business Overview

This section describes the core business and key service providers and their roles and responsibilities in delivering services. The organisational structure that supports these services externally and internally is also detailed. An overview of expenditure and funding needs, is also included to provide a snapshot of current and future needs

Levels of Service

Levels of service (LOS) define the quality of the delivery of the property activity or service against which service performance can be measured. Infrastructure planning enables the relationship between levels of service and the cost of the service (the price/quality relationship) to be determined. This relationship can then be evaluated in consultation with the community to determine the required level of services minimum requirements that the customer is prepared to pay for. Service standards provide the basis for the life cycle management strategies and work programmes.

Community Consultation

As a leader in the Community, local government and asset owners act on behalf of their diverse 'communities of interest', and works with all stakeholders so that they can confidently participate in the decision-making process where appropriate. The Community Consultation section provides details of the consultation and research that has been carried out for the property activity in order to establish how the community perceives the infrastructure network and is then linked to the stated stakeholder outcomes.

Growth & Demand

This section sets out the strategy that the asset owner will adopt in relation to its infrastructure assets. The key demand drivers that influence growth and demand are assessed in detail, as well as the impacts and management thereof with a view to forward planning so that the needs of individuals, communities and the contribution to the wider region can be sustained.

Environmental Stewardship

In today's business there is greater emphasis on the effects on the environment. This section describes the environmental compliance responsibilities relating to consents/ permits or similar and outlines issues and mitigation strategies for potential hazards whether those are natural or manmade.

Risk Management

This section covers the strategic risk management implemented by the asset owner and how this applies to the property activity. Risk Management identifies the specific business risks associated with the ownership and management of the infrastructure assets. This is used to determine the direct and indirect impacts associated with these risks and to form a priority based action plan to address these.

Life Cycle Management

The Life Cycle Management (LCM) section provides the broad strategies and work programmes required to achieve the goals and standards outlined in the AMP. This section presents the LCM plan for each asset group, including the following: A detailed description of the assets in physical and financial terms, key issues, LOS and risks, operations, maintenance, renewal and development strategies, financial forecasts

Business Processes

This section covers the key business processes in place that supports Asset Management. This includes an assessment of IT and business systems, an overview of business continuity planning and emergency management. The AMP is also assessed against the office of the Auditor General's Criteria for advanced asset management (NZ) plus any relevant legislation or industry standards. The key to ongoing success is to plan, review and monitor the ongoing update of the plan including key milestones and responsibilities, how the organisation intends to do this is documented within this section.

Projects & Financial Forecasts

The Projects & Financial Forecasts section outlines the short (3 year), medium (5 year) and long term (10 year) financial requirements for the operation, maintenance, renewal and capital needs of property based on long-term strategies, LOS and demand management outlined earlier in the plan. Funding sources and potential issues are identified and key assumptions in preparing financial forecasts are noted. A summary of asset valuation by asset groups is also outlined.

Improvement Plan

The Improvement Plan is integral to continually improving processes and practices, to ensure the ongoing development of Asset Management practices towards an appropriate advanced level. It quantifies current business practice, identifies indicative timescales, priorities, and human and financial resources required, and measures progress toward an identified future position. A full gap analysis across the property has also been undertaken, which targets and drives business improvement and therefore delivers business goals and outcomes.



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Strategic Overview

Council's Purpose and Vision are outlined below, together with the goals of the Operations activity.

Figure 1: Council's Purpose, Vision and Mission





LEADING EDGE
We are confident leaders and influential trailblazers – operating comfortably on the cutting edge. We are ‘a bit different’, don’t follow the pack and are energised and dynamic. This sets the scene for the strategy and the types of innovative approaches that we will front-foot. It’s about Whanganui being seen as progressive and exciting – a magnetic place of abundance and diverse appeal.
Community
We are a place resounding with community spirit, there is an intangible essence that underpins what it means to be from or in Whanganui. We support each other, work in partnership, are resilient and can handle challenges. We keep talking to each other and are pulling in the same direction. We know where we are heading but celebrate and champion diversity. Our roots run deep.
Connectivity
We are outward-looking, blast through parochialism and constantly look to expand and enhance our world view – positioning ourselves to best advantage regionally, nationally and internationally. We are connected in the widest sense – through our network infrastructure, digital capacity, expansive ideas and external relationships. We are accessible, linked in and known for it (no longer a ‘hidden gem’).
Creativity
We are innovative, entrepreneurial, go-getters – we actively attract industry, support start-ups and are a lightning rod for ideas and creativity. There is a savviness and edge to our approach and this propels us forward. Our arts community sets us apart – giving us soul and heart. We are sharp economic operators and hum with cultural personality.
Environment
We draw strength from the river and this sustains and shapes us. This theme is about the look and feel of the place – a district with beautiful, integrated design, bountiful and valued natural resources and a sense of life and vitality. It feels positive here and there is a lot going on. Our wealth is abundant and we take a broad view of what this means. We play on our strengths and make our own opportunities – trumpeting our unique identity through place making that flows from the mountain to the river to the coast. We are eco-rich, showcase and safeguard our heritage and always keep an eye on the future.
Economy
We have boundless opportunities and are truly a place of choice for all. There is a diversity to what we offer and people are able to make a conscious decision to come here or stay here. We are thriving and driving ourselves forward – loaded with jobs, development and lifestyle appeal meaning that anyone can and will want to call us home. We are welcoming, empowering and enabling – supporting everyone to flourish. There is no doubt that we are open for business.

Principal Objectives of the Operations Activity

This group of activities includes services and facilities that build community capacity for social and economic development and to promote cultural wellbeing. It includes iconic Whanganui venues that attract visitors and provide residents with a deep sense of pride and identity.

Whanganui District Council Outcomes

The 2010 amendment to the Local Government Act requires Council to identify Council Outcomes. The LTP outlines the Council Outcomes that relate to the provision of the Cultural Facilities assets. Table 1 overleaf demonstrates where the Cultural Facilities activity contributes to the achievement of Council Outcomes.

Following Table 1, Figure 2 illustrates the links between the Council Outcomes, groups of activities, Council activities and the Asset Management Plan (AMP). Refer to the Council’s Long Term Plan (LTP) for further information on other activities.

How the Operations Activity Contributes to Council Outcomes

The Libraries, Sarjeant Gallery Te Whare o Rehua Whanganui, Whanganui War Memorial Centre, the Royal Wanganui Opera House and the i-SITE Visitor Information Centre each make unique contributions to the Council Outcomes. These contributions are described in Table 1 together with the linkage to the achievement of Council Outcomes.



Table 1: Council Outcomes and the Operations Activity

Community	Connectivity	Creativity	Environment	Economy
District Libraries Activity Contribution				
<ul style="list-style-type: none"> The Libraries are a resource to enable people to make informed choices about their mental, physical and emotional health and to achieve a balanced lifestyle. 	<ul style="list-style-type: none"> By partnering with local, regional, national and international agencies and organisations to deliver growth, innovation and cost efficiency, e.g. Whanganui Health Network; Tamaupoko Link; Sisters of Compassion; MSD; National Library of New Zealand; Whanganui Society of Genealogists; Department of Corrections; Intel Computer Clubhouse Network. 	<ul style="list-style-type: none"> The Libraries are committed to addressing literacy issues communitywide in recognition of their pervasive impact on quality of life, social wellbeing, crime and health. The Libraries contribute to Whanganui's economic base through the building and sustenance of opportunities for personal growth, knowledge acquisition and life-long learning. Support creativity through access to creative content and providing the physical wherewithal for content creation. Support capacity building in the cultural sector from access to funding sources through to specialist collections supporting the arts. 	<ul style="list-style-type: none"> The libraries provide access to Whanganui's rich and diverse cultural heritage through its specialist collections, services and staff resources. 	<p>Free membership and open access to printed and digital material fosters literacy; enables self-improvement; and boosts individual economic potential.</p>
Sarjeant Gallery Te Whare o Rehua Whanganui Activity Contribution				
<ul style="list-style-type: none"> Partnership with Whanganui Iwi through the Sarjeant Gallery Trust and the redevelopment project. The partnership with Whanganui Iwi bolsters, broadens and deepens this cultural impact and will build on the vision and legacy of Sir Archie Taiaroa and Henry Sarjeant. 	<ul style="list-style-type: none"> Working closely with central government, including Ministry for Culture and Heritage; and also the Ministry of Education (Learning Experiences Outside the Classroom). Project-based partnerships with other galleries regionally and nationally. 	<ul style="list-style-type: none"> Friends of the Sarjeant Gallery play a key role in the ongoing operation of the Gallery and in supporting development. A strong relationship established with Whanganui UCOL has assisted the gallery in securing and sustaining art and design course certification through the provision of assisted access to exhibitions, collections, reference and research material. 	<ul style="list-style-type: none"> Interim relocation to Taupo Quay contributes to the regeneration of the riverfront precinct. Council has moved the Gallery operation out of the earthquake-prone Sarjeant building to a strengthened interim location at 38 Taupo Quay – safeguarding staff, public and collections. The gallery's distinctive and iconic status contributes strongly to Whanganui's reputation as a visitor destination through its nationally-significant collections, arts, culture and historical programme. Sustaining 	<ul style="list-style-type: none"> The redevelopment project will contribute significantly to economic growth in the region. [Cost Benefit Evaluation, 2013]



Community	Connectivity	Creativity	Environment	Economy
			<p>a locally, nationally and internationally relevant art facility enables Whanganui to project itself as a key cultural tourism destination with appeal to both visitors and potential residents.</p> <ul style="list-style-type: none"> Whanganui's reputation as a culturally-rich district derives in large part from the ongoing impact of the Sarjeant legacy in providing "a means of inspiration for ourselves and those who come after us". The gallery is an iconic Whanganui landmark with Category I heritage status and it provides access to a locally, nationally and internationally renowned collection and exhibition programme. The Sarjeant's reputation is maintained by ensuring selective standards are upheld in the planning of new exhibits and acquisitions. Whanganui's cultural landscape is enriched by the gallery's showcasing of our unique identity and image. This is demonstrated by the gallery's interest in growing, enhancing, nurturing and, as appropriate, exhibiting a collection of art works that reflect creative responses to the culturally diverse make up of the Whanganui River, its wider environs and people. 	
Royal Wanganui Opera House Activity Contribution				
<ul style="list-style-type: none"> The Royal Wanganui Opera House celebrates cultural and social diversity through a wide ranging programme of community and professional performances. Theatre helps to understand people from cultures other than our own. We can learn a lot about people from 	<ul style="list-style-type: none"> By providing ticketing services to local, regional and national organisations for events. By collaborating with regional, theatres and venues to deliver growth and innovation e.g. TSB Showplace, New Plymouth. By supporting the continued 	<ul style="list-style-type: none"> By partnering with recognised providers to develop skills, and deliver accredited training programmes and workshops in event technology. By collaborating with the Friends of the Opera House and key partners to ensure the 	<ul style="list-style-type: none"> By supporting the continued success of the New Zealand Opera School's Whanganui Opera Week. By providing a distinctive, iconic facility that contributes significantly to Whanganui's reputation as a visitor destination. By providing a Category I building that 	<ul style="list-style-type: none"> By providing a pricing structure that delivers affordability and accessibility. By developing innovative revenue streams and increasing efficiency to reduce reliance on the rate payer.



Community	Connectivity	Creativity	Environment	Economy
cultures all around the world by studying their performance traditions. In doing so, we can learn to be less ethnocentric, and more accepting of others.	success of the New Zealand Opera School's Whanganui Opera Week.	sustainability of a working theatre venue.	contributes strongly to Whanganui's heritage townscape.	
Whanganui War Memorial Centre Activity Contribution				
<ul style="list-style-type: none"> The Whanganui War Memorial Centre celebrates cultural and social diversity via its versatility to accommodate a wide range of community and commercial functions and events. The centre has cultural and symbolic significance as the city's memorial to those who fell in World War II, and is a focal point for the annual Anzac Commemorations. 	<ul style="list-style-type: none"> By working closely with the Regional Museum and RSA to preserve the symbolic significance of the centre. 	<ul style="list-style-type: none"> By partnering with recognised providers to develop skills, and deliver training programmes and workshops in event management. 	<ul style="list-style-type: none"> By providing a distinctive, iconic facility that contributes significantly to Whanganui's reputation as a visitor destination. By providing a Category I building that contributes strongly to Whanganui's heritage townscape. Managing the facility, and ensuring the event programming pays respect to the centre's symbolic significance. 	<ul style="list-style-type: none"> By providing a pricing structure that delivers affordability and accessibility. By developing innovative revenue streams and increasing efficiency to reduce reliance on the rate payer.
i-SITE Visitor Information Centre Activity Contribution				
<ul style="list-style-type: none"> By working closely with the Department of Conservation and other tourism operators within the region to promote the district and support economic development. 	<ul style="list-style-type: none"> Providing an information centre accessible to visitors to discover in-depth information about Whanganui and the rest of New Zealand. Offering booking services for accommodation, tourism activities, travel operators, and events. 	<ul style="list-style-type: none"> Developing the use of interactive and online tools to provide information and enhance our visitor experience position in the world as a visitor destination. 	<ul style="list-style-type: none"> By providing a hub to attract visitors, support local tourism providers, and, in turn, creating a vibrant community for residents that contributes to the economic development of the region. 	<ul style="list-style-type: none"> By developing innovative revenue streams, enhancing services, and finding efficiencies within the service provided to benefit the community.
New Zealand Glassworks Activity Contribution				
	<ul style="list-style-type: none"> The NZG works with the wider national and international glass community, especially in Australia. 	<ul style="list-style-type: none"> NZG provides a high quality venue for working glass artists to create and to sell their work. It supports the education and development of future glass artists; and is a place where the local community and visitors can watch art works being created, participate themselves, and view or purchase works of art. 		<ul style="list-style-type: none"> The NZG supports working glass artists – a significant segment of Whanganui's arts community – by providing an affordable space for the creation, display and sale of their works,



Figure 2: Linkages to Council Outcomes and the Operations Asset Management Plan





Sustainability Outcomes

Sustainability and Whanganui District

While there are many definitions of sustainability, the most widely used and accepted definition is from the 1987 Bruntland Report to the United Nations. In that report, sustainable development is defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". In an urban context it means reducing or eliminating the usual effects of urban growth such as increased strain on the natural environment, poor air quality and congestion. Sustainability is a dynamic process of continual improvement whilst doing more with less, and making best use of the resources available to us, many of which are under increasing global demand.

Local government functions are guided by the Local Government Act 2002 and the Resource Management Act 1991. Both of these statutes require councils to address economic, environmental, social and cultural sustainability in their decision making and activities.

For local government, it is about planning and providing for the needs of individuals and communities, protecting ecosystems and their services and creating prosperity.

Quality of life

The council recognises that addressing sustainability issues and challenges will be vital to maintaining and improving the overall quality of life for Whanganui residents. We want our community to have a prosperous, resilient economy, a healthy, attractive physical environment, and a safe and positive social environment.

We are committed to working with partner organisations and key stakeholders to achieve this.

Diminishing worldwide reserves

World energy demand is rising to meet the needs of the world's ever-growing economy. Many previously underdeveloped countries in the east and on other continents are catching up with developed countries in the west in levels of economic development and activity. High rates of growth are anticipated in many other developing countries during the coming decades.

There is now a large body of research indicating that the global supplies of fossil fuels may have reached (or are near to reaching) their peak. As nations compete for available supplies, the cost of oil and gas will continue to climb, impacting economies that are heavily reliant on hydrocarbons for powering their industries and cities.

Competition for scarce natural resources such as iron ore, copper, titanium and bauxite has mirrored the rise in demand for oil and gas. Steadily rising world prices for many of these materials reflects this demand and is contributing to the increasing cost of construction.

Rationale for Council's Involvement

Local authorities exist to supply services that meet the needs of ratepayers and external customers. The services are provided in response to the needs and wants of the community whilst protecting the sustainability of the resource.

Infrastructure is the substructure on which the continuance and growth of communities depend.

Under the Local Government Act 2002 the purpose of councils is:

"To enable democratic local decision-making and action by, and on behalf of, communities; and to meet the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses."

This Act specifies a series of 'core services' under section 11A. These include the provision of libraries, museums, recreational facilities and other community infrastructure.

The Council acknowledges that our cultural facilities and associated services build community capacity for social and economic development and promote the cultural interests of both residents and visitors.

The rationale for Council's involvement in each specific cultural facility is set out below.

District Libraries

The Council provides library services because it recognises the importance to the community of lifelong literacy fostered and enhanced by free access to knowledge, ideas and works of the imagination in printed or digital form. By providing access to all, our libraries strengthen the public benefit by fostering literacy, preserving memory and connecting people. They are trusted as public spaces and an essential component of our social and economic infrastructure, enabling individuals to better themselves and participate as citizens.

Libraries are a core service of Council as defined in the Local Government Act 2002.

Sarjeant Gallery Te Whare o Rehua Whanganui

The Council undertakes this activity because it recognises the significance of the Sarjeant Gallery as a catalyst for the growth of creative arts and economic development within our community and its importance and as a core element of our cultural infrastructure. Social, cultural and economic wellbeing is benefited by the hosting of exhibitions, forums, education programmes and related community events which highlight the gallery as a social focal point. The gallery fosters and encourages our dynamic local art scene and gives people access to national and international works which would not otherwise be provided. The gallery also exists as a key tourist destination with its exhibition programme concentrated on meeting the professional quality and creative standards necessary to retain its standing as an art institution of national significance.

Historically the Council accepted, and proceeded to meet, the expressed terms of the 1912 Sarjeant Bequest. These terms were - to establish and maintain a Public Fine Arts Gallery for the reception, purchase and acquisition of pictures and sculptures and other works of high art in all its branches for the public benefit and for the use of the public "for the inspiration of ourselves and those who come after us".

The strengthening of the relationship between the Gallery and Whanganui Iwi demonstrates the commitment of Council to strategic partnerships that benefit the whole of Whanganui.

Royal Wanganui Opera House

The Royal Wanganui Opera House forms, with the Gallery, Library, War Memorial Centre and Regional Museum, a cultural precinct unparalleled in regional New Zealand. It gained its Royal Title from the Queen as part of the centennial celebrations in 1999.



The Theatre provides a focus point for theatrical production and benefits the whole community by being available for use and allowing a diverse programme of events to be held throughout the year that contribute to the social and economic wellbeing of the community.

The Royal Opera House contributes to our reputation as a key cultural tourism destination, providing benefits to the tourism sector. It also forms part of the portfolio of Whanganui Venues & Events, whose mission is to be the leading destination for events in the lower north island.

Whanganui War Memorial Centre

The War Memorial Centre is considered to be the community's Civic Centre and is a major iconic landmark building in Whanganui. In addition to preserving the building's historic heritage and living memorial status, the centre forms part of the portfolio of Whanganui Venues & Events, whose mission is to be the leading destination for events in the lower north island.

The Centre benefits the entire community by being available for use, and allowing a diverse programme of events to be held throughout the year that contribute to the social and economic wellbeing of the community.

i-SITE Visitor Information Centre

The i-SITE Visitor Centre is an essential contributor to the districts economic and community development, especially in promoting Whanganui as a visitor destination to both domestic and international visitors. We aim to stimulate growth in the tourism sector as well as having local community support functions.

Our district is a unique tourism destination. Tourism and visitor services contribute to the achievement of the Whanganui Leading Edge vision – in particular making sure that our district is deeply united, globally connected, powered by creative smarts and works for everyone.

New Zealand Glassworks

The New Zealand Glassworks opened in September 2016. Glass artists, and in particular those working in hot glass, are a distinctive part of Whanganui's arts community. Council considers the arts community to be a significant element in Whanganui's marketing mix. The large capital and operating costs of a hot glass operation mean that a shared-use facility available for hire by artists and educators remains affordable to users and enables artists to continue working in Whanganui, and allows UCOL to continue to offer glass as part of its curriculum.

Having established the Glassworks, Council will during the third year of its operation determine its future direction and ownership.

Cultural Facilities and the Significance and Engagement Policy

When assessing the significance of proposals and decisions in relation to assets, Whanganui District Council will consider:

- The potential effect on delivering Council's strategic aspirations
- How the decision aligns with historical Council decisions
- The likely impact of the decision on present and future interests of the community, recognising Iwi culture values and their relationship to land and water

- The level of community interest in the decision and whether community views on the issue are already known
- The possible financial and non-financial costs of the decision (or of reversing the decision) with regard to the Council's capacity to perform its role.

Strategic Assets Policy

The Local Government Act 2002 Section 76AA(3) requires that a strategic assets policy shall identify all of the assets the Council considers to be strategic, as defined in Section 5 of the Local Government Act 2002.

The Council has determined that for the Operation Group of facilities the following are considered strategic assets:

- The District Library collections as a whole.
- Community and Council information archive collections and records as a whole.
- Sarjeant Gallery Te Whare o Rehua Whanganui collections as a whole.

Key Partnerships and Stakeholders

Key Partnerships

Council has partnerships with the following organisations/associations for the delivery of activities in the network and services provided and systems shared.

Whanganui Residents
Whanganui Iwi
Whanganui UCOL
Community agencies
Schools
Central government agencies
International forums and collaborative groupings

External Stakeholders

The community – citizens and ratepayers
Customers
Whanganui & Partners
Sarjeant Gallery Trust
Ministry of Education
Department of Internal Affairs (including National Library/Archives)
Ministry of Social Development
Ministry of Youth Development
Ministry of Culture & Heritage
Department of Corrections
Friends of the Opera House
Friends of Sarjeant Gallery Inc.
2020 Communication Trust
Intel Computer Clubhouse Network
Researchers



NZ Society of Genealogists/Whanganui Branch

Whanganui Regional Museum Trust

APNKK

epukapuka partners

Whanganui Health Network

Other Funding Agencies

Heritage New Zealand

Governance Boards

Returned Services Association

Glass artists in Whanganui and further afield

Internal Stakeholders

Elected representatives of Whanganui District Council

WDC Property activity

WDC IT

WDC staff

CDEM

Strategic Context

The Operation Group of cultural facilities can have a powerful role in place making and enhancing the quality of our everyday urban lives. Great urban design with attractive buildings and spaces filling our city with art and design, gives us a sense of well-being, civic pride and belonging.

Arts and culture already play a fundamental part in our lives. By connecting and strengthening our communities, arts and culture give us a sense of identity and improves both individual and community well-being.

The Royal Wanganui Opera House is New Zealand's last Victorian theatre. Construction of this majestic theatre commenced in 1899. Since this date the Opera House has gained national and international recognition for its beautiful architecture and its great acoustics. The Opera House is used regularly by touring artists and shows as well as by local productions, fashion shows and local dance groups.

Whanganui's War Memorial Centre is an excellent example of 1950s New Zealand Modernism. It was designed in an open competition in 1955. Completed in 1960, it was awarded the New Zealand Institute of Architects Gold Medal for 1961 and the Institute's 25 Year Award for 1998. The Whanganui War Memorial Centre is among the top 1000 architectural 'modernistic' buildings in the world and the top 50 in the southern hemisphere.

Successful management of these cultural facilities assets is therefore of critical concern to both the Council and the community alike.

Levels of service standards, national statutory requirements, national standards, guidelines and policy, district bylaws, district policies and strategies define the business drivers for the current operation of cultural facilities assets.



Strategic Issues Affecting the Operations Activity

Changes in reading habits – the death of the physical printed book does not look to be on the horizon, but the Library will need to keep abreast of changes in demand affecting the overall make-up of the collection.

National Library Strategic Direction to 2030 – a new focus on reading and literacy presents opportunities for partnership and support from the Te Puna Foundation.

Demographic change – ensuring that library facilities remain accessible to an ageing population; and that collections continue to meet customer demand.

Maintaining access to digital resources for all – changing demands and equipment or software requirements have the potential to price parts of the community out of full participation in economic, social and political life.

Demand for more local access points: GCL has created a demand for library service to be delivered at sites in other suburbs of Whanganui. This brings a challenge to satisfy the demand while keeping operating costs within bounds.

Delivery of Operations Services

The levels of service provided by WDC Operations Group (stated in Section 4) are defined by Council's Outcomes, statutory and regulatory requirements, contracts with key service providers and health and safety requirements. Managing future growth and community affordability are two key factors driving how WDC manages its core infrastructure.

National Statutory Requirements

The following statutory requirements form the overall umbrella within which the Operations Group operates.

Local Government Act 2002

The LGA provides for democratic and effective local governance that recognises the diversity of New Zealand communities. It promotes transparency and accountability and sets the purpose of local government:

“To enable democratic local decision-making and action by, and on behalf of, communities and to meet the current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses.”

Resource Management Act 1991 & Amendments

The RMA 1991 is New Zealand's primary legislation dealing with the management of natural and physical resources. It provides a national



framework to manage land use, air, water and soil resources, the coast, subdivision and the control of pollution, contaminants and hazardous substances.

The RMA has a single overarching purpose:

"To promote the sustainable management of natural and physical resources"

Water and Sanitary Service Assessments

The Local Government Act 2002 places responsibilities on Council to perform assessments of water and sanitary services throughout the district. Assessments are to include statements of options available to meet current and future demands. A major focus of these assessments is the impact of water and sanitary services on public health and the environment.

Assessment not only look at public toilets that are open directly to the public but also toilets within Council owned/community shared facilities which are available for public use when attending or using the facility such as community halls and other community facilities.

Civil Defence Emergency Management Act (CDEM) 2002

The purpose of this act is to provide for planning and preparation for emergencies and for response and recovery in the event of an emergency, it also requires local authorities to co-ordinate, through regional groups, planning, programmes, and activities related to civil defence emergency management across the areas of reduction, readiness, response, and recovery, and encourage co-operation and joint action within those regional groups.

Health and Safety at Work Act 2015

The principle of the Act is that workers and other persons should be given the highest level of protection against harm to their health, safety, and welfare from hazards and risks arising from work or from specified types of plant as is reasonably practicable.

Historic Places Act 1993

The purpose of this Act is to promote the identification; protection, preservation, and conservation of the historical and cultural heritage of New Zealand taking into account all relevant cultural values, knowledge and disciplines.

Local Government (Rating) Act 2002

The purpose of this Act is to provide local authorities with flexible powers to set, assess and collect rates to fund activities within the region. The rates are set in accordance with decisions made in a transparent and consultative manner, providing for processes and information to enable ratepayers to identify and understand their liability for rates.

Building Act 2004

The Building Act 2004 provides regulation in relation to all work carried out within New Zealand and sets out a set of principles to be applied in performing functions or duties, or exercising powers under the Act.

Property Law Act 2007

The purpose of this Act is to restate, reform, and codify (in part) certain aspects of the law relating to real and personal property.

Residential Tenancies Act 1986

This Act applies to all tenancies and specifies the responsibilities of the landlord and tenant.

Health Act 1956

This Act establishes the government structure required to enact and enforce health requirements, including the activities of local government. The Act specifies council's role in the provision of public toilets.

Reserves Act 1977

The purpose of this Act outlines rules and regulations in regards to the management and control of reserves, acquisition of land for reserves, appointing a local authority to control and manage a reserve on behalf of the Crown.

Occupiers Liability Act 1962

Imposes a duty of care to ensure that the public is safe from harm. The Act creates a responsibility to ensure that there is no danger to the public due to the state of the property or to things done or omitted to be done there.

Protected Objects Act 1975.

The purpose of this Act is to provide for the better protection of certain objects. Protected New Zealand objects can include: book art; ceramics and glass; costumes and textiles; furniture; arms and armour; art works; books; maps; photographs and negatives; music scores; film; kō wakahuia; adze; meteorites; type specimens; moa bones; the Resolution and Adventure Medal, 1772; the Pattern Waitangi Crown; issued 50- and 100-pound New Zealand bank notes produced before 1933; the New Zealand Cross; vessels; traction engines, plans of machines; vehicles; aircraft; muskets; personal histories; etc.

The Arts Council of New Zealand Toi Aotearoa Act 1994

The purpose of the Arts Council of New Zealand Toi Aotearoa Act 1994 is to establish a national body of the arts and arts boards to encourage, promote, and support the arts in New Zealand for the benefit of all New Zealanders.

The National Library of New Zealand (Te Puna Matauranga o Aotearoa) Act 2003 Privacy Act 1993

The purpose of the Act is to provide for the preservation, protection, development and accessibility, as appropriate, for all the people of New Zealand of the collections of the National Library in a manner consistent with their status as documentary heritage and taonga.

Films, Videos and Publications Act 1993

The Act provides the legal framework for New Zealand's classification system, the purpose of which is to prevent harm to the New Zealand Public by restricting the availability of publications containing harmful material. The Act allows publications such as films, book or computer files to be restricted or banned.

Privacy Act 1993

Controls how agencies collect, use, disclose, store and give access to personal information. The Act covers central and local Government departments, companies of all sizes, religious groups, schools and clubs.

Museum of New Zealand Te Papa Tongarewa Act 1992

The purpose of this Act is to establish a National Museum that, under the name Museum of New Zealand Te Papa Tongarewa, shall provide a forum in which the nation may present, explore, and preserve both the heritage of its cultures and knowledge of the natural environment in order better;



- (a) To understand and treasure the past; and
- (b) To enrich the present; and
- (c) To meet the challenges of the future.

Hazardous Substances and New Organisms Act 1996 (HSNO)

The purpose of the Hazardous Substances and New Organisms Act (HSNO) is to protect the environment, and the health and safety of people and communities, by preventing or managing the adverse effects of hazardous substances and new organisms.


Sale and Supply of Alcohol Act 2012

Controls the licensing of premises for the sale of alcohol.

National & International Standards and Guidelines

National Standards affecting Operations activities are listed below.

Table 2: National Standards & Guidelines

Standard Name	Purpose	Year
Public Libraries of NZ: Strategic Framework 2012 -2017	Sets a framework for the development and management of public libraries	2012
National Standards for Australian Museums and Galleries	Minimum standards for Australian museums and galleries	2013
LIANZA – Public Library Standards	Defines minimum standards for provision of public libraries in NZ	2004
Building Act 2004	Defines the standards for new building and sets the standard against which earthquake resilience of existing buildings is measured.	2004
ISO15489 International Standard on Records Management	Defines standards for archives – adopted NZ by Archives New Zealand	2001
Create & Maintain Record Keeping Standard (Archives NZ)	Defines standards for Archives	2008
Conservation Standards (National Library)	Defines standards for conservation of historic materials	2009
NZS 3604:1999 Timber Framed Buildings	Provides suitable methods and details for the design and construction of timber framed buildings up to three storeys high. This standard is intended to apply to domestic dwellings, most residential and some commercial and other buildings without the need for specific engineering design.	1999
NZS 4121:2001 Design for Access and Mobility: Buildings and Associated Facilities	Gives requirements for making buildings and facilities accessible to and useable by people with physical disabilities. Provides a means of compliance with the new Zealand Building Code.	2001
AS/NZS3500.2:2003 Plumbing & Drainage – Sanitary Plumbing & Drainage	This Standard specifies the requirements for the design and installation of sanitary plumbing and drainage from the fixtures to a sewer, common effluent system or an on-site wastewater management system, as appropriate. The Standard applies to new installations as well as alterations, additions or repairs to existing installations.	2003
AS/NZS 3000:2007 Electrical Installations (Australian/New Zealand Wiring Rules)	Provides requirements for the selection and installation of electrical equipment, and design and testing of electrical installations, especially with regard to the essential requirements for safety of persons and livestock from physical injury, fire or electrical shock.	2007
AS/NZS 4801:2001 Occupational Health and Safety Management Systems	The objective of this standard is to set auditable criteria for an occupational health and safety management systems.	2001
NZS 4512:2003 Fire Detection and Alarm Systems in Buildings	Provides specifiers, users, manufacturers, suppliers, installers and maintenance persons with requirements to enable a fire warning from a fire alarm system in a building to operate at the earliest practicable moment to facilitate appropriate emergency measures	2003
 ISO 55000 Asset Management Standards	The three ISO Asset Management Standards that are now published will potentially impact all organisations who have asset management responsibilities. These Standards, while framed on the management of physical assets, can be utilised for any asset type and by any sized organisation. They address the requirements for a management system (not software) for the management of assets and comprise: <ul style="list-style-type: none"> • ISO 55000 Asset management – Overview, principles and terminology • ISO 55001 Asset management – Management systems – Requirements • ISO 55002 Asset management – Management systems – Guidelines for the application of ISO 	2013



Standard Name	Purpose	Year
	55001 They are the first to be written in accordance with the new Guidelines established by the International Organisation for Standardisation for the consistent structure and content of all their Management System type standards.	



District Bylaws

The Whanganui District Council makes Bylaws for its District with the purpose of protecting the public from nuisance, protecting, promoting and maintaining public health and safety; and minimising the potential for offensive behaviour in public places. The Bylaws are made in accordance with powers contained in the Local Government Act 2002 and other legislation that specifies bylaw making powers.

Our bylaws are currently under review in accordance with section 158 of the Local Government Act 2002. All bylaws relating to the Operations cultural facility activities are shown in Table 3.

Table 3: Bylaw Status

Bylaw	Purpose	Year	Status
Whanganui District Consolidated Bylaw 1996 Part 10 Cultural and Recreational Facilities	<p>The objective of this part of the Bylaw is to provide for the full and proper use and enjoyment by the public of the cultural and recreational facilities and services provided by the Council.</p> <p>A range of measures are introduced to prevent the abuse and misuse of the facilities and the resources contained within them. Controls are placed on disorderly behaviour, smoking, liquor and food consumption and substance abuse by patrons within the premises. It provides for the Council to set hours of opening, the fixing of fees and charges for admission and services, and any associated conditions applicable.</p>	1996	Under review
Whanganui District Consolidated Bylaw 1996 Part 20 Public Places and Reserves	<p>This part of the Bylaw controls a diverse range of activities to ensure that acceptable standards of convenience, safety, visual amenity and civic values are maintained for the well-being and enjoyment of the citizens, visitors and businesses within the District. In particular this Part controls damage to public facilities such as roads, grass verges, and reserves. It also controls activities within public places and reserves which may have an adverse effect on other users of these facilities.</p>	1996	Under review



District Policies and Strategies

The following WDC policies, strategies and guidelines are currently in place:

Table 4: Policies

Policy Name	Purpose	Year	Status
Earthquake Prone Buildings Policy	This policy sets out the Council's policy with regard to the assessment and upgrading where by owners of public buildings which are earthquake prone in accordance with the legal definition.	2009	Current
Whanganui Leading Edge vision:	Council adopted its Whanganui Leading Edge Vision in 2014 with the Strategy to be developed in conjunction with the development of the 10-Year Plan 2015-2025.	2014	Current
Economic Development Strategy	This strategy is aimed at growing the prosperity of the community.	2012	Under review
Digital Strategy	The Strategy's vision is that: Whanganui is a leader in the digital world. We are a well-connected, socially inclusive, prosperous and sustainable community.	2010	Current – to be reviewed
Library Strategic Plan 2018 – 2023	Identifies the broad-reaching, long term goals of the Whanganui District Library. The three overarching themes – fostering literacy; preserving memory; and connecting people - derived from the core purpose of public libraries.	2017	Current
Asset Management Plan	The goal of the asset management plan is to ensure that the desired levels of service are managed effectively in a way which balances economic, social, cultural and environmental benefits and other operational objectives for customers and community, This is provided through the creation, acquisition, operation, maintenance, rehabilitation, replacement, disposal, risk management and performance monitoring over the lifecycle of the asset.	Year plan is adopted	Current
Queens Park Reserve Management Plan	The management plan is designed to provide guidelines for day to day management and upkeep, future development, and decision-making regarding Queens Park.	1992	To be reviewed
Sarjeant Gallery Collections Policy	This is the policy statement regulating the acquisition and disposal of items for the Collections of the Sarjeant Gallery, Whanganui.	2012	Current
Public Art Strategy	The strategy takes a broad approach to the definition of public art activity – integrating high quality public art and cultural expression with architecture, landscaping and urban design within the planning and development process.	2017	Current
Risk Management Policy and Process	To state our policy and objectives in relation to risk management and to articulate our risk management process.	2014	Current
Whanganui Venues & Events Strategic Plan	The strategy encompasses the vision and objectives of the Royal Wanganui Opera House, the Whanganui War Memorial Centre, Cooks Gardens Events Centre, and the Whanganui i-SITE Visitor Centre	2017	Current
Arts Policy	Aims to provide a cohesive vision and a set of goals that the Whanganui arts sector, the Council and the whole community can work towards for the future.	2017	Current

Table 5: Strategies and Guidelines

Document Name	Purpose	Year	Status
Whanganui Venues & Events General Terms & Conditions of Venue Hire	Sets out the General Terms & Conditions upon which the Venue Operator agrees to hire the Venue to the Hirer for the Hire Period for the Event and the Hirer accepts such hire.	2017	Current
Whanganui Venues & Events Venue Hire Performance Agreement	Sets out the Specific Terms relating to professional performance / tours upon which the Venue Operator agrees to hire the Venue to the Hirer for the Hire Period for the Event and the Hirer accepts such hire in addition to the General Terms & Conditions of Venue Hire.	2017	Current
Whanganui Venues & Events Venue Hire Agreement	Sets out the Specific Terms upon which the Venue Operator agrees to hire the Venue to the Hirer for the Hire Period for the Event and the Hirer accepts such hire in addition to the General Terms & Conditions of Venue Hire.	2017	Current
Whanganui Venues & Events Pricing Structure 2017/18	Sets out the pricing structure applicable to the Royal Wanganui Opera House, the Whanganui War Memorial Centre, Cooks Gardens Events Centre.	2017	Current
Infrastructure Strategy	The purpose of the strategy is to identify significant infrastructure issues and options for managing them over the period covered by the strategy.	2015	Adopted as part of the LTP



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Scope of Cultural Facilities

Whanganui is one of New Zealand's oldest cities. While this has challenged Council and the community around the questions of earthquake-prone buildings, it also means that as a regional centre, Whanganui has significant strengths that provide the district's comparative advantage.

- Our history and inherited cultural wealth: public collections and institutions; and the legacy of philanthropy.
- Our environment: heritage buildings; parks and open spaces; and the river.
- Our infrastructure: Ultra Fast Broadband (UFB); existing community hubs – both literal and metaphorical; and our human networks.
- Our ingenuity: in garnering external funding; working together; and repurposing the wheel.
- Our affordability: we are one of the most affordable places to live in New Zealand.

Successful management of cultural assets is therefore of critical concern to both the Council and the community alike.

The Operations Group of cultural facilities includes the following assets:

- District Libraries
- Sarjeant Gallery Te Whare o Rehua Whanganui
- Royal Wanganui Opera House
- Whanganui War Memorial Centre
- i-SITE Visitor Information Centre
- NZ Glassworks

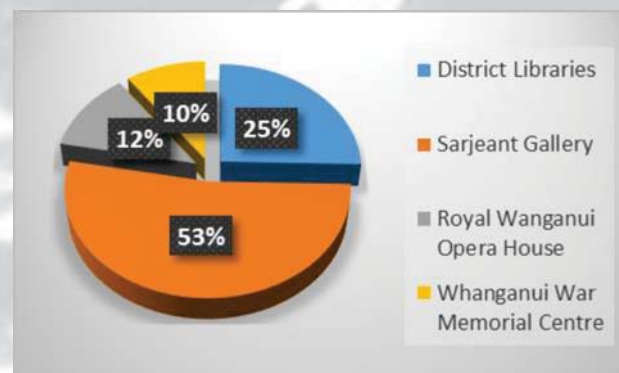
Table 1 below contains a summary of optimised replacement values (as at 30 June 2017).

Table 1: Summary of Cultural Facilities

Facility	Gross Replacement Cost (\$M)	Optimised Depreciated Replacement Cost (\$M)
District Libraries	17.7	5.5
Sarjeant Gallery	36.7 ¹	N/A
Royal Wanganui Opera House	8.4	0.4
Whanganui War Memorial Centre	6.9	2.9
i-Site Visitor Information Centre		
NZ Glassworks		
Totals	69.7	8.8

¹ Includes art collection at \$28.8M

Table 2: GRC by Percentage June 2017



District Libraries

Overview

Our libraries foster literacy, preserve memory and connect people to strengthen the public benefit by

- Offering printed and digital materials that satisfy the demands of the community, encourage reading and facilitate exploration, and provide connections to knowledge, ideas and works of the imagination – enabling individuals to turn knowledge into value, participate as citizens and strengthen their communities.
- Collecting, storing, recording and preserving the memories, written and visual material that tell the story of Whanganui and its people.
- Providing a community space where people can connect with knowledge, information, literature, and with one another, both in person and online.

They are trusted public spaces and an essential part of our social and economic infrastructure, improving the quality of individual lives and enabling participation as citizens.

The Library service includes:

- Davis Central City Library
- Alexander Library
- Mobile Library
- Gonville Café Library
- Library home service
- Library website
- Aotearoa People's Network Kaharoa
- Literacy and digital education programmes

Goal

The long term goal of the Whanganui District Library is **more readers, reading more**. In achieving our vision there are three strands which define our day to day mission.

The core purpose of public libraries is to **foster literacy** by encouraging and facilitating reading. Literacy covers much more than simply books and newspapers, encompassing in addition online activity, e-books, magazines and videos.



Libraries are also repositories of local history objects, records and information. By collecting, documenting, caring for and **preserving these memories**, libraries provide access to the stories they represent and enable people to research and connect with their own and their community's history.

Libraries are physical spaces (even if some of them have wheels), safe, trusted and open to all. Our libraries welcome around 400,000 people every year (and more online). They **connect people** to literature, to knowledge, to entertainment and to the whole world. As public spaces, they connect people to one another.

[Whanganui District Library Strategic Plan 2018 – 2023]

Key issues:

- Replacement of mobile library vehicle in the most cost-effective manner
- Improving delivery to under-served communities while keeping costs within bounds
- Ensuring collections are matched to customer demand
- Potential disruptive effect of technological changes
- Impact of the Sarjeant Gallery Redevelopment construction phase on Queens Park libraries
- Impact of the re-opened Sarjeant on Queens Park activity

Sarjeant Gallery Te Whare o Rehua Whanganui

Overview

The Gallery is an iconic Whanganui cultural institution. A redevelopment programme is underway for its landmark building with Category I heritage status in Pukenui Queen's Park. The Gallery provides access to a locally, nationally and internationally renowned collection and exhibition programme. All services are currently delivered from an interim location at 38 Taupō Quay, Whanganui. The Sarjeant's services include:

- Collection development and stewardship
- Exhibitions
- Forums and public events
- Education programmes (in partnership with Ministry of Education)
- Gift shop
- Venue hire
- Tylee Cottage Artist in Residence programme



Goal

The Sarjeant Gallery Te Whare o Rehua Whanganui is a source of inspiration that delights, surprises, entertains and informs; a wise steward of its collections; and generous in giving access to its art works and sharing its scholarly knowledge.

[Sarjeant Gallery Te Whare o Rehua Whanganui, Collections Policy 2012 – 2017]

Objectives

- To be a leading regional cultural institution that contributes significantly to Whanganui's economic, social and cultural wellbeing.
- To collect, preserve, document, research, display and otherwise make its collection available as a cultural resource for the present and the future.
- To ensure the highest standards of stewardship of the collection.
- To provide the community with channels and events that allow them to participate in and feel ownership of the Gallery and its collection.
- To expand, enhance, care for, and enable access to the Sarjeant collection, as well as art generally, through an innovative exhibition programme with relevance to the local, national and, where appropriate, international scene.
- To meet all appropriate national museum and gallery standards.

Key issues:

- Ensuring a timely start to the construction phase of the Sarjeant Gallery redevelopment
- Meet fundraising target deadlines set by Ministry for Culture & Heritage and Lottery Significant Project fund
- Planning relocation of collection and staff from 38 Taupō Quay to Pukenui Queen's Park
- Planning and logistics for opening events and exhibition seasons

Royal Wanganui Opera House

Overview

The Royal Wanganui Opera House is a landmark cultural icon and the last remaining working Victorian theatre in the southern hemisphere.

The Category 1 heritage status building provides the community with an opulent venue for a range of social, cultural, recreational and educational uses.

The Royal Wanganui Opera House forms, with the Gallery, Library, War Memorial Centre and Regional Museum, a cultural precinct unparalleled in regional New Zealand. It gained its Royal Title from the Queen as part of the centennial celebrations in 1999.

The Theatre provides a focus point for theatrical production and benefits the whole community by being available for use and allowing a diverse programme of events to be held throughout the year that contribute to the social and economic wellbeing of the community.



The Royal Opera House contributes to our reputation as a key cultural tourism destination, providing benefits to the tourism sector. It also forms part of the portfolio of Whanganui Venues & Events, whose mission is to be the leading destination for events in the lower north island.



Goal

To be the leading destination for events in the Lower North Island.

Objectives

- To attract, develop and support, new and existing sustainable events
- To nurture and develop event capability
- To maximise Venue utilisation
- To improve financial performance

Key issues:

- Ensuring economic benefit to the community and minimising the impact on ratepayers
- Increasing costs associated with maintaining a historic building

Whanganui War Memorial Centre

Overview

An architectural award winning building, the War Memorial Centre was constructed during 1959 and 1960 as a stunning living memorial to the 375 Scottish pioneers and locals who lost their lives during World War II. It has been used as a public hall, concert chamber and conference facility since its opening on ANZAC day 1960.

The Centre sits at the base of Pukenui Queen's Park, an area of significant military history in our district, amongst the Cenotaph, Alexander Library, Whanganui Regional Museum, Sarjeant Gallery and Veterans Steps. The War Memorial Centre serves as the focal point of the dawn ANZAC Day commemorations.

Available for public hire, this premium venue boasts three flexible spaces, a large modern kitchen, and expansive forecourt, making it suitable for hosting a range of events in style.

The War Memorial Centre is considered to be the community's Civic Centre and is a major iconic landmark building in Whanganui. In addition to preserving the building's historic

heritage and living memorial status, the centre forms part of the portfolio of Whanganui Venues & Events, whose mission is to be the leading destination for events in the lower north island.

The Centre benefits the entire community by being available for use, and allowing a diverse programme of events to be held throughout the year that contribute to the social and economic wellbeing of the community.



Goal

To be the leading destination for events in the Lower North Island.

Objectives

- To attract, develop and support, new and existing sustainable events
- To nurture and develop event capability
- To maximise Venue utilisation
- To improve financial performance

Key issues:

- Ensuring economic benefit to the community and minimising the impact on ratepayers
- Increasing costs associated with maintaining a historic building

i-SITE Visitor Information Centre

Overview

Tourism is an industry sector contributing to the economic development of the district. Our visitor information service function is part of the portfolio of Whanganui Venues & Events who work in collaboration with Whanganui & Partners.

The i-SITE Visitor Information Centre services include:

- Providing district-wide visitor information
- Offering a range of accommodation, tourism activity, local and national transport, and event booking services to locals and visitors to the region.
- Offering additional services to benefit the community, e.g. Parcel collection
- Liaising with event organisers and assisting with the collaborative marketing and ticketing of events, aimed at attracting visitors to the district.



The i-SITE Visitor Centre is an essential contributor to the districts economic and community development, especially in promoting Whanganui as a visitor destination to both domestic and international visitors. We aim to stimulate growth in the tourism sector as well as having local community support functions.

Our district is a unique tourism destination. Tourism and visitor services contribute to the achievement of the Whanganui Leading Edge vision – in particular making sure that our district is deeply united, globally connected, powered by creative smarts and works for everyone.

Goal

To provide an innovative and efficient visitor information service and increase positive awareness of our district as a visitor destination.

Objectives

- To strengthen and expand the range of Whanganui's tourism products, attractions and services available to visitors
- To strengthen i-SITE business performance through innovation and added-value services
- To increase collaborative marketing activities across the sector

Key issues:

- Challenging global economic environment reducing visitation volume and spend
- Climate change impacts on tourism activities and possible natural disasters affecting trade
- Fluctuation in visitor numbers resulting in over or under resourcing the i-SITE

New Zealand Glassworks

Overview

New Zealand Glassworks is a Council owned and controlled entity, which offers a national centre for community glass in Whanganui, New Zealand.

It offers a fully operational and high standard hot glass facility as well as a retail centre from which the public can both access and acquire glass works and the already established community of glass artists in Whanganui and beyond can access the facility.

The facility and shop operates seven days a week from 10am to 4:30 each day. Access to the glass blowing assets and kilns is by appointment. Workshops are also undertaken and the community can also freely enter the site and view work ongoing.

New Zealand Glassworks was established to enrich the arts and build on Whanganui's existing reputation as a centre of glass art excellence.

Goal

New Zealand Glassworks' vision is to be the celebrated and renowned centre for innovation and glass excellence.

- To be New Zealand's leading place for all the community to access and experience all aspects of glass art
- To inspire and encourage glass artists – from Whanganui
- To be a sustainable centre for glass excellence and innovation

- To develop the New Zealand Glassworks concept and expand to implement the model at other sites
- To achieve international recognition and a growing reputation in and outside of NZ

Key issues:

- Marketing of the facility to attract working glass artists from Whanganui and further afield as hirers
- Sourcing high quality product for the Gallery and meeting sales revenue targets.

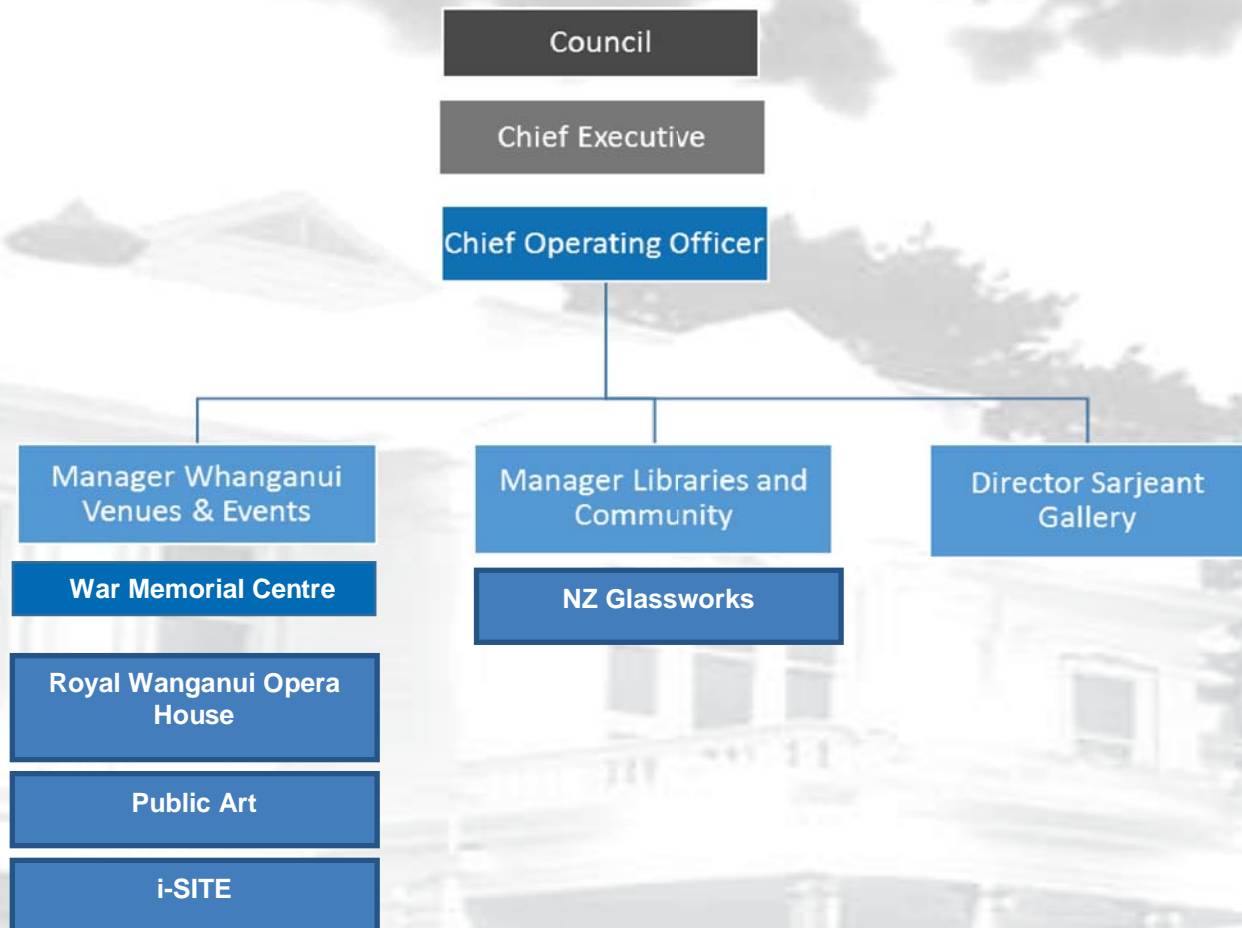


Organisational Structure

Structure

The Operations Team's management structure and its linkage to Council's governance is shown below. The structure demonstrates the relationship between the Operations Teams.

Figure 1: Organisation Structure for Operations





Relationships with Key Service Providers

WDC has a number of relationships with external service providers that assist in the provision of the Operational services, as outlined in Table 3.

Table 3: Key Service Providers

Party	Role	Specific Responsibilities
Spark Digital	Supply telecommunications services	<ul style="list-style-type: none"> Deliver fixed and mobile telecommunications
Catalyst	Library Management System	<ul style="list-style-type: none"> Hosting and support
James Bennett	Supply of library stock	<ul style="list-style-type: none"> Stock is provided shelf-ready
Biblioteca	Technical equipment	<ul style="list-style-type: none"> RFID self-checkout/in equipment and software supply and support
Sarjeant Gallery Trust Board	Gallery Support	<ul style="list-style-type: none"> Fundraising
Friends of the Opera House	Opera House support	<ul style="list-style-type: none"> Providing volunteers for Front of House and Back Stage for shows Fundraising for Opera House maintenance

Significant Negative Effects of this Activity

Schedule 10 of the Local Government Act 2002 covers the information required to be included in the Long-term Plan. Part 2 (1) (c) states that a LTP must, in relation to each group of activities of the local authority, "outline any significant negative effects that any activity within the group of activities may have on the social, economic, environmental, or cultural well being of the local community". This sub-section provides information in accordance with this legislative requirement.

The purpose of identifying significant negative effects is to ensure that Council activities are conducted in accordance with the principles of sustainability. The Cultural Facilities activity has the potential to have negative effects on community well being. The possible negative effects are outlined in the table below.

Table 4: Significant Negative Effects

Significant Negative Effect	Cultural	Social	Economic	Environmental	Mitigation of Negative Effects
Damage to buildings or compromise to public safety resulting from major earthquake	✓	✓	✓	✓	<ul style="list-style-type: none"> Council policy on strengthening earthquake prone buildings <ul style="list-style-type: none"> Scheduled remedial work at War Memorial Centre Emergency evacuation procedures. Comply with District Plan rules, building codes and RMA where appropriate
Noise and disorderly behaviour arising from events at cultural facilities		✓	✓	✓	<ul style="list-style-type: none"> Conditions of hire. Liquor licence is responsibility of hirer. Council and security staff present at events. Queens Park is separated from residential areas.
Loss or theft of valuable heritage items	✓	✓	✓	✓	<ul style="list-style-type: none"> Security measures in place. Fire suppression facilities in place. Alcohol ban in public places, additional security and operational staff over the summer season Insurance
Lack of maintenance resulting in derelict buildings, creating a poor visual image and potentially unsafe properties	✓	✓	✓	✓	<ul style="list-style-type: none"> Asset management plans, full facility maintenance contract requiring a proactive approach to property maintenance.



Funding & Expenditure

Funding

Funding for the management and maintenance of the Operations assets is provided from rates, grants, bequests, fees and user charges. Funding for improvements is provided from a combination of rates and from borrowing. For large capital projects, e.g. Sarjeant Gallery Te Whare o Rehua Whanganui Redevelopment Project, funding will also include Government and philanthropic contributions.

Interest

Interest earned is allocated each year to operational activities or reserve (special) funds.

Borrowing

Loans are raised in accordance with Council's Liability management policy to fund new capital or renewal capital expenditure. Repayment of loans and interest on borrowings is funded from rates and operational revenues. The Council views borrowing as a smoothing mechanism and a means of achieving equity between time periods.

Rating and Asset Values

Under the Local Government Act 2002, Council must comply with Generally Accepted Accounting Practice (GAAP). The Funding Impact Statement included in the 10 Year Plan sets out how Council will rate its community.

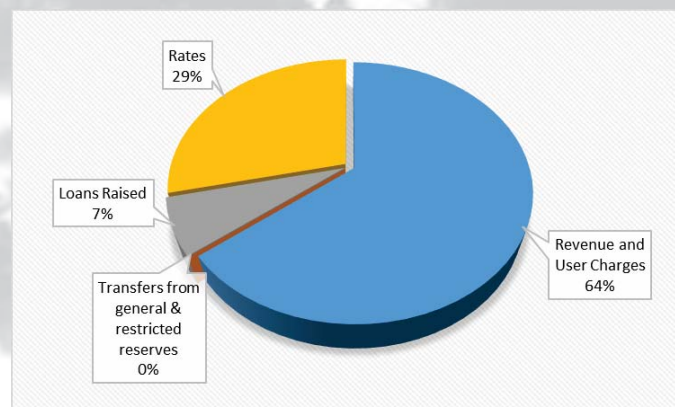
Council assets are valued on an optimised depreciated replacement value, and then depreciated against that value over their remaining useful lives. Expenditure is set at levels that take into account other drivers to manage the activity and overall Council priorities. Other aspects of Council's financial strategy, such as, affordability, security of infrastructure and level of borrowings, have an effect on the level of capital expenditure in any year and therefore the direct funding and spending of depreciation is not appropriate.

Funding for the Operations assets is shown in Table 5.

Table 5: Income 2018/19

Funded By	\$000
Revenue and User Charges	13,672
Transfers from general & restricted reserves	0
Loans Raised	1,484
Rates	6,064
Total Funding (\$000)	21,220

Figure 2: 2018/19 Income by Percentage



Expenditure

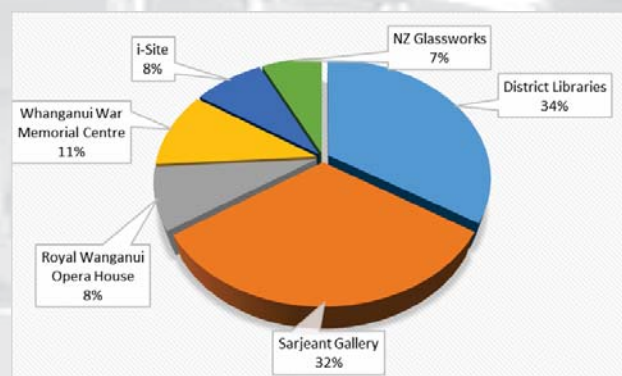
Expenditure on the Operations assets represents a significant Council investment, as shown in Table 6 and Table 7 below.

Budgeted operational and capital expenditure for the 2018/19 financial year is as follows

Table 6: Operational Expenditure 2018/19

Operational Expenditure	\$000
District Libraries	2,200
Sarjeant Gallery	2,047
Royal Wanganui Opera House	539
Whanganui War Memorial Centre	676
i-Site Visitor Information Centre	542
NZ Glassworks	469
Total Operating Expenditure (\$000)	6,473

Figure 3: 2018/19 Operations Expenditure by Percentage





Business Overview

Table 7: Capital Expenditure

Capital Expenditure	\$000
District Libraries	719
Sarjeant Gallery	12,500
Royal Wanganui Opera House	142
Whanganui War Memorial Centre	1,413
i-Site Visitor Information Centre	0
NZ Glassworks	0
Total Capital Expenditure (\$000)	14,774
Total Operational Expenditure	6,473
Total Expenditure (\$000)	21,247

Figure 4: 2018/19 Capital Expenditure by Percentage

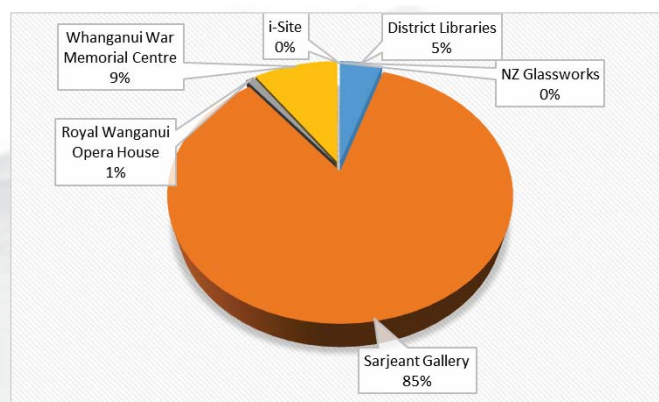




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Overview

Asset Management (AM) planning enables the relationship between levels of service and the cost of the service (the price/quality relationship) to be determined. This relationship is then evaluated in consultation with the community to determine the levels of service they are prepared to pay for.

Defined Levels of Service (LoS) can then be used to:

- Inform customers of the proposed LoS
- Develop AM strategies to deliver LoS
- Measure performance against defined LoS
- Identify the costs and benefits of services offered
- Enable customers to assess reliability, simplicity, quality, friendliness, and convenience to further streamline the process.

In this context LoS define the quality of delivery for a particular activity or service against which service performance can be measured.

This section of the AMP covers the following:

Local Government Act 2002 Requirements - Details the legislation behind the process, including clause references and requirements.

Linking Levels of Service to Council Outcomes and the Relationship with Asset Management Planning - Explains the links between this plan, LoS and Council Outcomes.

Cultural Facilities Levels of Service - Provides details of the process of establishing LoS for Cultural Facilities.

Understanding Community Priorities - Details how the community will assist in determining LoS and indicate its willingness to pay for those services.

Customer Core Values and Outcomes - Details Core Values and Levels of Service Outcomes and how these relate to Customer and Technical LoS. This is presented in a table format to ensure each value is addressed, outcomes identified and relevant LoS (first draft) established for future consultation.

LGA 2002 Requirements

The Local Government Act 2002 (LGA 2002) prescribes that LoS must now be developed from a community perspective. This is a fundamental change in the previous approach.

Historically, LoS have been expressed in a technical way that describes what Council has expected from its internal or external service providers. These need to be presented to the community in a clear, informed way as 'customer levels of service', and consultation used to obtain the 'community perspective'.

Local Government Act 2002 Amendment Act 2010

In 2010, the Local Government Act 2002 was amended. The Act requires a 10-Year Plan, in relation to each group of activities of the local authority, to include a statement of the intended levels of service provision and the performance measures that the local authority considers will enable the public to assess the level of service for major aspects of groups of activities, along with the performance target or targets set by the local authority for each

performance measure; and any intended changes to the level of service that was provided in the year before the first year covered by the plan and the reasons for the changes; and the reason for any material change to the cost of a service.



Changes in Community Consultation Requirements under the LGA Amendment Act

Enactment of the LGA 2002 Amendment Act 2010 and 2014 brought about some changes in several of the sections previously affecting Council's requirements around decision-making and consultation with the community. The following table lists the sections and their current status since the Amendment Acts.

Table 1: Decision-making Requirements under the Local Government Act 2002 as at 2 February 2017

Section	Title	Status	Implications of the Changes
76AA	Significance and Engagement Policy	Current.	Every Council must adopt a policy. There is greater emphasis on engagement.
76	Decision-making	Current	Every decision must be in accordance with the Act
77	Requirements in relation to decisions	Current	Council must identify and assess all practicable options when making decisions
78	Community views in relation to decisions	Section (2) repealed by 2010 Amendment	Council must still give consideration to the views of people who are likely to be affected by Council's decisions; however it is no longer a requirement to consult at prescribed stages of the decision-making process
79	Compliance with procedures in relation to decisions	Section (3) and (4) added (under the 2004 Amendment Act)	These sections (which were added for the avoidance of doubt) require that when decisions are made, they include the decision-making requirements of any other legislative act
80	Identification of inconsistent decisions	Current	
81	Contributions to decision-making processes by Māori	Current	
82	Principles of consultation	Current	Section 82(1)(f): Replaced under 2014 Amendment
82A	Information requirements for consultation required under this Act	Inserted by 2014 Amendment	Council must make information publicly available if it must consult under the requirements of section 82
83	Special consultative procedure	Current	Replaced under 2014 Amendment.
83AA	Summary of information	Inserted by 2014 Amendment	Must outline the major matters in the statement of proposal
83A	Combined or concurrent consultation	Inserted by 2004 Amendment	For the avoidance of doubt, consultation under special consultative procedure can be combined with other special consultative procedures
84	Special consultative procedure in relation to long-term plan	Repealed by 2014 Amendment	
85	Use of special consultative procedure in relation to annual plans	Repealed by 2014 Amendment	
86	Use of special consultative procedure in relation to making, amending or revoking bylaws	Replaced by 2014 Amendment	Statement of proposal must include a draft of the bylaw or a statement that the bylaw is being revoked and why
87	Other use of special consultative procedure	Current	Section 87(1)(a) Amended by 2014 Amendment
88	Use of special consultative procedure in relation to change of mode of delivery of significant activity	Repealed by 2010 Amendment	
89	Summary of information	Repealed by 2014 Amendment	
90	Policy on Significance	Repealed by 2014 Amendment	
287	Special consultative procedure	Current	
288	Decision-making processes commenced before enactment	Repealed by 2010 Amendment	

Statement of Service Provision

Schedule 10, Section 4 of the LGA 2002 requires Council to include a statement of service provision in its Long Term Plan. The statement is to include the intended levels of service for each group of activities that provides some specific requirements for the development of LoS as follows:

- Targets for each performance measure
- Intended changes in the level of service and reasons for the change
- Reasons for any significant change in the cost of a service



LoS Reporting

Schedule 10, Section 25 of the LGA 2002 requires that an audited statement must be included in the Annual Report that:

- Compares the LoS achieved in relation to a group of activities with the performance target or targets for the group of activities.
- Specifies any intended change to LoS have been achieved.
- Provides reasons for any significant variation between the LoS achieved and the intended LoS.

Changes in LoS

A change in LoS will either be reflected as a requirement to increase or decrease the LoS.

Any significant change will need to be consulted on with key stakeholders and the community. The outcomes must then be incorporated into the decision making process

LoS Relationship to AM Planning

One of the basic cornerstones of sound asset management is:

To provide the levels of service that the current and future community want and are prepared to pay for.

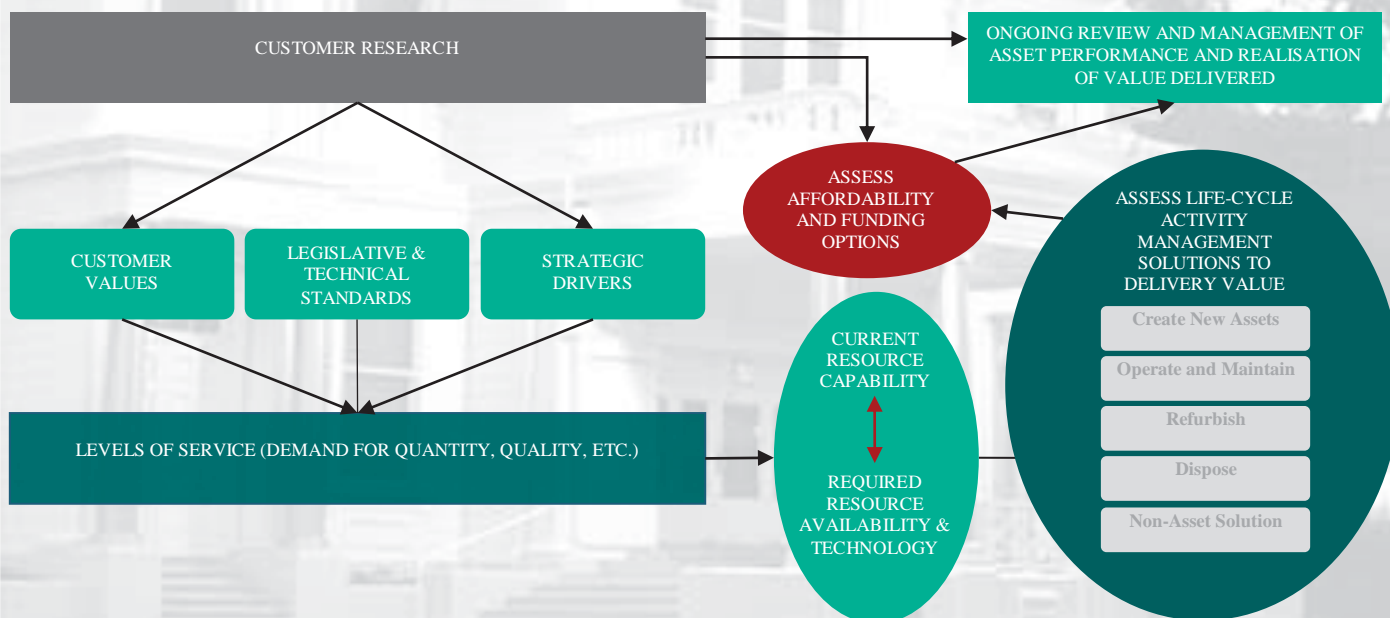
LoS therefore provide the platform for all decisions relating to management of Cultural Facilities assets (as illustrated Figure 1). Before developing detailed asset management strategies, Council needs to agree the LoS with the community with consideration given to the following:

- Planned outcomes
- Legislative requirements
- Technical constraints

A key objective of the Asset Management Plan is to match the level of service provided by the asset with the expectation of customers, corporate goals and legislative requirements. This requires a clear understanding of customer needs and preferences. The levels of service:

- Inform customers of the proposed type and level of service to be offered;
- Provide a focus for the asset management strategies developed to deliver the required level of service;
- Identify the costs and benefits of the services offered;
- Enable customers to assess suitability, affordability, and equity of the services offered.

Figure 1: LOS Relationship to Asset Management Planning



Source: NAMS – Developing Levels of Service and Performance Measures, 2007

Customer Research and Expectations

Consultation on levels of funding for the service and service levels identified in the plan has been undertaken via the LTP and Annual Plan consultation process.

Council has undertaken the following customer research activities:

- Customer Views Surveys done in each year

Further research is required to gain an understanding of customer expectations of cost and quality to enable the AM plan to more clearly reflect the levels of service desired by customers. As levels of service improve, so do customer expectations and therefore on-going monitoring of customer expectations will be required to ensure levels of service and the AM plan remain valid.

Refer to *Section 5: Community Consultation* of this AMP for further information about customer research.



Linking LoS to Council Outcomes

The definition of Community Outcomes has changed. These are now the outcomes that Council aims to achieve in meeting the current and future needs of our community for good quality local infrastructure, local public services and performance of regulatory functions.

As outlined in the *Section 2: Strategic Environment*, Council's Cultural Facilities activity primarily contributes to the following Council Outcomes:

- **Flowing with Richness**
 - Look after our infrastructure network and assets with a view to the future – making sure that we couple this to the sustainable use of technology and other materials
- **Works for Everyone**
 - Ensure our services and facilities reflect the diverse and changing needs of our community

Table 2 shows which Council Outcomes each of the Cultural Facilities assets contributes to.

Table 2: Linking Council Activities to Outcomes

	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Libraries	✓	✓	✓	✓	✓
Royal Wanganui Opera House	✓	✓	✓	✓	✓
Sarjeant Gallery	✓	✓	✓	✓	✓
War Memorial Centre	✓	✓	✓	✓	✓
NZ Glassworks	✓	✓	✓	✓	✓
i-SITE Visitor Information Centre	✓	✓	✓	✓	✓

In order to deliver these outcomes, it is important that the Operations Group technical and customer performance measures and operational and maintenance contracts are clearly linked to achieve this.

LoS Development Process

Levels of service fall into two categories:

Customer Performance Measures

Customer measures relate to how the customer receives the service in terms of:

- Tangibles (appearance of facilities, availability of directions or instructions)
- Intangibles (staff attitude, ease of dealing with organisation, speed of service etc.)

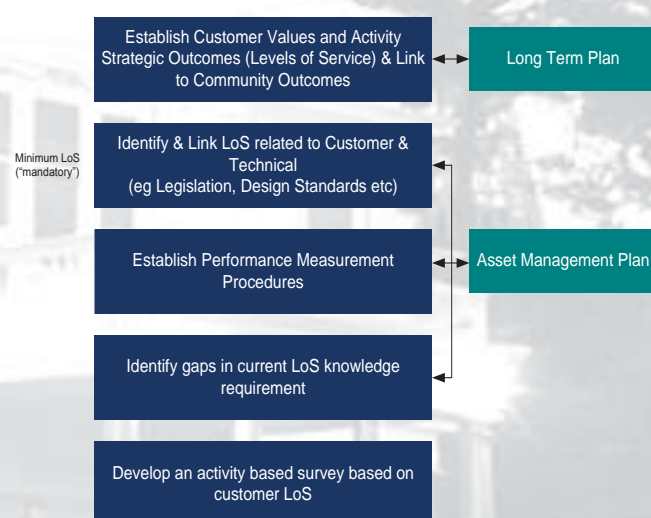
Technical Performance Measures

Technical measures supports customer measures to ensure that all aspects of organisational performance are being monitored.

The best practice model for developing LoS statements is described below in three parts. Linkages to the asset management plans and LTP are shown at each stage of the process.

Part 1

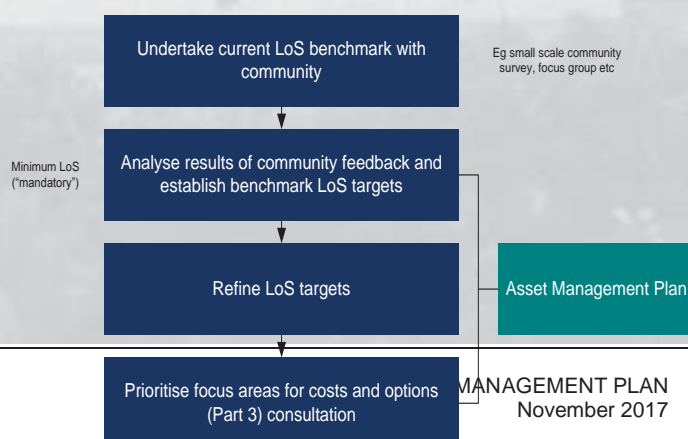
Figure 22: LoS Process (Part 1)



Part 2

The next step is to establish LoS benchmarks for the Operations Group assets by way of surveys, focus groups, etc as shown in Figure 3.

Figure 3: LoS Process (Part 2)



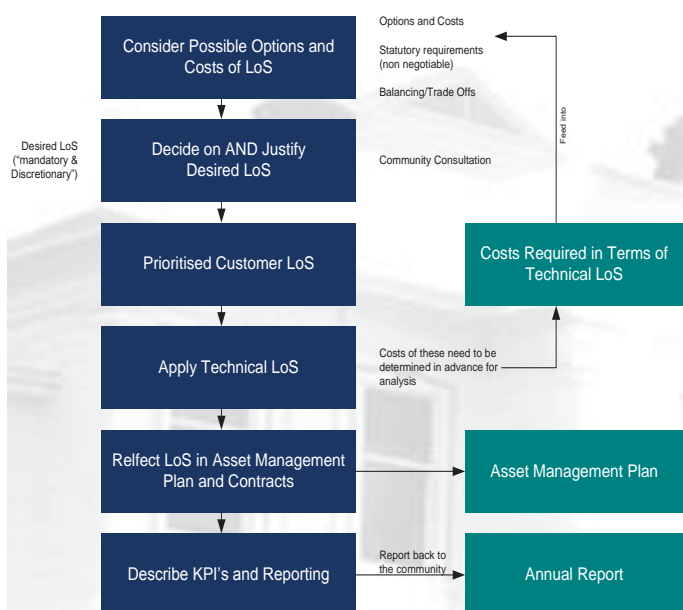


confirming the customer values and then aligning activity levels of service outcomes with the agreed customer values. The linkage between customer values and levels of service will be shown for each activity.

Part 3

The third part is to consult with the community on service delivery options and their associated costs (as required under Schedule 10, Section 2(a) of the Local Government Act 2002).

Figure 4: LoS Process (Part 3)



It should be noted that this process may be repeated in its entirety or specific parts, such as technical levels of service in contracts. All changes must be reintegrated and linked back into the process.

Establishing Core Customer Values

Core Customer Values provide the cornerstone to the development of Levels of Service from both a customer and technical point of view. They describe what is considered important by the community that receives the Cultural Facilities' services.

The core customer values relating to the provision of the Operations Group activity have been identified as:

- Quality
- Customer Service / Responsiveness
- Health & Safety
- Reliability / Availability
- Affordability

Activity Levels of Service Outcomes

Community Outcomes will again be reviewed to form the basis for development of the 10-Year Plan 2018-28. This work involves

Relationships with Other Agencies

Council works with other agencies in the Region, including Horizons Regional Council and neighbouring TLAs to deliver shared services. It places a significant priority on beneficial partnerships at a national, regional and local level.

Benchmarking/accreditation is undertaken using accepted national and international frameworks – e.g. International Safe Communities; International Smart Communities; National Standards for Australian Museums & Galleries; Annual Public Library Statistics.

The LoS contained within this section deal with only those LoS that Council has direct control of.

Current Levels of Service



The following LoS tables have been developed based on the NZ NAMS Manual section: "Developing Levels of Service and Performance Measures".

The tables following show the linkages and provide the customer performance measures included in the 10-Year Plan 2018-2028 and technical performance measures to support the Activity Levels of Service Outcomes.



Libraries

Table 3: Operations Group Activity Levels of Service – Libraries

Level of Service for Libraries					
WDC Objective	Fostering literacy, preserving memory, connecting people				
Customer Value	The core customer values this service aims to provide are: <ul style="list-style-type: none"> • Accessibility • Affordability • Community benefits • Quality 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Level of Service	Our libraries are inclusive places and the library's services are well used by the people of Whanganui.				
Customer Measure Description	The rate of collection 'turn over' each year The percentage of library users satisfied with the service provided. The percentage of the Whanganui population that uses the library The number of frequently active users (member transaction on 10 or more days per year)				
Technical Measure Description	The number of items issued The number of people visiting our libraries The number of public internet sessions (APNK and paid internet, desktop and wifi)				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Collection turn over rate per year	6.0	6.0	6.5	6.5	7.0
% of users satisfied	86%	90%	90%	90%	90%
% of population using Library	57%	65%	70%	70%	70%
What is the level of service we are delivering?	The Library is fostering literacy and encouraging reading by providing collections that meet the community's needs and wants.				
Technical Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
The number of items issued	530,106	540,000	558,000	585,000	630,000
Number of visitors to our libraries	368,085	379,000	390,000	402,000	414,000
Number of public internet sessions	92,075	100,000	103,000	106,000	110,000





What is the level of service we are delivering?	The Library is inclusive place connecting people with literature, knowledge, the world and one another.
How we will deliver these Levels of Service	<p><i>We will achieve these service levels by:</i></p> <ul style="list-style-type: none">• Continued refreshment of library public spaces and development of additional community hubs• Maintaining the book vote – allowing us to purchase more items at a greater rate than we are turning them over• Rigorous analysis of customer activity data to inform operational planning• Understanding our community; fully supporting life-long learning; continually engaging our community• Continuing to offer a diverse programme of services with broad appeal (e.g. APNK and eBooks)• Building connection, capability, confidence and content; Providing community library hubs, Supporting <i>Better Public Services</i> Result Areas 5, 6 and 10;• Sustaining a Whare Wananga of Excellence: financial sustainability; inspiring collections, excellent stewardship; developing Te Kauru- Maori Access framework; leveraging staff expertise, better utilising performance metrics.
How we will measure if target is achieved	<p><i>The following procedures will measure whether the level of service is achieved:</i></p> <ul style="list-style-type: none">• Reporting from Library Management System• Reporting from APNK• Independent Community Views Survey• Door counter





Sarjeant Gallery

Table 4: Operations Group Activity Levels of Service – Sarjeant Gallery

Level of Service for Sarjeant Gallery					
WDC Objective	The House of Inspiration – for ourselves and those who come after us.				
Customer Value	The core customer values this service aims to provide are: <ul style="list-style-type: none"> • Quality • Accessibility • Affordability • Benefits to community 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Levels of Service	The Gallery is effectively managed, sustainable and publicly accountable. The Gallery preserves its significant collections for future generations. The Gallery is used, supported and valued by diverse communities as a worthwhile place where people can express, share and discover significant stories, ideas and objects.				
Customer Measure Description	Number of users of Gallery (users are inclusive of visitors to the website) Percentage of the Whanganui population that uses the Gallery Percentage of visitors satisfied with the Gallery's exhibitions (based on responses to each current exhibition) Percentage of visitors satisfied with their Gallery experience				
Technical Measure Description	The total number of items in the collection catalogued to best practice international standards.				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Number of users of Gallery	56,869	58,000	59,000	60,000	60,000+
% of Whanganui population using Gallery	34%	36%	38%	40%	40-50%
% of visitors satisfied with the Gallery's exhibitions	New measure	90%	90%	90%	90%
% of visitors satisfied with their Gallery experience	New measure	90%	90%	90%	90%
What is the level of service we are delivering?	The Sarjeant Gallery Te Whare o Rehua Whanganui exists to inspire the people of the Whanganui District and the rest of New Zealand through stimulating, engaging, relevant, intellectually-challenging and educational use of its exhibitions, collections and building.				
Technical Target	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Number of items catalogued to best practice international standard	1,875	2,500	3,000	3,500	4,000+
What is the level of service we are delivering?	Reflecting a deep commitment to stewardship of the Gallery's collections				




<p>How we will deliver these Levels of Service</p>	<p><i>We will achieve these service levels by:</i></p> <ul style="list-style-type: none">• The Gallery has a written Statement of Purpose.• The Gallery works to formal, written policies and procedures that cover its management, responsibilities, programmes and services, and reflect its Statement of Purpose.• The Gallery has a viable, current forward plan that covers all aspects of Gallery operations.• The Gallery uses an effective information and records management system.• The Gallery uses sound financial management and reporting practices and procedures, and is financially viable.• The Gallery makes decisions on preventive conservation based on current conservation advice and practices.• The Gallery actively strives to create and maintain an appropriate and stable environment for its collection.• The Gallery's display, storage and handling methods minimise risks to its collection.• The Gallery makes decisions about conservation treatments based on current conservation advice and practices.• The Gallery has identified, and is able to respond to, all potential threats to its collection.• The Gallery has an effective system to record and retrieve information about its collection.• The Gallery identifies and assesses risks and has strategies in place to manage them.• Representing the diversity of the gallery's community in the governing body, management and workforce of the museum.• Inviting representatives and members of local and/or specialist organisations and communities to contribute their knowledge, insights and expertise to Gallery planning, collection development, and programmes.• Efforts are made to address the interests and needs of different audiences, age groups, and levels of ability, in Gallery activities.• The Gallery carries out its activities as part of a broader community and contributes to community events.• The Gallery knows who its current and potential audiences are and has strategies to attract and retain them.
<p>How we will measure if target is achieved</p>	<p><i>The following procedures will measure whether the level of service is achieved:</i></p> <ul style="list-style-type: none">• Implementation of Strategic Plan by Gallery Management Team• Financial reporting• Reports from Vernon Collection Management System• Internal survey of Gallery customers• Community views survey• Visitor counting procedures• Benchmarking against the National Standards for Australian Museums & Galleries (http://museumsaustralia.org.au/userfiles/file/Members%20Resources/NSFAMG_v1_3_2013%20FINAL.pdf)



Royal Wanganui Opera House

Table 5: Operations Group Activity Levels of Service – Royal Wanganui Opera House

Level of Service for the Royal Wanganui Opera House					
WDC Objective	To be the leading destination for events in the Lower North Island				
Customer Value	The core customer values this service aims to provide are: <ul style="list-style-type: none"> • Accessibility • Quality • Community benefits • Affordability 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Levels of Service	The Royal Wanganui Opera House is recognised as a special and unique cultural facility, available for community and professional hire.				
Customer Measure	The number of days each year that the Royal Wanganui Opera House hosts events. The number of locally produced, community events at the Royal Wanganui Opera House. The number of new promoters / hirers using the Royal Wanganui Opera House. The percentage of the Whanganui population that attends one or more events at the Royal Wanganui Opera House.				
Technical Measure Description	Venue efficiency is increased (number of days each year that the Royal Wanganui Opera House is hired as a % of the total days the venue is available) External revenue is maximised. Internal staffing costs are proportionate to external revenue generated. The number of patrons who attend shows at the Royal Wanganui Opera House each year.				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Number of events hosted	67	75	83	91	104
Number of locally produced community events hosted	22	22	25	25	27
Number of new promoters / hirers	15	15	20	22	25
% of population attending an event	30%	35%	37%	40%	40%
What is the level of service we are delivering?	Focussing on new and community event programming, an increased number of events hosted at the Royal Wanganui Opera House.				
Technical Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Venue efficiency	32%	36%	40%	44%	50%
External revenue	\$98,400	\$50,750	\$52,105	\$53,498	\$54,296




Revenue to wages ratio	0.53	0.32	0.32	0.33	0.31
Number of patrons	25,460	28,650	31,872	35,217	40,560
What is the level of service we are delivering?	Improved efficiency of operations of the Royal Wanganui Opera House, benefitting the community through reducing reliance on rate payers.				
How we will achieve this Level of Service	<i>We will achieve these service levels by:</i> <ul style="list-style-type: none">• Improvements to pricing structures, contracts and terms and conditions of hire• Marketing and communications strategy to promote the Royal Wanganui Opera House as a venue• Collaborating with regional theatres to support marketing of events to the community• Improvements to seating, especially for those with restricted access• Investment into ticketing and improvements to added value services offered• Investment and improvement of technical equipment				
How we will measure if target is achieved	<i>The following procedures will measure whether the level of service is achieved:</i> <ul style="list-style-type: none">• Independent Community Views Survey• Royal Wanganui Opera House Internal Monthly Records• Financial reporting				





Whanganui War Memorial Centre

Table 6: Operations Group Activity Levels of Service – War Memorial Centre

Level of Service for the War Memorial Centre					
WDC Objective	To be the leading destination for events in the Lower North Island				
Customer Value	The core customer values this service aims to provide is: <ul style="list-style-type: none"> • Accessibility • Affordability • Responsiveness • Quality • Community benefits 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Levels of Service	The Whanganui War Memorial Centre is recognised as a special and unique conference and convention facility, available for community and professional hire.				
Customer Measure Description	The number of days each year that the Whanganui War Memorial Centre hosts events. The number of locally produced, community events at the Whanganui War Memorial Centre. The number of new promoters / hirers using the Whanganui War Memorial Centre. The percentage of the community satisfied with the Whanganui War Memorial Centre.				
Technical Measure Description	Venue efficiency is increased (number of days each year that the Whanganui War Memorial Centre is hired as a % of the total days the venue is available) External revenue is maximised. Internal staffing costs are proportionate to external revenue generated. Hirers are satisfied with their experience at the Whanganui War Memorial Centre.				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Number of events hosted	131	131	150	169	187
Number of locally produced community events hosted	66	66	75	85	94
Number of new promoters / hirers	20	20	23	23	25
% of community satisfied with the Whanganui War Memorial Centre	63%	68%	68%	75%	80%
What is the level of service we are delivering?	Focussing on new and community event programming, an increased number of events hosted at the Whanganui War Memorial Centre.				
Technical Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
Venue efficiency	28%	28%	32%	36%	40%




External revenue	124,500	67,500	138,375	141,844	143,972
Revenue to wages ratio	0.67	0.42	0.86	0.88	0.81
Net Promoter Score	40	40	45	45	50
What is the level of service we are delivering?	Improved efficiency of operations of the Whanganui War Memorial Centre, benefitting the community through reducing reliance on rate payers.				
How we will deliver these Levels of Service	<i>We will achieve these service levels by:</i> <ul style="list-style-type: none">• Improvements to pricing structures, contracts and terms and conditions of hire• Marketing and communications strategy to promote the Whanganui War Memorial Centre as a venue• Investment into ticketing and improvements to added value services offered• Improvements in customer service through internal processes, guest feedback, and staff training• Undertaking earthquake strengthening work				
How we will measure if target is achieved	<i>The following procedures will measure whether the level of service is achieved:</i> <ul style="list-style-type: none">• Independent Community Views Survey• Whanganui War Memorial Centre internal records• Financial reporting• Client feedback				



i-SITE Visitor Information Centre

Table 7: Operations Group Activity Levels of Service – i-SITE Visitor Information Centre

Level of Service for the i-SITE Visitor Information Centre					
WDC Objective	To provide an innovative and efficient visitor information service and increase positive awareness of our district as a visitor destination.				
Customer Value	The core customer values this service aims to provide is: <ul style="list-style-type: none"> • Accessibility • Effectiveness • Responsiveness • Quality • Community benefits 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Levels of Service	The i-SITE provides an attractive and engaging space for locals and visitors – encouraging people to visit, spend time and do business with us				
Customer Measure Description	The number of domestic and international visitors to the i-SITE The number of local visitors to the i-SITE Visitor expenditure on tourism products offered by i-SITE Customer satisfaction with service received at the i-SITE				
Technical Measure Description	The i-SITE is open for at least 40 hours per week Additional non-tourism revenue is maximised.				
Customer Targets	<i>Current performance</i>	<i>Year 1 target 2018/19</i>	<i>Year 2 target 2019/20</i>	<i>Year 3 target 2020/21</i>	<i>Years 4-30 target 2021-48</i>
The number of domestic and international visitors to the i-SITE	18,852	19,230	19,650	20,000	20,500
The number of local visitors to the i-SITE	8,606	8,750	9,000	9,250	9,500
Visitor expenditure on tourism products offered by i-SITE	\$396,566	\$404,500	\$412,500	\$420,750	\$429,150
Customer satisfaction with service received at the i-SITE	4.5	4.5	5	5	5
What is the level of service we are delivering?	Focussing on quality of service and range of tourism products at the i-SITE Visitor Centre.				
Technical Targets	<i>Current performance</i>	<i>Year 1 target 2018/19</i>	<i>Year 2 target 2019/20</i>	<i>Year 3 target 2020/21</i>	<i>Years 4-30 target 2021-48</i>
Centre Availability	100%	100%	100%	100%	100%





Levels of Service

Non-tourism revenue	45,000	45,000	45,113	45,225	45,338
What is the level of service we are delivering?	Improved efficiency of operations of the i-SITE Visitor Information Centre, benefitting the community through reducing reliance on rate payers.				
How we will deliver these Levels of Service	We will achieve these service levels by: <ul style="list-style-type: none">Continued i-Site membership and tourism product training.Collaboration with tourism product providers to enhance service.Improvements to added value services offeredImprovements in customer service through internal processes, guest feedback, and staff training				
How we will measure if target is achieved	The following procedures will measure whether the level of service is achieved: <ul style="list-style-type: none">I-SITE Visitor Information Centre internal recordsFinancial reportingTrip Advisor				



New Zealand Glassworks

Table 8: Operations Group Activity Levels of Service – NZ Glassworks

Level of Service for New Zealand Glassworks					
WDC Objective	New Zealand Glassworks is the celebrated and renowned centre for innovation and glass excellence				
Customer Value	The core customer values this service aims to provide are: <ul style="list-style-type: none"> • Accessibility • Affordability • Community benefits • Quality 				
					
Links to Community Outcomes	Deeply united	Globally connected	Powered by creative smarts	Flowing with richness	Works for everyone
Customer Level of Service	New Zealand Glassworks offers a fully operational and high standard hot glass facility as well as a retail centre from which the public can both access and acquire glass works and the already established community of glass artist in Whanganui and beyond can access the facility.				
Customer Measure Description	The percentage of Glassworks facility users satisfied with the service provided. The percentage Glassworks gallery customers satisfied with the service provided The number of hours booked by working glass artists per annum				
Technical Measure Description	The number of people visiting New Zealand Glassworks Glassworks achieves Business Plan financial targets				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
% of Gallery customers satisfied	70%	75%	80%	85%	90%
% of Glassworks users satisfied	80%	85%	90%	95%	95%
Number of hours booked by working glass artists per annum	975 (part year)	1251	1288	1326	1365
What is the level of service we are delivering?	New Zealand Glassworks was established to enrich the arts and build on Whanganui's existing reputation as a centre of glass art excellence.				
Technical Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
The number of visitors	20,796	21,419	22,061	22,722	23,403
Business plan income targets	\$53,558.00 (part year)	\$247,603.50	\$256,142.25	\$281,756.47	\$309,932.11
What is the level of service we are delivering?	Provide a national centre for community glass in Whanganui, benefitting the community through reducing reliance on rate payers.				



How we will deliver these Levels of Service	<p><i>We will achieve these service levels by:</i></p> <ul style="list-style-type: none">• Becoming the leading place for all the community to access and experience all aspects of glass art.• Providing a glass centre of excellence.• Underpinning growth of glass in Whanganui.• Sell/Promote the vision of the facility.• Nurture and develop glass practice in New Zealand.• Educating and enhancing the wider community about art glass.• Inspire and encourage glass artists – from Whanganui.• Being a sustainable centre for glass excellence and innovation.• Further developing the New Zealand Glassworks concept and expand the facility model.• Achieve international recognition and grow a reputation in and outside of New Zealand.
How we will measure if target is achieved	<p><i>The following procedures will measure whether the level of service is achieved:</i></p> <ul style="list-style-type: none">• Financial reporting.• Internal survey of gallery customers and facility users.• Visitor counting procedures





Emergency Management

Table 9: Operations Group Activity Levels of Service – Emergency Management

Level of Service for Emergency Management					
WDC Objective	The community is properly prepared for and educated about emergency events.				
Customer Value	The core customer values this service aims to provide is: <ul style="list-style-type: none"> Responsiveness 				
Links to Community Outcomes	Deeply United	Globally Connected	Powered by Creative Smarts	Flowing with Richness	Works for Everyone
Customer Level of Service	<ul style="list-style-type: none"> The community is properly prepared for and educated about emergency events A continuous 24-hour emergency management response service is provided An Emergency Operations Centre (and trained volunteers) are available and ready to help our community respond to, and recover from, emergency situations 				
Customer Measure Description					
Technical Measure Description	<ul style="list-style-type: none"> The percentage of emergency management calls responded to within 15 minutes The percentage of time that Civil Defence sirens operate when tested The percentage of Emergency Operations Centre activations managed with appropriate staffing, systems and processes in place within two hours 				
Customer Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
% of public prepared for 3 days without help	82%	85%	85%	85%	85%
What is the level of service we are delivering?	At least 20 public meetings or events focussing on readiness. Maintain public readiness levels as identified by annual survey at or higher than the levels identified nationally via MCDEM reporting				
Technical Targets	Current performance	Year 1 target 2018/19	Year 2 target 2019/20	Year 3 target 2020/21	Years 4-30 target 2021-48
% of calls responded to within 15 minutes	100%	100%	100%	100%	100%
What is the level of service we are delivering?	Duty personnel on-call via the CDEM Duty phone, including Civil Defence alerts plus after hours call out procedures when other areas of council have not responded within prescribed timings. 24/7/365				
How we will deliver these Levels of Service	We will achieve these service levels by: <ul style="list-style-type: none"> Maintaining a 24/7/365 duty person with immediate access to mobile vehicle ICP, tsunami sirens and other alerting systems as well as rapid access to council Hubble IT system Engaging with the public as often as practicable via public meetings and speaking engagements as well as local event attendance Monthly (excluding January) siren testing. Provision of ITF and EMIS training to staff as required Introduce ITF Foundation course for new Council employees Ongoing exercise programme Development and refinement of emergency plans and procedures 				
How we will measure if target is achieved	The following procedures will measure whether the level of service is achieved: <ul style="list-style-type: none"> Public preparedness levels via annual Community Views survey and MCDEM national surveys CRM reporting 				



- Takatu e-learning system for ITF training and internal records for EMIS training
- Siren test register
- Training attendance register held in CDEM and shared via HRM





Capital Works Programme and Funding

Capital Works Levels of Service

Key projects identified in the plan relating to increasing LoS as a key driver for capital investment are shown in Table 10 below.

Development expenditure (proportion directly relating to LoS) for the 2018-48 period has been estimated at \$1.5M to upgrade or extend development works as a result of LoS.

Table 10: Capital Works

Capital Works – Levels of Service	Growth (\$000')	Renewals (\$000')	LOS Improvement (\$000')	Funding Source			2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048	Total for 30-year period (\$000)
				Development Contributions (\$000')	Depreciation (\$000')	Subsidy / Loan (\$000')																															
War Memorial Centre																																					
War Memorial Centre Total																																					
Libraries																																					
Libraries Total																																					
Sarjeant Gallery																																					
Sarjeant Gallery Total																																					
Opera House																																					
Opera House Total																																					
I-Site Visitor Information Centre																																					
i-Site Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
NZ Glassworks																																					
NZ Glassworks Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Grand Total																																					



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Overview

The Local Government Act Amendment Bill 2014 provided councils with greater freedom on how and when to engage with the community. It required councils to adopt a Significance and Engagement Policy and introduced the requirement for a Consultation Document as the new basis of consultation with the community on the 10-Year Plan.

The following section provides details of the consultation, engagement and research undertaken by Whanganui District Council to establish how the community perceives the services provided and therefore how Council may enhance its service delivery and Levels of Service (LOS).

Consultation Methods

Council has continued to engage with communities and has consulted using a variety of approaches to seek both public opinion and information, and to communicate its decisions and programmes to the residents and ratepayers of the District. The consultation processes related to the cultural facilities area are as follows:

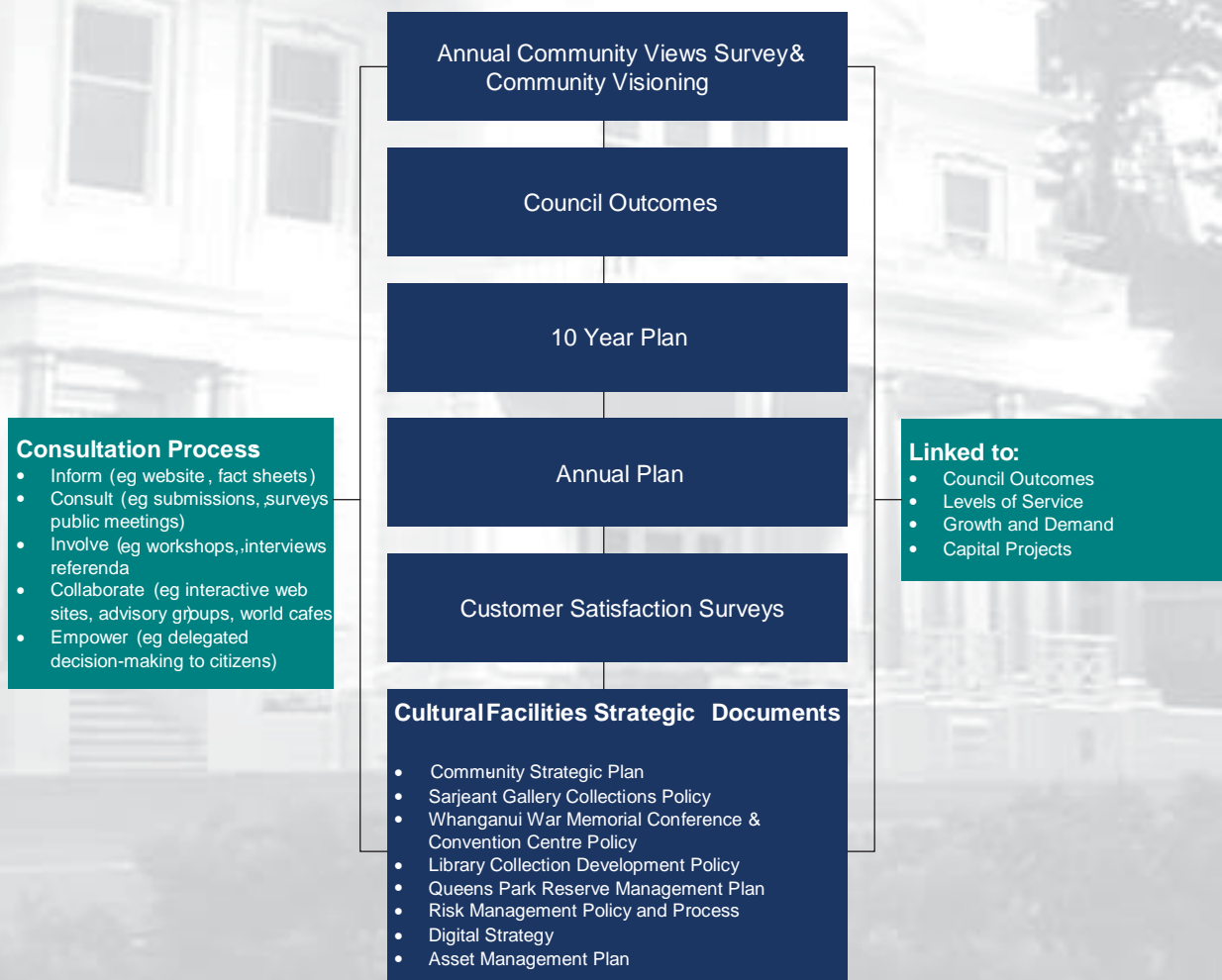
- Community Views Survey
- Community Outcomes Survey
- National Perceptions Survey

- In-house Sarjeant Gallery Customer Satisfaction Survey
- War Memorial Centre feedback forms
- Consultations carried out as part of the 10-Year Plan process
- Consultations carried out as part of the Annual Plan process
- Referenda
- Meetings with key agencies / stakeholders
- Public meetings
- Hui
- Committees, forums and working parties, e.g. Youth Committee, Rural Community Board, Tupoho Working Party, Tamaupoko Link and Positive Ageing Forum
- Community Feedback Forum online

Consultation and Engagement Links

Consultation and engagement processes undertaken with the community help to underpin the overall direction and goals that Council will follow as well as to get feedback on proposals. Figure 1 below shows the ways in which the Whanganui District's communities have been involved regarding the District's services over the last five years and how this consultation links into outcomes developed as part of this Asset Management Plan.

Figure 1: Consultation with the Whanganui District Council Community





Significance and Engagement Policy

Purpose

Under section 76AA the Council must adopt a Significance and Engagement Policy. This policy is to enable the local authority and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions, and activities and to provide clarity about how and when communities can expect to be engaged in decisions about different issues.

Context

Council is committed to community consultation and engagement processes. These are grounded in Council's vision and outcomes to encourage meaningful participation in the decision-making process by local people and other stakeholders. This assists the Council to respond to the needs and aspirations of the Whanganui community in significant and proactive ways.

Council's outcomes are:

- **Deeply United** – working in partnership, shaping a district that celebrates and champions its cultural and social diversity as well as its community spirit
- **Globally Connected** – A dynamic broadly connected district that is accessible, linked in and known for it
- **Powered by Creative Smarts** – A knowledge economy driven by innovation and humming with cultural personality
- **Flowing with Richness** – A district that safeguards its natural resources and provides an environment with a sense of place, identity and vitality
- **Works for Everyone** – An easy-living place of choice of all – flourishing with employment and development opportunities.

Objectives

Engagement is defined as a process of dialogue prior to decision-making which is focussed on decision-making or problem solving and builds relationships. It is expected to fulfil the following principles:

- That there is reasonable access to relevant information
- People are encouraged to present their views
- People are provided with reasonable opportunity to present their views in a manner or format appropriate to their preference
- People have access to relevant information and decisions
- Processes are in place for consulting with Maori

Levels of Engagement:

Strategic Engagement

While there will be overlap, policy, planning and key project decisions generally influence the commitment of resources required to pursue desired community outcomes. An example of strategic engagement is pre-engagement prior to commencing the 10-Year Plan process followed by various consultation techniques using the Consultation Document as the primary tool.

Implementation Engagement

Implementation decisions follow from policy decisions and are about how resources committed to an outcome may be best

deployed. Consultation is working with the relevant geographic community or communities of interest, and with assisting implementation through the flow of relevant information. Fine-tuning may be achieved through targeted surveys, or through reference groups who may represent themselves or communities of interest. An example of implementation engagement is working with key stakeholders to progress the development and roll-out of strategies.

Operational Engagement

Engagement for **service delivery** purposes involves the everyday interaction of service and information providers through the Council's "businesses". The quality of service delivery experienced by the community influences the capacity of the Council to engage effectively for strategic and implementation purposes. An example of operational engagement is the Sarjeant Gallery's in-house satisfaction survey.

Responsibilities for Engagement

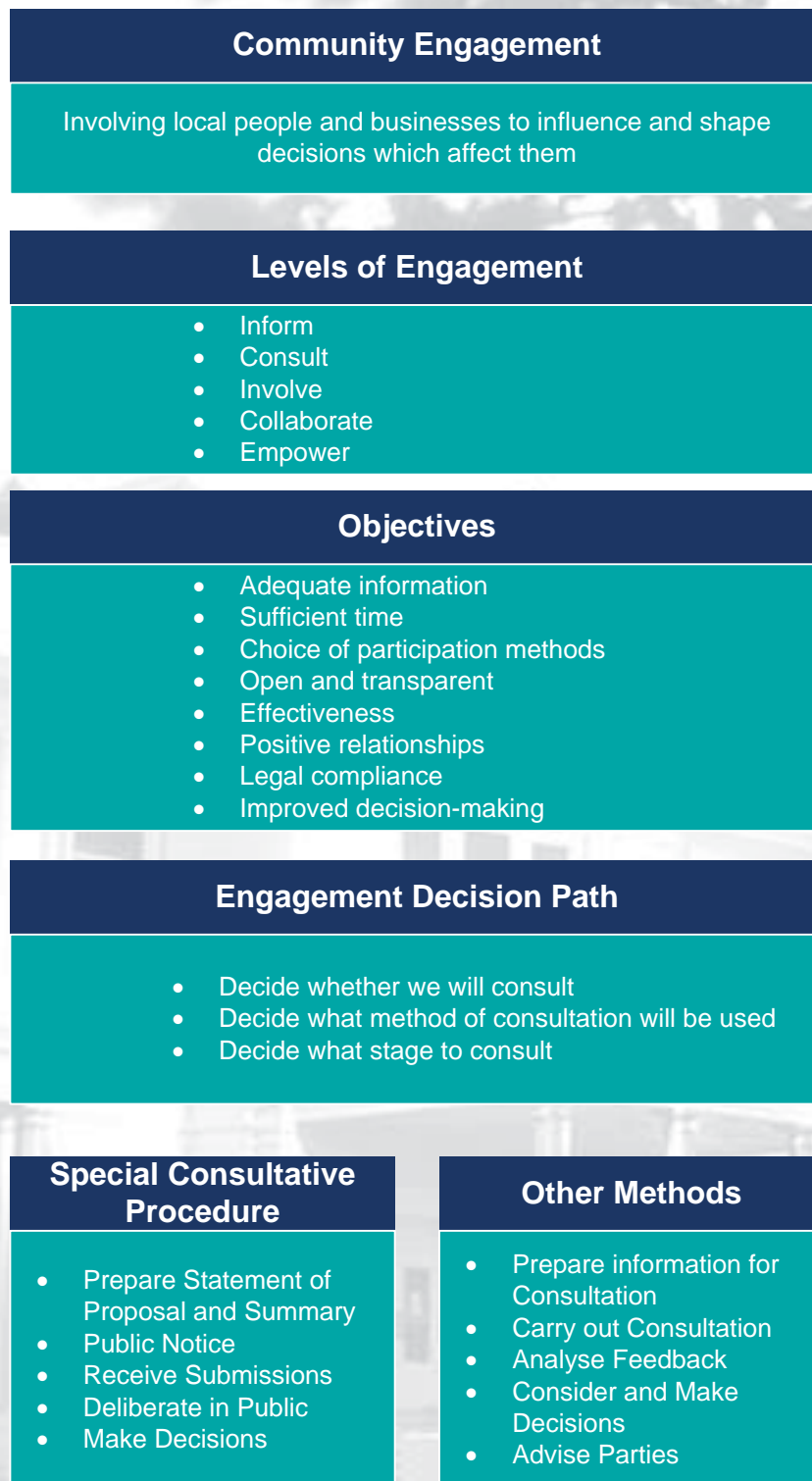
Strategic Engagement rests mainly with councillors (especially hearing submissions), the CE (advising councillors), and the Strategy and Policy area (depending on the issue). The Infrastructure area will also engage in formal, strategic methods of consultation for asset planning and development purposes.

Implementation Engagement will be used to inform the development of policies, plans and strategies that make progress towards the achievement of overarching strategic objectives. This will usually be left to the area responsible for implementation, with input received from councillors and senior managers as appropriate.

Engagement for monitoring, fine tuning reviewing, assessing and planning service delivery is primarily the responsibility of the activity that delivers the relevant service. This monitoring may incorporate key indicators, strategies and consents.



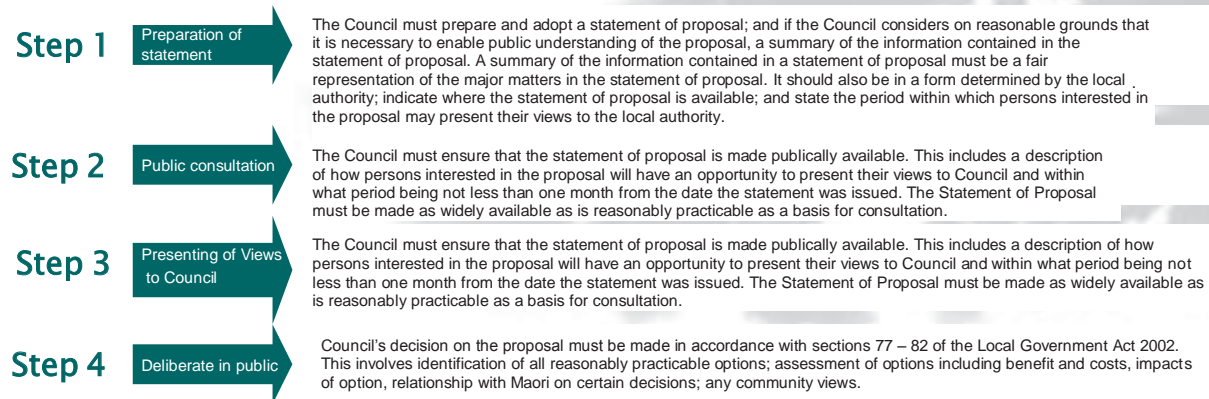
Figure 2: Whanganui District Council Framework for Community Engagement





Outline of the Special Consultative Procedure (Local Government Act 2002, Section 83)

The special consultative procedure consists of the following steps:



Consultation with Maori

Whanganui has a different ethnic mix when compared to the rest of New Zealand. Maori comprise a considerably larger proportion of Whanganui's residents when compared nationally: 23% in Whanganui versus 15.8% nationwide. Only 2.6% of residents identified themselves as Pacific and 2.7% Asian, less than that recorded nationally (7% and 11.1%).

Council recognises its obligations under the Local Government Act 2002 (part 6, section 81) to establish and maintain processes to provide opportunities for Maori to contribute to its decision-making processes and make information available to them. Council formally meets regularly with iwi.

Under the Resource Management Act 1991 Council has specific obligations in relation to the Treaty of Waitangi and Maori interests, and consults with a number of iwi organisations to this end.

Consultation with Iwi is done to engage with Tangata Whenua, those who hold Mana Whenua in an area. Tangata Whenua are those who have an ancestral connection, authority, and responsibility with and for an area or rohe.

Other methods of Whanganui District Council consultation are through the council's two formal Iwi Working Groups. Items are placed on the agenda of Tamaupoko Link or the Tupoho Working Party, or both. This can include getting advice on consultation itself. Iwi may wish to be inherently involved in policy development on a partnership basis, rather than being consulted as an interested party.

Appropriate Iwi people can be approached directly. The difficulty is in finding out who might be appropriate to approach. The Council Cultural Advisor is available to provide advice.

Building of relationships is important for the current issue and the future. Consultation should involve face to face discussion if at all possible. Iwi venues are preferable as it is more comfortable for Iwi.

Any consultation with Iwi should be considered as preliminary, as Iwi usually need to refer back to others to obtain a consensus.

In order to recognise and respect the Crown's responsibility to take appropriate account of the principles of the Treaty of Waitangi and to maintain and improve opportunities for Maori to contribute to local government decision making processes, Section 4 of the Local Government Act and parts 2 and 6 provide the principles and

requirements for local authorities that are intended to facilitate participation by Maori in local authority decision-making processes.

Community Views Survey

Council conducts an annual Community Views Survey. Selected results from the survey are published in the Annual Report. In addition, Council also delivers a Community Outcomes Survey and a series of in-house surveys canvassing satisfaction with specific activities.

The Community Views Survey is the Council's primary means of assessing how well the Council is meeting specific performance targets, particularly for public satisfaction. It also gauges general quality of life perceptions, community engagement and wellbeing.

The results of this survey are published in the Annual Report and on the Council's website. The data also informs service improvement programmes, contributes to the development and measurement of strategies and policies, tracks trends through our internal database of indicators and helps determine appropriate levels of service.

This survey uses a telephone methodology and is undertaken by external consultants who recruit a random sample of 400 respondents from the local adult population. It utilises a stratified sample to ensure a representative cross-section of the community, this means that it reflects the suburbs of Whanganui proportionately. To guarantee the sample proportions are achieved, quotas are applied to specific suburbs. Age and gender weightings are also applied to the final data set. These weightings make sure that specific demographic groups are not under or over-represented and that each group is represented as it would be in the population. As a result, weighting provides greater confidence that the final results are reflective of the Whanganui population overall and are not skewed by a particular demographic group.

Although specific percentages may vary between years, the following table is representative of the general spread:



Community Consultation and Engagement

Table 1:

Age	Sample Size (2016)
18 - 39	25%
40 - 59	30%
60 +	44%
Refused	1%
Male	35%
Female	65%
Suburb	Sample size (2016)
Aramoho	8%
Whanganui East	15%
Bastia Hill / Durie Hill	7%
St Johns Hill / Otamatea	8%
Whanganui Central	9%
Springvale	10%

Castlecliff	10%
Gonville	18%
Blueskin-Maxwell	8%
Marybank et al	7%

Operations Group of Cultural Facilities Assets Surveyed 2016

The following Cultural Facilities have been surveyed as part of the Council's Community Views Survey:

- Library
- Sarjeant Gallery
- Royal Wanganui Opera House
- Wanganui War Memorial Centre

Trends from the survey from 2010 to 2016 are summarised below.

2010 - 2016 Trend

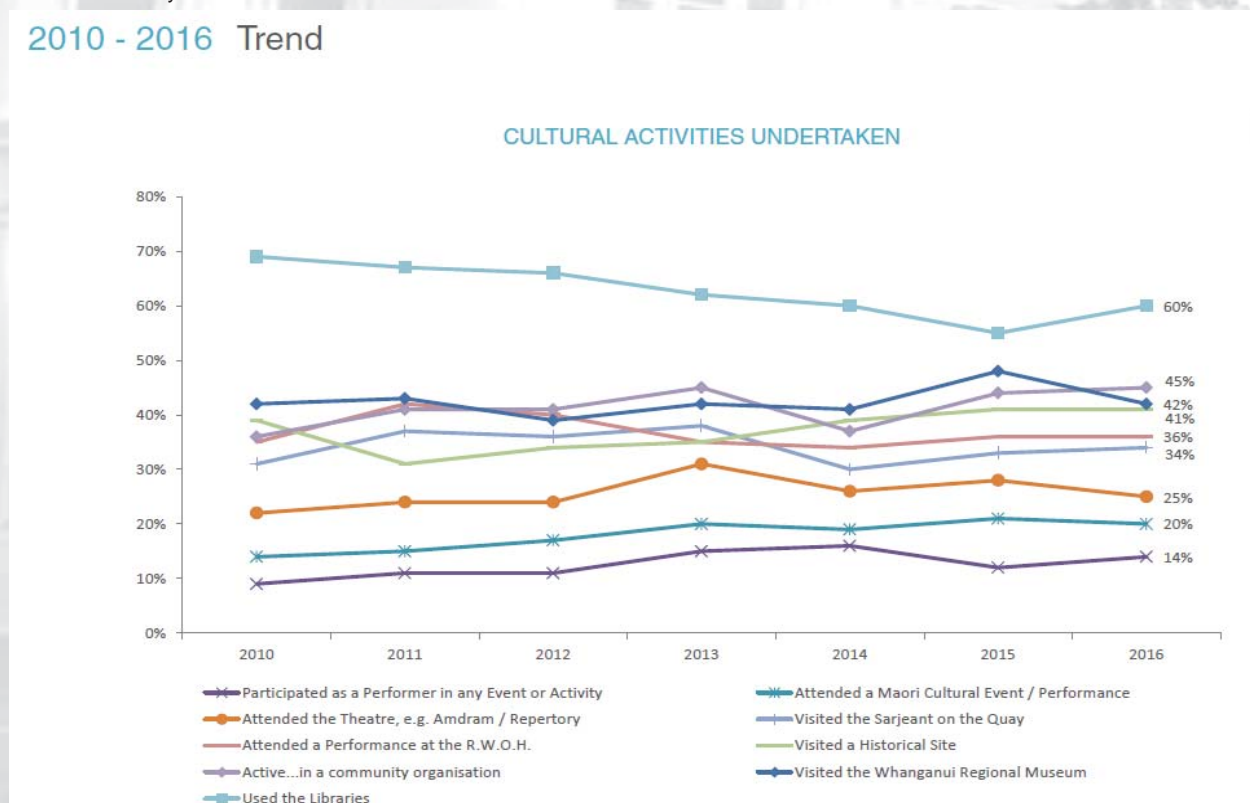
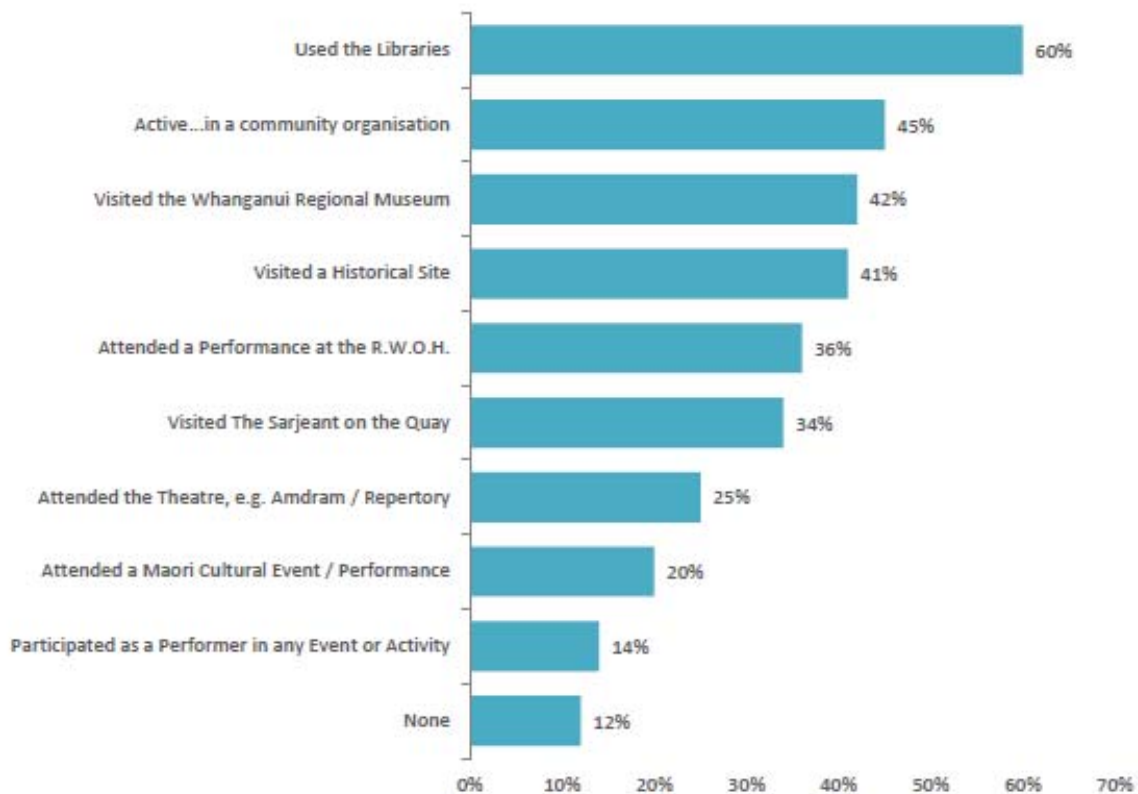




Figure 8: Cultural Activities Undertaken – Community Views Survey 2016



2017/18 Annual Plan Consultation

Background

The 2017/18 Annual Plan was published for public consultation from 10 April to 10 May 2017. The Council received 260 submissions and heard these submissions at meetings on 16 and 17 May 2017. Sixty six submitters chose to present oral submissions. The Council deliberated on all submissions on 30 and 31 May 2017. On 19 June 2017 the Annual Plan was adopted.

A synopsis of submissions received is detailed in Table 2.

Table 2: Annual Plan (2017/18) Submissions

Facility	No. of Submissions	Key Themes
Library	6	Support for maintenance and questions around the proposed Computer Clubhouse integration.
Sarjeant Gallery	4	Mixed support for upgrading and supporting the fundraising efforts, and querying whether this should be a priority for Council.

Facility	No. of Submissions	Key Themes
Regional Museum	1	Concerns over timing for the earthquake strengthening work, concerns over the car parking area and acknowledgement of support from Council.



Current and Future Stakeholder Consultation Consultation Record

Table 3: Historical Consultation Record

Date	Issue	Consultation Approach Taken
2015	10 Year Plan	A formal consultation was carried out on the Council's financial and policy planning approach for the year's 2015-2025.
2016	Annual Plan	A formal consultation process was carried out on the Council's financial and policy planning approach for the 2016/2017 year.
2017	Annual Plan	A formal consultation process was carried out on the Council's financial and policy planning approach for the 2017/2018 year.

Proposed Future Consultation

Table 4: Future Proposed Consultation

Year	Issue	Proposed Consultation Approach
Annual – except in 10-Year Plan year	Annual Plan	Call for public submissions; promotion of consultation on the website, at libraries etc.; engagement of submitters through Facebook and online panel; engagement of stakeholders e.g. Youth Committee, Rural Community Board, Positive Aging Forum etc.
Every three years	10-Year Plan	Call for public submissions; distribution of consultation document; promotion of consultation on the website, at libraries etc.; engagement of submitters through Facebook and online panel; attendance at public events and meeting places (e.g. River Traders Market); engagement of stakeholders e.g. Youth Committee, Rural Community Board, Positive Aging Forum etc.
2010-2017	District Plan (Phase 1-4)	Public meetings; feedback sought via website; questionnaire distributed; interactive public workshops; attendance at public events and meeting places (e.g. River Traders Market). Phase 1 (CBD) is now complete and hearings have been held for Phases 2 (residential) and 3 (heritage). Phases 4 (rural) and 5 (archaeology) are at the policy drafting stage and Phase 6 (river valley) has had preliminary consultation only and has been put on hold due to funding constraints. Phase 8 (industrial / manufacturing) was planned to have been initiated during the 2012/13 year but was delayed.
Every two years	National Perceptions Survey	Two-yearly nationwide telephone survey targeting approximately 750 respondents.
Annual	Community Views Survey	Annual survey with a representative sample of Whanganui (approximately 500 residents)
Every three years	In-house surveys	Annual surveys canvassing satisfaction with various customer-based Council services
Ongoing	Whanganui Rural Community Board	Ongoing formal consultation with rural community representatives



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Overview

This section describes the growth and demand related to our Operations Group of cultural facilities, which encompass the following assets:

- District Libraries
- Sarjeant Gallery Te Whare o Rehua Whanganui
- Royal Wanganui Opera House
- Whanganui War Memorial Centre
- I-Site Visitor Information Centre
- NZ Glassworks

The Local Government Act (Schedule 10) requires that growth and demand be considered as part of asset management planning to ensure that future requirements are identified and planned for. This will ensure that the needs of individuals, the community and the District can be maintained over the long term. Relevant legislation is discussed in Section 2: Strategic Environment.

Growth vs. Demand

Although Growth and Demand are considered together in this section, it is worth noting that they do have different implications regarding the ongoing function/delivery of the activity.

Growth, in relation to the cultural facilities, mainly refers to the growth/changes in population or areas that are growing due to new residential developments. A change in visitor numbers can also have an impact on demand for facilities.

Demand for facilities/services can be influenced by growth, changes in trends (e.g. more people want to use libraries or attend the theatre) or changes in demographics etc.

Overview of Key Demand Drivers

The key demand drivers influencing the growth and the demand on the Council's cultural assets are:

- Changes in the age demographic of the population (e.g. an ageing population may change the accessibility options available for cultural facilities)
- Cultural make-up of the population
- Any significant growth or decline in visitor numbers
- Changes in public expectation for types of service and levels of service.
- Economics and available discretionary spending power of the population

Introduction

Planning for future growth and demand is imperative for meeting the needs of the District and visitors to the District.

The planning process is an essential element in the provision of the cultural facilities and their management.

Growth and demand planning allows for the identification and quantification of areas within the District that are likely to experience significant pressures.

To assist in the development of this section a number of sources have provided important information around growth and demand drivers, which are considered key for the Districts progression.

Planning for growth and demand must also take into account collaborative/partnership projects initiated on a regional basis, and changes in central government service priorities that result in increased demand on local government services and resources (e.g. Better Public Services result area 10).

Census Demographics.

The Census of Population & Dwellings, (2013) recorded a resident population of 42,153, with a population density of 0.18 persons per hectare. It is projected that Whanganui's population will decline slightly over the next two decades.

Whanganui has a different ethnic mix when compared to the rest of New Zealand. Over three-quarters (82%) of residents described themselves as European (74% nationally) and 1.9% as New Zealanders (1.6% nationally). Maori comprise a considerably larger proportion of Whanganui's residents when compared nationally: 23% in Whanganui versus 15% nationwide. Only 3% of residents identified themselves as Pacific and Asian, less than that recorded nationally (7% and 12%).

Compared to national averages, the population is slightly older, less ethnically diverse, less well educated and less wealthy.

Whanganui's population is markedly older than average with a median age of 40 years in 2013 compared with 37 years across New Zealand. The higher median age results from two main factors: adults aged less than 45 years are under-represented and people aged 50 and over are over-represented.

Apart from the main urban area in Whanganui, there are small rural settlements at Kai Iwi, Mowhanau, Fordell, Upokongaro, Maxwell and Mangamahu. Marae based settlements are at Kaiwhaiki, Pungarehu, Parikino, Atene, Koriniti, Matahiwi, Ranana and Jerusalem.

Growth Strategies

Council's Growth Management Strategy

The purpose of a growth strategy is to guide the location of future development and this is then implemented through appropriate land use zoning in the district plan.

Both the population and residential occupancy rate (the number of persons living in each dwelling) is projected to decline. Council is implementing policies to try to reverse the decline (see strategic alignment section below); it is however planning for a decline in the short to medium term. Approximately 82 new dwellings are expected to be built per year. It is projected that approximately 60% of the new residential development will occur within the existing urban area with the remaining development on greenfield sites.

The strategy that the current district plan review is based on, is to encourage infill development in the existing urban area, to allow un-serviced residential lifestyle development in the Rural B zone which is an extension of the old Restricted Services Zone, and to discourage residential use in the Rural A zone so as to protect the District's Class 1 and 2 soils. See Figure 1.



Figure 1: Proposed District Plan zones (Plan Change 36)



Strategic Alignment

Council adopted a new vision in October 2014 under the banner of being Leading Edge. Leading Edge represents the feedback we received about our district being increasingly innovative, clever and unique. People told us that we should capitalise on these aspects and back ourselves to be trailblazers. The strategy provides deliberate stretch – it takes a longer term view and is more aspirational than some of our previous strategic intentions.

This strategy acts as Council's overarching strategic context, from which all work programmes and strategic documents will flow from. As a result, the new strategy sets our Community Outcomes and acts as a filtering mechanism for projects and actions. It has a strong strategic focus, with a clear sense of purpose. It helps us achieve our goals directly, effectively and with a minimum of waste – ensuring that we meet the tests of 'cost effectiveness' and 'good quality' mandated under the Local Government Act 2002.

In order for the strategy to be successful the actions contained within it will need to be funded and committed to. Specific actions have been included in our 10-YP as a reflection of this strategy but new projects to assist with meeting our vision will need to similarly assessed and funded.

The strategic priorities plan links the key elements of all strategies, and identifies catalyst projects in a coordinated sequence. Limitations on resources and need for change means that all projects should be measured against their capacity to be transformational. Catalyst projects include Riverfront development; economic development; community development, environmental enhancement, movement and access.



Population Considerations

The following section investigates the demographics of the Whanganui district; to gain an understanding of the potential needs of the community and where facilities may be required in future as growth occurs in different areas.

Demographic Overview

At the 2013 census, the District had a population of 42,153 (a decrease of 486 people from 2006) with the largest urban area being Whanganui city.

The spread of and change in population within the district is illustrated in Table 1 below.

Table 1: Population Changes (2006 to 2013 census)

Area	Population (2013)	Change from 2006
Otamatea	1281	+774
Blueskin	1752	+231
Maxwell	1635	+111
Castlecliff North	1917	-258
Castlecliff South	1251	-15
Mosston	1047	-96
Balgownie	225	-84
Tawhero	1779	-36
Gonville South	3027	-81
Gonville East	1302	0
Gonville West	1527	-150
Springvale West	1347	0
Springvale East	1869	+12
Whanganui Collegiate	1416	+300
Laird Park	2190	-24
Whanganui Central	1242	-141
Spriggens Park	315	-12
Cook Garden	330	-39
St. Johns Hill	2106	+48
Lower Aramoho	1680	-141
Upper Aramoho	2001	-141
Williams Domain	2127	+3
Wembley Park	1545	-216
Kowhai Park	2085	-63
Bastia Hill	627	-48
Durie Hill	1452	+6



Growth & Demand

Area	Population (2013)	Change from 2006
Putiki	321	-36
Marybank	474	+27
Fordell/Kakatahi	2526	+399

Historical population of the district over the last five census periods as well as projected population based on low, medium and high growth projections are shown in Table 2 below (extracted from Statistic NZ 2017). Actual populations shown are taken from census data:

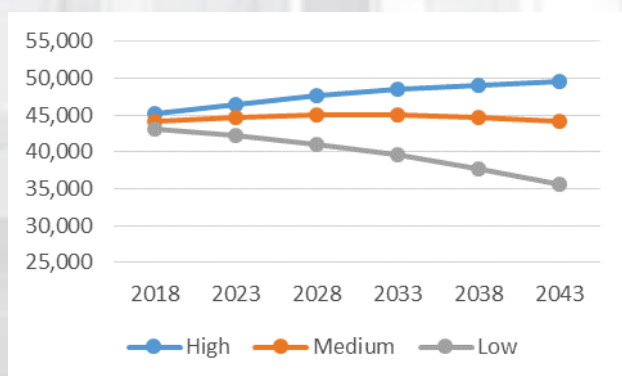
Table 2: Projected population to 2043

Year	Actual population	High projection	Medium projection	Low projection
1991	45,082			
1996	45,318			
2001	43,629			
2006	42,639			
2013	42,153		43,500	
2018		45,200	44,200	43,200
2023		46,400	44,700	42,300
2028		47,600	45,000	41,100
2033		48,500	45,000	39,600
2038		49,100	44,700	37,700
2043		49,600	44,100	35,600

Statistics NZ projections of population for 2018 and beyond use a base of estimated resident population at 30 June 2013

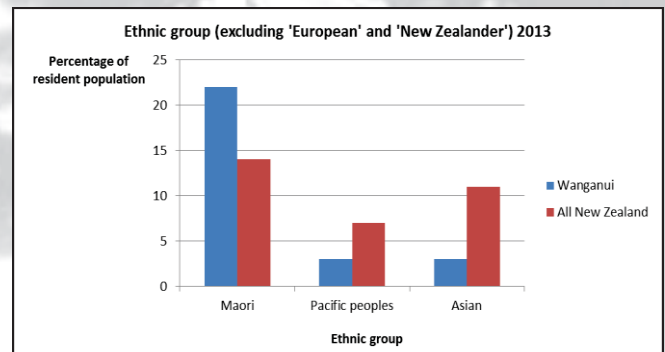
The district's population was growing slowly until the 1996 census and has been declining since that time. The medium projection from the district plan approximates the real change in population over the last ten years.

Figure 2: Whanganui District Population Projection



Figures 3 to 7 show the comparison of ethnicity, age distribution, type of families, and deprivation index between district residents and the rest of New Zealand.

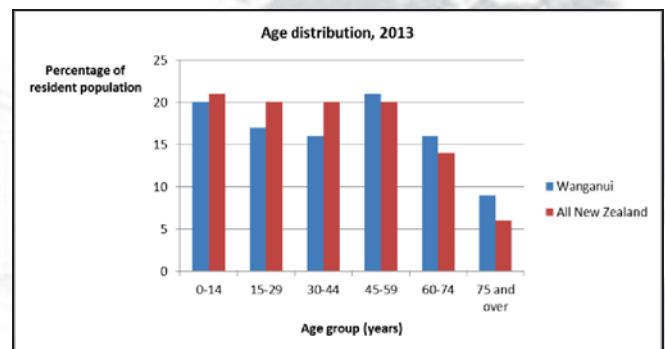
Figure 3: Ethnic Group distribution – Whanganui vs New Zealand – 2013 Census



The proportion of Maori people in the district is higher when compared to the national average. Speakers of Te Reo equated to 5% of Whanganui's population, which is almost twice the national rate of 3%.

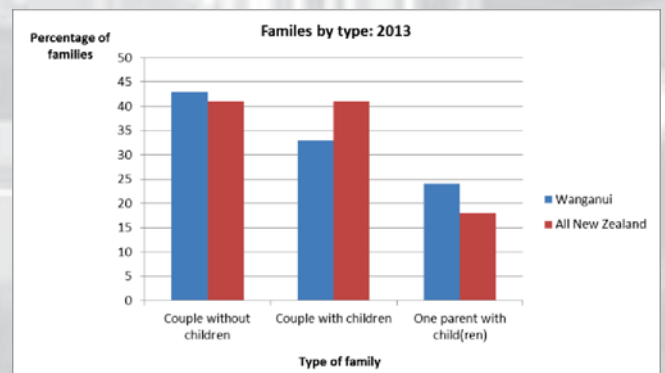
Figure 4 shows that the district has a higher proportion of older people (above 45 years) than the national average.

Figure 4: Age Distribution



In 2013, there were 11,127 families in Whanganui. The distribution of family types here differed from the rest of the country, having fewer couples with children and more one-parent families (Census of Population & Dwellings, 2013).

Figure 5: Families

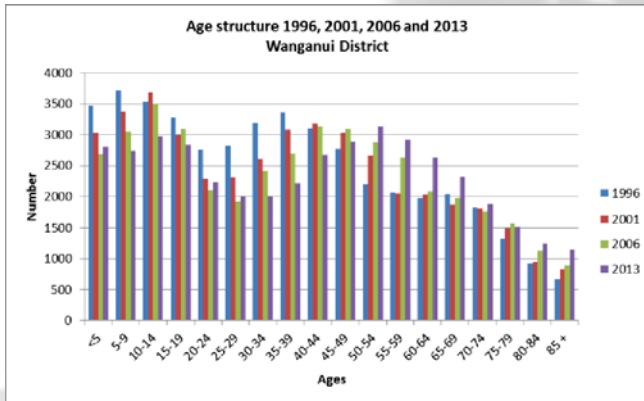




Age Profiles

Figure 6 indicates the changing population distribution in the Whanganui District since the 1996 census. The graph shows a clear trend which points to an increasing aging population (50+ years) and a decreasing younger population (0-39 years). There is a slight increase in the 20-29 years band in 2013. This reflects the national trend and is not unexpected.

Figure 6: Changing Age Distribution 1996-2013

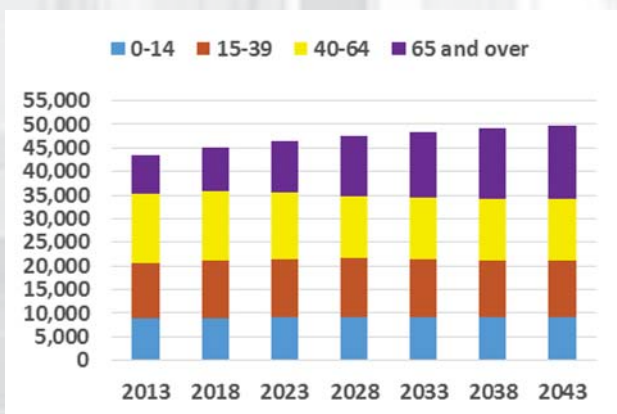


The following table from Statistic NZ's high population projection sets out age profile projections for Whanganui's resident population forecasts for the period to 2043.

Table 3: Population profiles

Year	0-14	15-39	40-64	65 and over	Total
2013	8,840	11,820	14,610	8,260	43,500
2018	9,000	12,260	14,500	9,460	45,200
2023	9,270	12,260	13,900	11,010	46,400
2028	9,270	12,340	13,220	12,700	47,600
2033	9,280	12,090	13,070	14,030	48,500
2038	9,170	11,920	13,030	15,000	49,100
2043	9,080	12,100	13,070	15,370	49,600

Figure 7: Projected Population Profiles



Whanganui, along with the rest of New Zealand and other OECD countries, has an ageing population.

In 2013, 52% of the Whanganui population was over the 40 year age bracket. Projections indicate that this will increase to 54% for 2023. In 2013, 19% of Whanganui's population were aged over 65 years. Projections indicate that 24% of the population will be aged 65 and over by 2023.

Education

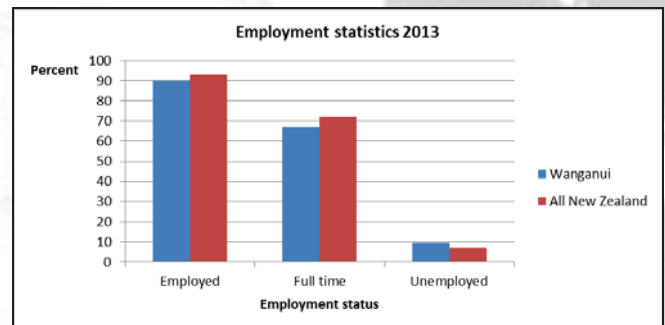
Whanganui residents aged 15 years and over hold fewer qualifications than the rest of New Zealand as a whole. 29% had no educational qualification, which is higher than the 21% recorded nationally. Pleasingly, 21% held post-school certificates or diploma, slightly higher than for the rest of New Zealand (20%). 12% held a Bachelor degree or the equivalent compared to 20% nationally. A considerably higher proportion of Whanganui Districts' Maori population had no educational qualifications – 39% for Maori versus 29% for non-Maori.

Employment Statistics

At the time of the 2013 census around 17,481 Whanganui residents were employed. Approximately 58% of the population aged 15 and over was employed which is less than the national average of 64%. Just over two thirds (67%) of the district's employed residents worked full time compared to 72% nationally.

The census recorded that 9.6% of the Whanganui labour force was unemployed, a higher figure than the then national average of 7.1%.

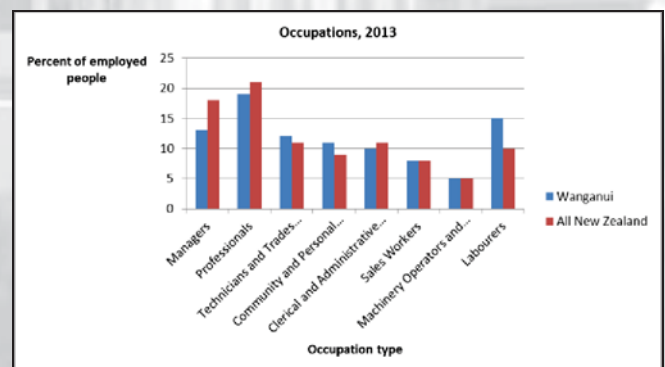
Figure 8: Comparison with National Employment Statistics



Income

Figure 9 below shows a comparison of occupations performed by Whanganui residents compared to the national average.

Figure 9: Professions

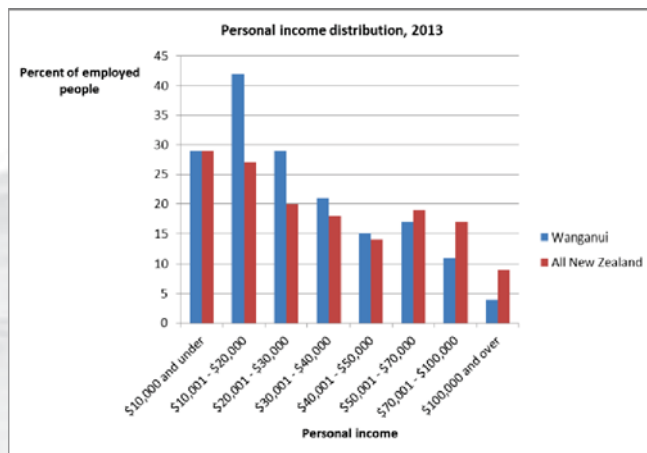




Overall adult residents of Whanganui had a lower personal income in 2013 than New Zealanders as a whole (\$23,500 compared with \$28,500). This results in Whanganui residents being over-represented in the income bands below \$40,000 and under-represented in bands above \$40,000.

Median income for families was significantly lower in Whanganui at \$43,800 compared to the then national average of \$72,700. Highest median incomes were recorded in Blueskin, Otamatea and St Johns Hill. Lowest incomes were recorded in Gonville West, Whanganui Central and Laird Park.

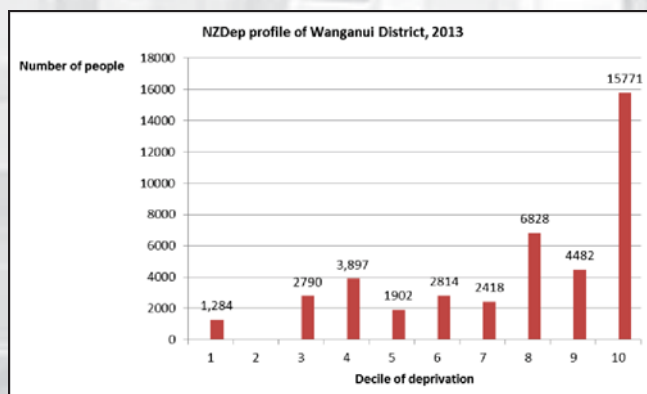
Figure 10: Comparison with National Personal income



Deprivation Index

The New Zealand Deprivation Index for 2013 (NZDep2013) is a measure that takes into account various factors including employment status, income, lifestyle and accessibility, with the most deprived areas having a greater value. It is a decile-based measurement, which compares relative deprivation throughout the country. **Error! Reference source not found.** below shows the deprivation profile of the Whanganui District. The Whanganui District has high levels of deprivation, which may affect development and growth patterns.

Figure 11: Deprivation Index



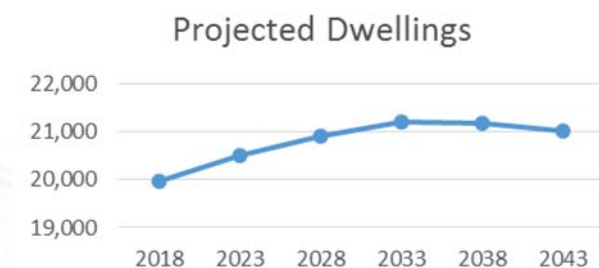
Household Occupancy

"32% of the Whanganui District's households contained only one person, compared with 22.9% in the New Zealand, with the most dominant household size being 2 persons per household in 2013."

The rate of home ownership in Whanganui is similar to the country as a whole. Just under half (48%) of the district's private households owned their dwelling, while another 13% had their homes in a family trust. Thirty one percent did not own the dwelling in which they lived. The majority of rental properties (82%) are owned by the private sector, with Housing New Zealand Corporation a distant second at 12%. Whanganui District Council owned almost 5%. The mean weekly rent was \$180 compared to \$280 nationally.

Projections 2013 census indicate that there will be a modest increase in the overall number of households in the district up until 2038, however there is likely to be a decrease in the occupancy rate from around 2.37 in 2013 to 2.25 projected in 2038. This mirrors a current national trend with smaller families and a larger proportion of individuals living on their own. This is demonstrated below.

Figure 12: Projected Increase in Households



Impacts on the Operations Group of Cultural Facilities

"Our cultural facilities will play a significant role in Whanganui's reputation and marketing strategy providing anchors for liveability."

Whanganui's total population is expected to remain fairly stable over the next 20 years; therefore population growth is not expected to have an impact on the demand for cultural facilities.

However, across New Zealand it is recognised that the increasing age of the population, deprivation index, and less than average incomes inhibits people's ability to pay for services.

The 2013 Census showed that the Whanganui District's population has a slightly higher median age (40 years) than the national median (37 years); and that Whanganui has less than the national average number of residents over age 15 in employment (58% of the population compared to 64%) with 67% of the district's employed residents working full time compared to 72% nationally. These statistics are then reflected in the 2013 average income levels for Whanganui residents (\$23,600 compared with \$28,500 nationally) and the lower than average family income (\$43,800 compared with \$72,700 nationally).

Council's decision to include the establishment of neighbourhood hubs in the 2012-22 Ten Year Plan recognised a need for accessible multi-service (including digital) centres in under-served localities and areas of higher deprivation.



Growth & Demand

Whanganui will need to monitor the trends and changes in population demographics to have sufficient time to act upon any significant changes and determine the impacts upon existing services.



Libraries

The changing population profile of the district indicates a growing need for neighbourhood community hubs – especially in decile 10 areas, which are over-represented in Whanganui.

- To support achievement of the Better Public Services result areas 5, 6 and 10.
- An expected increase in demand for the Library Home Service.
- Changing patterns of service demand, especially in remote and rural locations, will require to be addressed in future planning of the Mobile Library service.
- There will be a need to develop services such that users can tailor them to their own needs.
- In order to deliver services most cost-effectively, Library hubs should be developed in partnership with other organisations, including businesses.

A multi-service/partnered approach will be required to keep costs down for reasons of affordability; and to ensure none are excluded by financial barriers from making use of the Library's services.



Sarjeant Gallery Te Whare o Rehua Whanganui

The redevelopment project is premised on the vast bulk of the costs being sourced from outside the Whanganui community.

The Gallery's Strategic Plan currently under development will reflect an increasing community engagement particularly with non-traditional audiences; and will be underpinned by the National Standards for Australian Museums and Galleries.

A strong revenue generation strategy over the long-term will be essential in ensuring the community's ability to sustain this significant cultural asset.

The Gallery is recognised as a key generator for tourism, which will be enhanced by the Gallery Redevelopment Project.

Royal Wanganui Opera House

Within the portfolio of Whanganui Venues & Events, the strategic plan reflects an increasing demand for community affordability and accessibility to the venues. Collaborating with regional theatres to strengthen the customer base and attract increasing numbers of professional will help mitigate any adverse effect of the local community's reduced discretionary spend, indicated in the deprivation index trend.

Affordability will be an ongoing issue, especially as technology supersedes the capabilities of the theatre.

Whanganui War Memorial Centre

Within the portfolio of Whanganui Venues & Events, the strategic plan reflects an increasing demand for community affordability and accessibility to the venues.

A robust marketing plan and pricing strategy to attract community and professional hirers underpins the revenue generation required to ensure the sustainability of this significant asset.

i-SITE Visitor Information Centre

Within the portfolio of Whanganui Venues & Events, the strategic plan reflects an increasing need for added value services to benefit the local community in addition to providing enhanced visitor services.

The i-SITE Visitor Information Centre is recognised as an essential contributor to the district's economic and community development.

New Zealand Glassworks

The NZ Glassworks Business Plan builds on the strength of Whanganui's glass art community and anticipated demand for glass art products, particularly from visitors to Whanganui. There is a need to ensure that the facility projects a high quality image and that the facility's equipment continues to meet the needs of professional glass artists.



Community Expectations and Trends

Demographic changes and central government policies may lead to an increased demand and in most cases an expectation of increased levels of service. These expectations must be managed through wider community engagement and education to ensure stakeholders understand the impact both physically and economically on decreasing, extending or raising levels of service; this understanding of “cause and effect” will assist in effectively managing the impacts that result on growth and demand and the demographic profile of the District.

Impacts on the Operations Activity

The LTP is the key document that Council and the community have that defines what Council plans to do regarding the Operations activity, why this will occur and when.

Community Expectations are related to the delivery and overall quality of the service. A harmonious relationship between expectations and service delivery can alleviate issues at critical planning stages. Levels of service for this activity are outlined in the *Section 4: Levels of Service*.

Libraries

Anticipated changes in Customer Expectations for Libraries include:

- Increasing visitor numbers requiring access to and assistance with online government services, including Work & Income and Studylink.
- Services increasingly accessed and delivered via customers' own devices and a slowly declining demand for dedicated public-use computers.
- The Library will respond quickly to changes in customer demands.
- The library will be a community hub that provides customers with the means to help themselves and improve their life opportunities.
- Greater expectation of the availability of digitally-delivered data/information.
- Increased demand for talking books, large print books, magazines, appropriate furniture, and tailored services.
- Library services will be able to be tailored to individual needs.
- That library services will be additionally delivered in the neighbourhood, as well as from the central location.
- Increasing expectation and desire from community organisations for partnerships with the library.

The café/library in Gonville has created demand in other suburban communities for an increase in service level. Therefore, the ability to partner will be crucial to both funding and meeting future demand for development. The space in the current Davis Library does not meet NZ standards for Public Libraries, and the building requires both expansion and refurbishment.

Sarjeant Gallery Te Whare o Rehua Whanganui

The community expects that

- The Gallery will be in a safe building and the collections properly cared for.

- There will be an increase in Iwi participation in Gallery programming; and the Gallery building is suitable for the observance of cultural protocols.
- The redeveloped Gallery will include a café facility; a high-quality shop; and will feature high quality touring exhibitions, including from overseas.

Royal Wanganui Opera House

As well as expecting that the Opera House will be a safe building, anticipated changes in customer expectations include:

- Greater use of technology and training provision for digital devices and applications.
- Greater levels of comfort and disability access to the venue.
- A greater level of customer service tailored to individual needs.
- Increased staff knowledge and support to hirers regarding Health & Safety requirements.
- Increased commitment to waste minimisation and recycling.

Whanganui War Memorial Centre

Anticipated changes in customer (hirer) expectations include:

- Greater use of technology and training provision for digital devices and applications.
- Greater levels of comfort and disability access to the venue.
- A greater level of customer service tailored to individual needs.
- Increased staff knowledge and support to hirers regarding Health & Safety requirements.
- Increased commitment to waste minimisation and recycling.
- Earthquake strengthening.

i-SITE Visitor Information Centre

Anticipated changes in customer expectations include:

- Greater use of technology and training provision for digital devices and applications.
- A greater level of customer service tailored to individual needs.
- Increased commitment to waste minimisation and recycling.
- Increased connectivity via the i-SITE NZ network

New Zealand Glassworks

Anticipated changes in customer expectations include:

- Improvements in the online retail experience for purchasers
- Improvements to the space and equipment for both cold and warm glass work.



Asset Utilisation

Impact of Change in Utilisation

Libraries

- The need to upgrade, renew and increase the equipment used directly by customers, such as self-check-out and check-in machines
- Move from one large Mobile Library to two smaller vans reduces downtime and increases accessibility
- Equipment wears out faster through greater usage
- Faster turnover of book stock, reducing the assets useful life or increasing maintenance costs.

Sarjeant Gallery Te Whare o Rehua Whanganui

The relocation of the Gallery to 38 Taupo Quay has been accompanied by full documentation of the collection and acquisition of additional storage equipment.

The issues relating to the long term preservation of the Gallery's collection and the earthquake-prone 1919 Gallery building will be addressed by the Redevelopment Project.

Royal Wanganui Opera House

The heritage values of the building puts an onus on Council to maintain it in its present state so any change in asset utilisation, be it event or regulation driven, must prima facie be satisfied by means that do not damage or tamper with the fabric of the buildings.

Hired temporary or portable facilities will be one way of meeting this impact. However, this can be an extremely costly and inefficient means of meeting this need and should be examined on a case-by-case basis.

Whanganui War Memorial Centre

The heritage value of the building places an onus on Council to maintain it in its present state so any change in asset utilisation, be it event or regulation driven, must prima facie be satisfied by means that do not damage or tamper with the fabric of the building.

Hired, temporary or portable facilities is one way of meeting the impact, although there are basic requirements that all venues require in-house in order to remain viable.

New Zealand Glassworks

In the medium term, the needs of professional hirers of the facility may be better addressed by moving from a crucible to a tank for hot glass work.

Partnership with other providers in Whanganui may help to meet the requirements for cold and warm glass work.

Water and Sanitary Assessment

Existing Council-owned public toilet facilities are adequate however there is an increasing need for additional 24 hours toilet services. The toilets provided in the cultural facilities are intended for use by the facilities patrons.

Changes in Technology

Whanganui's Smart 21 status is built on digital community engagement that is facilitated through the Council. It is anticipated

that this leadership role will continue, and that the group will continue to innovate in this area.

Libraries

The impact of changing technology on library services will increase demand for ubiquitous digital access to information and services:

- Increased move of government, education and recruitment activity to online-only and growth in visitor numbers requiring access to and assistance with these services.
- 24/7 wifi connectivity
- Training provision for digital devices and applications.
- Expectation of community content creation/curation.
- The library will be a community hub filled with the materials that will help customers help themselves and improve their opportunities.
- Linking with central government technology
- Working together across the sector in consortia
- Better understanding of community usage/demand/need through analysis of a range of data sources.
- For mobile products & services such as eBooks and eMagazines;
- For digitisation of heritage collections and the ability to use digital resources in new and creative ways;
- For 24/7 'library' availability, personalisation (e.g. myLibrary services).

Changing and increasing use of online services will present new privacy & data security challenges, but also provide e-Business opportunities and partnership opportunities.

Obsolescence

Obsolescence frequently occurs because a replacement item has become available that is superior in one or more aspects.

With rapidly changing technologies, obsolescence of existing technology is almost certain. In particular, digital equipment which sees heavy customer use is likely to have a higher failure rate than similar equipment used at home or in offices. However, changes in the required specification for equipment to be able to meet customer expectations may mean that equipment becomes obsolete before it is worn out.

The budget process needs to adequately cater for the speed of technological change, where asset upgrade (enhanced functionality) is more important than asset replacement (due to deterioration).

Sarjeant Gallery Te Whare o Rehua Whanganui

Changes in technology will affect the Gallery's ability to deliver services and customer expectations.

- Provision of collections online and ability to share/make use of collections in creative ways, including commercial.
- Born-digital works
- Online retail, engagement, membership, fundraising
- Enhanced engagement with community - both real and virtual visitors.
- 24/7 wifi connectivity
- Security technology



Obsolescence

Rapidly changing digital technology and changing standards may mean that equipment becomes obsolete – unable to deliver to the required level – long before it ceases to function.

The budget process needs to adequately cater for the speed of technological change, where asset upgrade (enhanced functionality) is more important than asset replacement (due to deterioration).

Royal Wanganui Opera House

Changes in technology are a major driver for theatrical venues. The ability to keep up with technological changes in delivery and presentation, means that the attraction of using the venue is not lost and patron expectations are met. The impact of changing technology drives the need for:

- Up-to-date AV, LX and SX equipment and systems
- Ticketing systems
- 24/7 wifi connectivity

Obsolescence

Rapidly changing digital technology and changing standards may mean that equipment becomes obsolete – unable to deliver to the required level – long before it ceases to function.

With rapidly changing technologies, obsolescence of existing technology is almost certain. The budget process needs to adequately cater for the speed of technological change, where asset upgrade (enhanced functionality) is more important than asset replacement (due to deterioration).

Whanganui War Memorial Centre

Changes in technology are a major driver for event venues. The ability to keep up with technological changes in delivery and presentation, means that the attraction of using the venue is not lost and patron expectations are met. The impact of changing technology drives the need for:

- Up-to-date AV, LX and SX equipment and systems
- Ticketing systems
- 'App' technologies
- 24/7 wifi connectivity

Obsolescence

Rapidly changing digital technology and changing standards may mean that equipment becomes obsolete – unable to deliver to the required level – long before it ceases to function.

With rapidly changing technologies, obsolescence of existing technology is almost certain. The budget process needs to adequately cater for the speed of technological change, where asset upgrade (enhanced functionality) is more important than asset replacement (due to deterioration).

i-SITE Visitor Information Centre

Changes in technology are a major driver for the i-SITE NZ network as visitors become more reliant on handheld devices, mobile apps and less inclined to use concierge services. The ability to keep up with technological changes in delivery and presentation, means that the attraction of using the services of the Visitor Information Centre

is not lost and visitor expectations are met. The impact of changing technology drives the need for:

- 'App' technologies
- 24/7 wifi connectivity

Obsolescence

Changing digital technology and standards may mean that equipment becomes obsolete – unable to deliver to the required level – long before it ceases to function.

With rapidly changing technologies, obsolescence of existing technology is almost certain. The budget process needs to adequately cater for the speed of technological change, where asset upgrade (enhanced functionality) is more important than asset replacement (due to deterioration).

New Zealand Glassworks

Changes in technology relating to electronic control and monitoring mechanisms are likely, and programmed upgrade or replacement of existing units will be necessary to ensure continuity of service and improvements in efficiency.

Obsolescence

Changes in technology means that some equipment becomes obsolete not because it has failed or been superseded by improved equipment, but because manufacturers cease to provide support and/or replacement parts.

Legislation

There are a number of key regulations or legislation that impact on the activity, its management, repairs, upgrades and impacts. The key legislative Acts are discussed in more detail in *Section 2: Strategic Environment*.

Legislative change can affect Council's ability to meet minimum levels of service that have been agreed with the community, and may require improvements to cultural facilities assets. This will affect the community if increased levels of service affect the community's ability to pay for services (Schedule 10 (d)(i)(B)).

Council needs to be able to identify growth and demand needs over a long period of time (Schedule 10 (d)(i)(A) and (d)(iii)(iv)(v)). This requires robust knowledge of the facilities, past performance, and future growth strategies and policies.

Impacts on the Operations Activity

Council will ensure it is compliant with the relevant legislative requirements related to the Operations Group of cultural facilities. This includes performance and governance through the implementation and continuous improvement of this AMP.

Council will continue to involve the community through consultation and decision-making and will implement the following:

- Ensure an adequate level of understanding of relevant legislation is obtained by key staff
- Carry out reviews of policy changes to establish what the impacts may be (if any)
- Involvement of the community in setting levels of service.



Demand Management Planning

Growth and demand planning allows for the identification and quantification of areas within the District that are likely to experience significant pressures, or other situations that will impact upon the demand for services.

Understanding the 'needs vs. wants' and 'service vs. assets' relationship are central to identifying the real demand since there is often a direct link between these relationships.

The objective of demand management planning is to actively seek to modify customer demands for services, in order to maximise utilisation of existing assets or to reduce or defer the need for new assets or services, including non-asset solutions. Future scenarios need to be investigated.

Demand Management is not intended to reduce the scope or standard of services to offset management deficiencies elsewhere. It aligns demand for services with the available resources to ensure genuine needs are met and community benefit is maximised.

In the context of cultural facilities examples of new and improved services to meet customer demand include:

- Maximising the use of existing facilities through making the facilities available for hireage by outside users
- Changing the use of a facility to increase its utilisation
- Actively seeking collaboration with the community to maximise activities and support the wellbeing of the community

Demand Management Strategies

Demand management strategies provide alternatives to the creation of new assets in order to meet demand and looks at ways of modifying customer demands in order that the utilisation of existing assets is maximised and the need for new assets is deferred or reduced.

Demand management is practiced continuously to maintain the total demand at reasonable and sustainable levels. The five key components of demand management when promoted as a package or strategy rather than in isolation can dramatically reduce the demand on the network. The key components with examples are provided below:

Table 4: Demand Management Strategies

Demand Component	Operations Group Examples
Legislation/Regulation	Manage facilities in line with legislation e.g. meeting building codes etc.
Education	Educating the community about the facilities and what they have to offer
Incentives	Provide incentives for new users, discounts for usage at alternative hours, group tickets etc.
Operation	Maximise use of existing facilities and develop partnerships with community groups and clubs
Demand Substitution	Promote alternative activities, provide alternative methods for community to access Council services and facilities e.g. on line access

Libraries

On-going partnerships with other libraries throughout NZ and social service agencies are seen as alternative ways to manage local demand.

The long-term impact of ultrafast broadband and ubiquitous access to the Internet on the scale or scope of library services in the long term still remains unclear. However, the likelihood is that a change in the overall balance of service provision is in prospect, rather than wholesale revision. In the short to medium term some growth in the delivery of digital products, information and resources may make delivery of some services simpler and more convenient, but will also have implications on the storage, preservation and accessibility of such digital material.

Increasing use of collection performance metrics will facilitate better management of collection turnover and thereby mitigate overuse of the asset.

Sarjeant Gallery Te Whare o Rehua Whanganui

Knowledge of current and potential audiences is crucial to managing demand and enabling the development of strategies to attract and retain new customers without overtaxing current assets.

- Building on existing relationships and establishing new partnerships Partnerships: Iwi, UCOL, schools, funders, members, other cultural institutions here and further afield,
- Revenue generation strategy/external funding, community engagement centred around the redevelopment project
- Digital services: collection/exhibitions online (virtual visitation)

Royal Wanganui Opera House

Ensuring a strong variety of programming that appeals to the wider audience is crucial to managing supply and demand.

The theatre's capacity for increased demand is limited by the seating arrangements; as the average resident increases in size, there may be cause to review seating to provide a more comfortable viewing experience. A comfortable environment is critical for patrons to want to attend events. Environmental control (heating/cooling) will be required.

Ensuring the theatre's technologies are kept up-to-date to meet promoter needs is critical to attracting a healthy programme of entertainment to Whanganui.

- Addressing patron comfort will help attendance.
- Having up to-date technology available reduces the promoters' cost.
- The strong volunteer force ensures promoters and patrons are better looked after.

Maintaining the partnership with the Friends of the Opera House, and their corps of volunteers will be essential to future operations.

Developing a ticketing service that extends to other Whanganui Venues & Events locations will provide revenue to support any upgrade of equipment and facilities to enable the facility to operate at a high level of usage.



Whanganui War Memorial Centre

A robust marketing and communications plan across all Whanganui Venues & Events is critical to growing venue usage to become the premier destination for events in the lower north island. Continuous improvement in staff training, upgrading of equipment, and consistently good customer service is essential.

i-SITE Visitor Information Centre

Knowledge of international visitor requirements is pivotal to managing demand and enabling the development of added value services to attract new visitors without overstretching current resources.

- Building on existing relationships and establishing new partnerships with tourism providers, i-SITE NZ network and the Department of Conservation
- Non-tourism revenue generation strategy centred on delivering value to the local community.
- Digital services: virtual visitation

Continuous improvement in staff training, upgrading of equipment, and consistently good customer service is essential.

New Zealand Glassworks

The facility has a limited space and number of hours it can be used. Demand is managed through a booking system



Capital Works Programme and Funding Associated with Growth

A summary of the planned capital projects over the next 30 years (2018/19 – 2047/48) is listed in Table 5 below:

Table 5: Development Works – Growth Summary

[illegible]

*Includes estimated inflation.



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Overview

Council's Operations assets include both places and collections. This section describes the environmental legislative obligations that Council has in undertaking the Operations Group of cultural facilities activity. It also demonstrates Whanganui District Council's commitment to environmental stewardship through the inclusion of environmental impact mitigation in relevant Council strategies.

Environmental sustainability, protection of heritage values and the enhancement/protection of amenity are very important to the community. Maintaining these values is essential to tourism, economic viability, and the social and cultural health of the Whanganui district communities. This section pulls together the many elements that contribute to good environmental management as relevant to the Whanganui District Council.

This section also examines the effects the environment can have on the Operations assets and describes the relevant legislative framework that guides the management and preservation of the Operations assets.

Environmental Drivers

There are a number of mechanisms aimed at avoidance or mitigation of the potential adverse environmental effects associated with the management of the Operations assets. These are set at national, regional and local level.

National Legislation

Specific requirements relating to environmental stewardship are covered in more detail in the following subsections.

The role of Central Government is one of setting policy for asset management across New Zealand. This is achieved through the following key statutes:

Local Government Act (LGA) 2002

Specific to environmental stewardship, the LGA includes the principles of local government agencies making themselves aware of community views; providing opportunities for participation in decision-making processes in particular Maori; collaborating and cooperating with other local authorities and bodies to achieve outcomes and make efficient use of resources; ensuring prudent stewardship of resources; and taking a sustainable development approach.

Historic Places Act 1993

The purpose of this Act is to promote the identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand.

Any works that may damage, modify or destroy a historic site requires authorisation from the New Zealand Historic Places Trust. Councils as owners and managers of places of historical value are required to comply with the Resource Management Act and heritage orders issued pursuant to the RMA.

Resource Management Act 1991

Under the Resource Management Act 1991, Council has a statutory obligation to avoid, remedy or mitigate any adverse effects on the environment through sustainable management. In this context, the District Plan and Land use resource consents are ways, in which

Council regulates the effects of activities for a variety of community purposes.

Building Act 2004

The Building Act 2004 has widened the scope of the 1991 version to ensure that buildings contribute to the health, physical independence and well being of their occupants. In addition, the Act ensures that buildings are constructed in ways that promote sustainable development.

Water and Sanitary Service Assessment

All local authorities are obliged to undertake an assessment of their water and sanitary services, in accordance with Part 7 of the Local Government Act 2002. These include water supply, wastewater and stormwater disposal, public toilet facilities, cemeteries and crematoria. The main focus of the assessment is to ensure that the provision of these facilities is sufficient so that public health is maintained.

Local Planning

District Plan

The District Plan provides zoning throughout the district. Certain activities that are provided for in one zone, may not be in another. The different types of resource consents are:

- Land use
- Subdivision
- Coastal permits, Water permits, Discharge permits (for discharges into air, water or land) are administered by Horizons Regional Council.

Activities that need resource consent are classified as controlled restricted discretionary, discretionary and non-complying.

Resource Consents

If the construction of a building does not meet the development controls outlined in the District Plan or relates to an activity that has the potential to result in adverse effects on the environment, beyond those contemplated by the District Plan provisions, resource consent will be required.

An Assessment of Environmental Effects (AEE) is required to support any resource consent applications to the respective Councils when seeking approval to construct, alter or vary the use of a community facility or building, that is not permitted by the relevant plan.

The critical environmental factors requiring consideration, for development of an extension to an existing building or the construction of a new building may include geological and geotechnical effects of land movement (cut and fill), the ecological and biological effects of vegetation removal or earthworks, and the cultural, archaeological and social effects on the environment of the development. These, together with noise, traffic, and visual effects, a number of which may require specialist inputs and consultation with the local communities.

The AEE process involves:

- The effects of the proposal on other person(s), e.g. neighbours affected by dust or noise



- The effects of the proposal on the natural environment e.g. increase in the amount of dust or the disturbance of waterways due to earthworks
- The visual impact of the proposed activity
- Proposed methods of how you plan to minimise any identified adverse effects

The critical environmental factors requiring consideration include:

- Ecosystems and their constituent parts, including people and communities; and
- All natural and physical resources; and
- Amenity values; and
- The social, economic, aesthetic, and cultural conditions which affect the matters stated in the paragraphs above.

WDC holds a number of resource consents to enable the safe and environmentally appropriate operation of its Cultural Facilities activities

Resource Consents for Operations assets – as at 25 August 2014

Davis Library – located at Queens Park, Cameron Terrace

- Conditional Use 247 – To erect a library. Approved: 12 March 1979.
- Notified Application 131 – To construct an addition to the library. Approved: 29 August 1985.

Gonville Library – located at 44 Abbot Street

- RCLU08/0101 – To construct a building in breach of the Height Recession Plane rule. Approved: 10 October 2008.
- RCLU09/0042 – To permit a café as part of the Gonville Library. Approved: 19 May 2009.

The Sarjeant Gallery – located at Queens Park, Cameron Terrace and 38 Taupo Quay (temporary site)

- Notified Application 99 – To construct an addition to the Art Gallery. Approved: 30 August 1984. Unsure if implemented. Further research needed.
- RCLU08/0130 – To provide accessible access to the Sarjeant Art Gallery and rebuild workshop wall on a historic building. Approved: 4 December 2008.
- RCLU09/0116 – To carry out minor building work on the Sarjeant Art Gallery. Approved: 13 January 2010.
- RCLU13/0038 – To alter a historic building and to establish the art gallery with insufficient car parking Approved: 18 July 2013.
- RCLU14/0013 – To alter and extend the Sarjeant Art Gallery. Approved: 25 August 2014.

Royal Wanganui Opera House – located at 69 St Hill Street

- Resource Consent 4/101/306 – Additions and alterations to a heritage building. Approved: 18 June 1998.

War Memorial Centre - located at Queens Park, Cameron Terrace

- None known.

Potential Environmental or Visual Issues

There are a number of adverse environmental effects that can occur in the process of maintain or developing operations assets.

The information provided below outlines some of these issues and associated mitigation measures that could be employed.

Accommodation

The physical environment in which cultural assets are housed is of primary importance in determining their preservation and longevity.

“Poorly-maintained buildings and failures of facilities, building systems or services, put collections at risk.”
Management of heritage collections in local museums and art galleries, OAG 2006.

OAG (2006) notes the impact of bad design and the importance of good design in ensuring long-term preservation. Collections should be stored and displayed in an earthquake-safe, secure, weathertight building, providing a stable, pest-free physical environment of a size appropriate to the nature and scale of the collection.

Environmental Controls

Whanganui's cultural asset collections include a number of items that are especially vulnerable. Deterioration is occurring through the adverse effects of the environment in which the items are stored. Many of these pieces are very valuable and will be difficult to replace.

Mitigation Measures

- Asset maintenance plans tailored to the needs of specific collections.
- Provide specially controlled environments for storage of cultural asset collections.
- Use specialist storage materials.
- Create micro-climates within storage crates/boxes and use materials that will buffer the impact of changes in environmental conditions.

Noise

The use of cultural facilities particularly those for the assembly of people, events or formalised community activities have the potential to create noise disturbance for adjacent properties. Regard should be given to the effects on surrounding communities of proposals to establish these types of activities on Council property.

Mitigation Measures

- Complying with noise standards outlined in the District Plan
- Maintenance operations between 7am and 6pm, week days only
- Design to avoid high intensity facilities

Amenity Values

Landscape & Visual Effects

Operations Group of cultural facilities buildings and structures make a significant contribution to the community by providing areas set aside for public enjoyment. When constructing new amenities, consideration is given how that building, or other structure, will contribute to the environment into which it is to be placed. Some



amenities may be located and designed in such a manner that they dominate the landscape, and become a landmark that defines a place, whereas others may want to minimise the impact of the building through location, building and landscape design.

Mitigation Measures

The following mitigation measures can be considered when taking into account landscape values:

- Ensure design of any assets installed fit with the character of the area
- Consultation with neighbours, user groups, and the wider community
- Consider landscape in open space planning for new development
- Review reserve management plans

Artificial Lighting Effects

Artificial lighting is often required for safety or to improve usage of cultural facilities however lighting can adversely impact on surrounding properties and amenity values. When considering the installation of lighting associated with a cultural facility, regard should be given for the visual effects of the structures themselves as well as the effects of light spill to surrounding properties.

Mitigation Measures

- Design to minimise light spill to neighbouring properties
- Consultation with key stakeholders
- Compliance with time restrictions where appropriate
- District Plan.

Signs

Signage is an important component of community facilities however they can also detract from the amenity of community areas

Mitigation Measures

- Comply with the District Plan

When considering signage for cultural facility assets consider:

- Placement, size, colour ensure signs either blend in or stand out depending on purpose
- Avoid the proliferation of signs and consider opportunities to co-locate signage
- The number, size, design and appearance of signs taking into account the surrounding environment
- Temporary signs (e.g. event signs) must meet the District Plan rules.

Climate Change

New Zealand's climate varies significantly from year to year and from decade to decade. Human-induced long term trends will be superimposed on these natural variations and it is this combination that will provide the future climate extremes to which New Zealand society will be exposed.

The Ministry for the Environment has produced a document entitled "Climate Change and Long Term Council Community Planning" which advises that,

"Projections of New Zealand's future climate indicate:

- Temperatures increase on average by 1 deg C. by 2040 and 2 deg C by 2090.
- Rainfall has a pattern of increases in the west (up to 5 percent by 2040 and 10% by 2090) and decreases in the east and north (exceeding 5 percent in places by 2090). There is marked seasonality in the rainfall distribution pattern changes.
- Sea levels will rise
- Decreased frosts
- Increased frequency of high temperatures
- Increased frequency of extreme daily rainfalls
- Higher snow lines and possible reduced snow coverage
- Possible increase in strong winds
- Wetter in the west and south, drier in the north and east
- Increase in frequency and severity of extreme events (e.g. heavy rainfall, storm surges, drought and very high temperatures)

The document also states 'Key principles for responding to climate change – local government is required to operate under a range of principles that are set out in law or have evolved through good practice and case law. The principles should also be kept in mind when adapting to the effects of climate change. The key principles are:

- Sustainability
- Consideration of the foreseeable needs of future generations
- Avoidance, remedy or mitigation of adverse effects
- Adoption of a precautionary approach
- The ethic of stewardship/kaitiakianga
- Consultation and participation
- Financial responsibility
- Liability
- Resilient communities

Hazards

Whanganui District and the surrounding region are exposed to a number of natural hazards. From an activity point of view hazards have the potential to cause major disruption and need to be taken into account.

Council does not as yet undertake Natural Hazards Planning to manage the risks of identified hazards in relation to specific activities.

Site Features

Council is continuing with a special site features project that intends to provide one council wide system which records site features information which is: current, comprehensive, centrally accessible, validated, maintained, and 'owned' by nominated resources in Council.

Site Features currently being considered as part of this project include natural hazards, archaeological sites, contaminated sites,



encroachments, heritage sites, swimming pools, protected trees and earthquake prone buildings.

Once all site features are accurately recorded and verified, the data will be used to inform Council during its land use and building consent function, as well as being publically disseminated through Councils websites and Land Information Memorandum requests.

Flooding

Flooding is a commonly occurring major natural hazard that results when the natural and modified drainage systems fail in a particular rainfall event. The risk of flooding is influenced by a number of factors such as:

- Weather systems
- Hydrological factors (catchment size, rainfall intensity and infiltration)
- Hydraulic factors
- Soil type
- Land use
- Ground saturation.

Storm events and the resulting flooding can result in significant adverse effects on both residents and the environment. These effects may include:

- Personal injury or loss of life, property and possessions or livelihood
- Disruption of utilities and transportation networks
- Impacts on the environment may include vegetation and habitat loss, erosion and sedimentation in waterways, and soil and water contamination.

Earthquakes

New Zealand is considered amongst the most seismically active places on earth, as it is located on an active boundary of two tectonic plates. Whanganui is located in an area with the highest seismic activity in the country.

The council has adopted a policy regarding the upgrading of earthquake prone buildings. Requirements for an initial evaluation of seismic strength vary on the degree of importance of the building.

The Operations Group of cultural facilities buildings are considered to be Category B: buildings that contain people in crowds, or contents of high value to the community. Following the Initial Evaluation Procedure (IEP), the following buildings were categorised as *earthquake-prone*.

- Sarjeant Gallery Te Whare o Rehua Whanganui
- Whanganui Regional Museum
- Royal Wanganui Opera House
- Alexander Heritage & Research Library
- War Memorial Centre

Accordingly the Council as building owner prioritised a seismic strengthening programme that commenced in 2014.

The Alexander Library completed its strengthening programme in 2016 and the Whanganui Regional Museum in 2017.

The Royal Wanganui Opera House completed its seismic strengthening programme of work in 2017.

The Whanganui War Memorial Centre is due to commence a 6-month programme in early 2018.

The Sarjeant Gallery Te Whare o Rehua Whanganui has been temporarily relocated to seismically strengthened accommodation at 38 Taupo Quay; a redevelopment project, including strengthening of the original 1919 building, is under way.

Buildings assessed as being unable to resist an earthquake imparting 33% of the shaking that would occur to a new building on the site, are required to be upgraded to withstand an earthquake of 34% of current loading requirements.

Any strengthening required is to commence by 2020 and be complete by 2030.

Heritage buildings are considered separately and on a case by case basis.

Tsunami

Tsunamis are usually created by a sudden movement or rupture of the ocean floor, such as earthquakes, underwater landslides and underwater volcanic eruptions.

Tsunami can cause:

- Personal injury or loss of life, property and possessions or livelihood
- Disruption of utilities and transportation networks
- Destruction of building assets
- Impacts on the environment may include vegetation and habitat loss, erosion and sedimentation, soil and water contamination and salination of land.

The damage from tsunamis can occur as a result of inundation (flooding roads, buildings and land), the impact of the moving water (erosion, structural damage) and debris flow (debris carried by the wave moving inland and receding).

Future Requirements

The main item that needs to be addressed from an Environmental Stewardship perspective is the tracking of resource consents and the conditions that they may contain.

Tracking legislation will also need to occur, specifically in relation to Climate Change and the impacts this might have. In addition to this, a constant monitoring of natural hazards and their impacts will need to be ongoing.

Collection Preservation

There are a number of national legislative mechanisms that aim to protect, preserve and promote cultural assets in New Zealand. These include the:

- Protected Objects Act 1975
- The National Library of New Zealand (Te Puna Matauranga o Aotearoa) Act 2003
- Hazardous Substances and New Organisms Act 1996 (HSNO)



The statutory requirements under these Acts have been outlined in the Strategic Environment section.

Potential Collection Preservation Issues

A range of potential environmental effects on cultural assets has been identified below. They are outlined in brief and supported by possible mitigation measures.

The Operations team refer to international guidelines with regard to collection care and preservation.

Planning for the active conservation and treatment of collection items, setting priorities for treatment and implementing an active programme of remedial conservation is essential.

Handling

The inappropriate handling of collection items is often seen as the major cause of damage. How items are handled or stored may result in the item becoming stained, marked or worn; progressive deterioration.

Mitigation Measures

- Avoid unnecessary handling of delicate items.
- Ensure appropriate handling and storage techniques are observed.
- Managing public access

Light

Light is recognised as a significant factor in damage to collections. This can happen gradually over time. Ultraviolet and infrared radiation from light will fade and damage objects. In many instances this damage will be unreparable.

Mitigating Measures

- Reduce natural light through building design and the use of filtered access points; doors, windows and window coverings.
- Maintain artificial lighting to recommended levels – U.V filters can be added to most light fittings.
- Monitor levels of lighting
- Rotation of objects on display.

Pests

Insects and rodents will cause significant damage to collections. Potential pests may include:

- Rats and mice
- Beetles/Borer
- Moths
- Cockroaches
- Booklice
- Silverfish

Mitigating Measures

- Institute and operate a Pest Management System (use pest control regularly).

- Consult a pest control specialist and / or conservator as new threats are identified.
- Keep environment free of potentially damaging pests.
- Keep environment free of non-collection organic material (i.e. food)

Vibration

Vibrations such as a seismic event or construction related activity may result in items falling or being dislodged causing damage. The cumulative effects of low-level vibrations are less understood and noticeable.

Traffic, load noise or music, construction works, earth movements, machinery including air conditioning units and pedestrian traffic through a building can cause low-level vibration. These vibrations can be transmitted through the mounts, cases or stands of exhibited and stored items resulting in damage. Vibrations may also create dust which can then settle on the collections.

Mitigation Measures

- An assessment and monitoring of vibration.
- Use of padding to absorb vibration on mounts, cases and stands and in storage facilities (lockable rolling racks are often recommended).
- Monitoring of the collection to identify potential adverse effects caused by vibration.

Effects of Disaster

The potential effects of a disaster on cultural assets can be devastating therefore there is a need to be prepared in case of an emergency so that the potential effects can be minimised. Regard should be given to the following types of disaster:

- Flooding
- Earthquake
- Volcanic Eruption
- Landslip
- Tsunami
- Fire

Mitigating Measures

- Develop an Emergency Contingency Plan and Manual and ensure all staff are adequately trained.
- Ensure an Emergency Response Kit with required materials and listings is available
- Establishment of a regional disaster team / network
- Make use of specialised storage/hanging systems that are designed to cope with earthquake effects

Environment inside the Building

Relative Humidity/Temperature

Relative humidity is the amount of moisture in the air. Relative humidity and temperature are closely linked and can have significant impacts on the objects in a collection at both ends of the spectrum.

High relative humidity encourages fungus and insect infestations, corrosion in metals and fading and shape changes in textiles and organic materials. Low relative humidity can dry out organic materials, causing them to warp, crack and break. The fluctuations



between the two extremes result in the long-term damage of objects.

Mitigating Measures

- Maintain and actively monitor a stable climate / controlled environment.
- Undertake condition reports on collections.
- The optimum relative humidity is 55% \pm 5%
- The optimum temperature is 21% \pm 2%

Building Conditions

The building utilised to house the collection plays an important role in the maintenance, protection and preservation of the collection. The general maintenance of the building will provide a safe environment while the introduction of climate control features, adequate storage and specific design for the protection of the collection will further improve the ability to maintain the collection. If the building is not maintained issues such as electrical fire, leaks or failure of the structure could result in damage to the objects. Inadequate storage space and furniture can accelerate the deterioration of objects through inappropriate storage.

Mitigating Measures

- Ensure general building maintenance meeting Council standards and appropriate standards for use.
- Install climate control mechanisms.
- Ensure adequate space and furniture for appropriate storage of objects.
- Ensuring continued monitoring of all the above

Dust & Atmospheric Contaminants

Contaminants can build up on objects and can become ingrained in the surface or rub against the surface causing damage. These contaminants may include chemicals from the environment such as air pollution, salt, sulphur or may be physical particles such as dust and dirt.

Mitigating Measures

- Maintain a climate-controlled environment where external contaminants can be minimised.
- Utilise recognised methods of handling and storage to reduce the introduction and generation of particulate matter to the collection (collections covered by shelving and storage / packaging methods).

Mould

Moulds grow when relative humidity is greater than 65% and there is little air circulation. Mould digests the materials they feed on and can cause materials to crumble and stain materials and destroy objects / photographs.

Mitigating Measures

- Maintain a stable climate-controlled environment.
- Undertake condition / collection incident reports on collection.
- Develop appropriate methodologies for treating infected objects.

Magnetic Fields

Sound recordings stored on audio or video cassettes contain magnetic fields that can be adversely affected if exposed to other

strong sources of magnetic fields such as televisions, speakers or magnetic material.

Mitigation Measures

- Ensure appropriate handling, maintenance and storage techniques are observed.
- Monitor levels of deterioration of recordings.



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Overview

Risk management planning for the Operations Group of cultural facilities will provide the basis for future risk analysis and improvement planning.

This section covers the risk management implemented by WDC and how it applies to current and future cultural facilities. In addition, an overview of risk management theory and practice is provided.

Risk management is a process used to identify the specific business risks, together with any possible risks associated with the provision and management of council's cultural facilities. This can be used to determine the direct and indirect costs associated with these risks, and form a priority-based action plan to address them.

The outcome of this evaluation is to be used to:

Emphasise the importance of continuing to provide Council's cultural facilities and manage inherent risks

Continually identify improvements required to Council cultural facilities services to avoid risk events, or minimise their impact or to realise identified opportunities

A **Risk** is defined in AS/NZS ISO 31000:2009 – *Risk management – Principles and guidelines*, as:

“Effect of Uncertainty on Objectives”

Effect: Deviation from the expected – positive or negative.

Objectives: Can have different aspects (see *Risk Types*) and can apply at different levels (see *Risk Hierarchy Levels*).

Risks: Often characterized by reference to potential events and consequences, and is often expressed in terms of a combination of the consequences of an event and the associated likelihood.

Uncertainty: The state, even partial, of deficiency of information related to, understanding or knowledge of an event, its consequence, or likelihood.

Insurance of the Operations Group of Assets

The cost of natural disasters in New Zealand has highlighted the importance of good risk management and the part insurance plays, for public assets. In many instances, councils can provide services in the future only through the continuing use of their assets. Public entities have had to think carefully about how they are managing their risks and how they are using insurance. In response to recent events, in particular the Christchurch earthquakes, Local Authorities have had to reconsider the model(s) they use for insuring infrastructure assets in particular. Up until the Christchurch earthquakes Whanganui District Council was part of a Local Authority scheme called LAPP with a number of other Councils. Post Christchurch this scheme was decimated to the extent that it had no funds left and were having to rebuild the schemes funds. The Whanganui District Council along with others in the region (via MWLASS) left the local authority scheme and started purchasing insurance cover from the London insurance market.

Council's insurers are AON Group Ltd (London) with a 40% proportion and central government covering the remaining 60%. This insurance is for above and below ground infrastructural assets and is for a period from 01/11/2016 to 01/11/2017.

The assets of cultural facilities are part of the Manawatu-Whanganui Local Authority Shared Services, which has Material Damage Natural Catastrophe Insurance which includes earthquake, natural landslip, flood, tsunami, tornado, windstorm, volcanic eruption as part of its cover.

The loss limit for each claim or series of claims arising out of any one original source or cause is \$125,000,000. The excess is set at \$500,000 non-flood related claims and \$1.5M for flood related claims for the Whanganui District.

Managing Risk to Operations Activities

Putting the Risks into Perspective

Council policy and operation cannot influence all the factors contributing to these risk events. However, WDC has a responsibility to assess the risks faced by the Operations Group in order to best manage the facilities with the resources available to avoid and mitigate the effects of any event.

In the following risk analysis, WDC has highlighted a number of key risk areas across the cultural facilities including:

- Shift in central government policy
- Inability to form sustainable partnerships
- Unsafe accommodation (ie earthquake-prone)
- Breakdown in digital infrastructure and supply
- Inability to successfully project manage large capital projects
- Poor governance decision-making
- Loss of knowledge (information) - cultural assets

These are discussed in further detail in the Risk Registers and the overall Action Plan contained in this Section of the AMP.



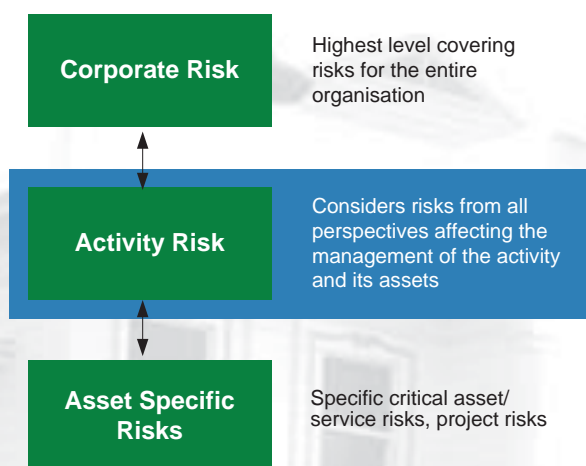
Level of Risk

The purpose of this risk plan is to identify the risks associated with the provision of Cultural Facilities. This requires the risks to be approached from many perspectives including financial, service, political/reputational, legal, environmental and health and safety.

These risks are pertinent to both a higher, corporate level, and to a more detailed asset –specific level, but do not substitute for more specific risk analysis at those levels (see Figure 1).

The next step beyond this risk analysis is to develop more detailed risk plans where the criticality of specific assets is assessed and an action plan developed as appropriate.

Figure 1 - Risk Hierarchy Levels



Current Situation

Corporate Policy

The Whanganui District Council (WDC) is committed to managing all its risks in a proactive, ongoing and positive manner to enable business objectives to be consistently met. This means that sound risk management principles and practices must become part of the normal management strategy for all departments.

To this end a corporate Risk Management Policy and Process was adopted by Council in 2016. The details of this framework have been integrated into this Asset Management Plan i.e. risk scoring tables and criteria.

Activity Risk Management

Activity risks are identified in Councils Asset Management Plans (AMPs). The risk management approach followed for this plan has aligned all AMPs with the Corporate Risk Policy. Activity risk considers asset and operational aspects of risk that may put the service at risk.

Asset Risk Management

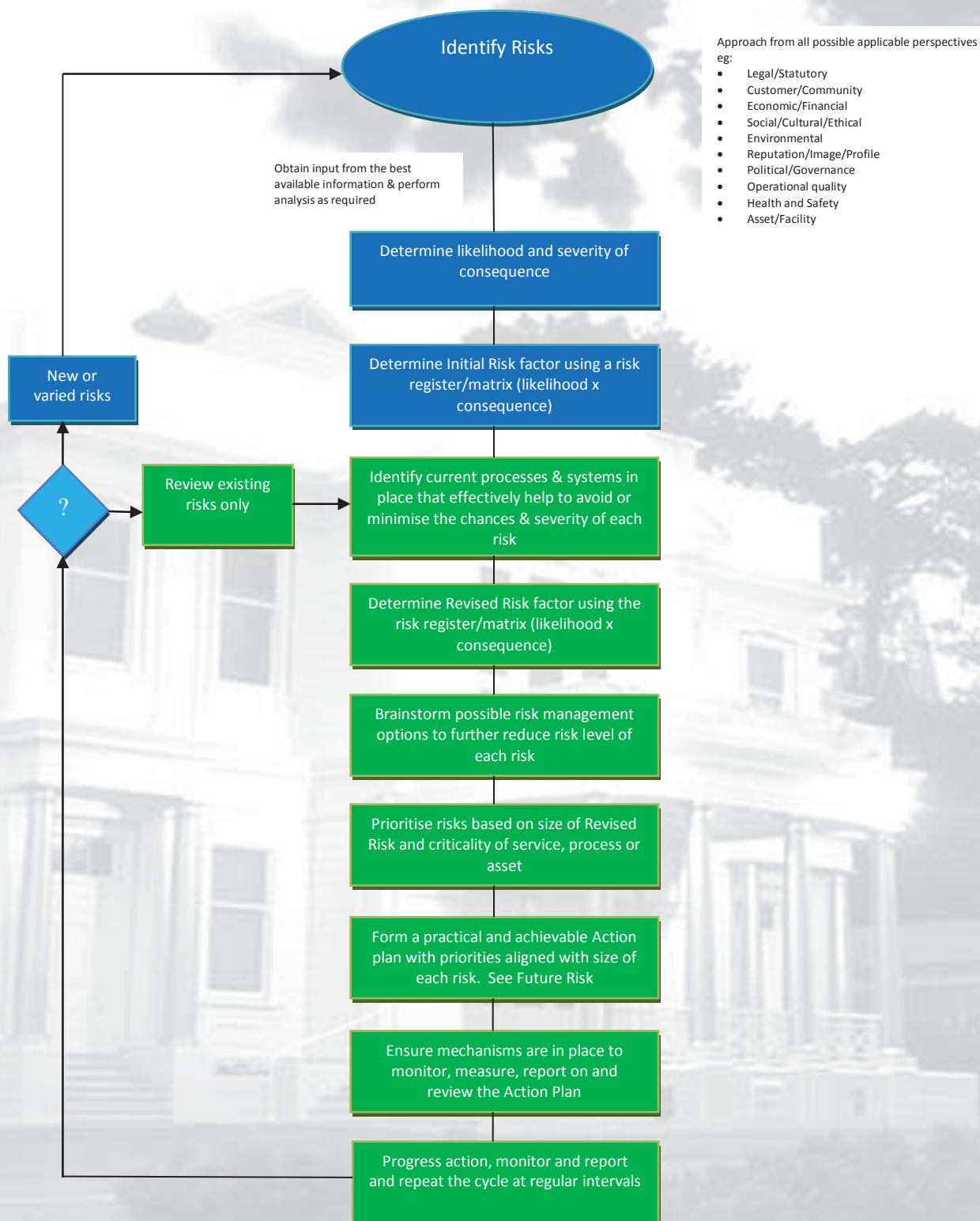
Individual asset risk management tools and techniques are used appropriately and have been over a number of years at Whanganui District Council. Critical assets have been identified; mitigation strategies put in place and these are reviewed on the basis of continuous improvement.



Risk Management Process

The following flowchart and text details the key elements of the Risk Management Process undertaken.

Figure 2: Risk Management Process





Risk Types

Risks events will derive from, or impact in one or more of the following ways. These are identified against each risk as *risk categories*.

Legal/Statutory

A risk event that results in WDC either unknowingly or knowingly breaching statutes and regulations, or being exposed to liability.

Customer/Community

A risk that results in erosion of community trust, usage or support for a facility or plan.

Economic/Financial

A risk that results in costs to Council and the Community.

Social/Cultural/Ethical

Risks occurring from a lack of social awareness, cultural insensitivity or unethical behaviour.

Environmental

A risk to the environment from use or operation of the facilities and the actual or potential threat of adverse effects on living organisms and the environment by effluents, emissions, wastes, resource depletion, etc., arising out of Council's activities.

Reputation / Image / Profile

Risks that affect the way Whanganui, Council and staff are perceived:

By the community

By staff

Nationwide and internationally

By stakeholders

By the media

Political/Governance

Risks arising from unclear political/governance roles and poor decision making.

Operational Quality

Risks that affect the efficient operation of the service or facility and its ability to function effectively.

Health and Safety

A risk event with adverse impacts on the health and safety of the community and Council staff.

Asset/Facility

Risks from the asset or facility not being suitable for its intended use, e.g. earthquake-prone buildings.

Identify Possible Activity Risks

All possible risks affecting the asset activity need to be identified. Risks can include financial, environmental, social, operational and health and safety considerations. Once identified, risks are entered into the risk register. The register is used to record and summarise each risk and to outline current mitigation measures and potential future management options.

Determine Likelihood and Consequence for Initial Risk Factor

Likelihood

Likelihood is the chance of something happening. The likelihood scale identifies how likely, or often, a particular thing is expected to occur. The descriptions are not mandatory, but are presented as a guide to assist ranking the likelihood of occurrence in line with the nature of each risk. For example, a risk such as a wastewater overflow is considered to be 'rare' if it occurs once every ten years, whereas a tsunami occurring every ten years would be considered 'frequent'.

Qualitative Measures of Likelihood for the Council Risk Management process have been defined as:

Table 1 and Table 2 demonstrate the scales used to determine the likelihood and consequence levels, which are inputted to the risk calculation to evaluate a risk event.

The likelihood of occurrence and severity of consequences should be based on as much real data as possible; for example local knowledge or recorded events such as maintenance records, weather events etc. Some analysis may be required for verification.

Qualitative Measures of Likelihood for the Council Risk Management process have been defined as:

Table 1: Likelihood of Occurrence

Likelihood	Descriptor	Probability
Almost Certain	Is expected to occur nearly every year e.g. 80% chance within the next 12 months	5
Likely	Will probably occur often e.g. 25% chance within the next 12 months or once in 4 years	4
Possible	Might occur from time to time e.g. 10% chance within the next 12 months or once in 10 years	3
Unlikely	Could occur only very occasionally e.g. 4% chance within the next 12 months or once in 25 years	2
Rare	May occur in exceptional circumstances e.g. 1-2% chance within the next 12 months or once in 50+ years	1

The consequence descriptors in Table 2 indicate the level of possible consequences for a risk.



Financial

Risks related to the financial management of WDC and the ability to fund Council activities and operations now, and into the future through unplanned costs or damages.

Service

Risks related to the meeting of levels of service to the community.

Community

Risks related to community support for plans.

Political/reputation

Risks related to the ability of elected official to govern the district and the council's reputation.

Legal

Risks related to the ability of management to effectively manage the council and comply with legal obligations. Relates also to the business processes and information used to effectively manage the council.

Environmental

Risks related to the environmental impacts of activities undertaken by the council. Potential or actual negative environmental or ecological impacts, regardless of whether these are reversible or irreversible in nature.

Health & safety

Risks related to the health and safety of employees and the general public when using council's services and facilities.

The following sections expand upon the risk management process identified in the flowchart (previous page). The risk assessment process has been generally based upon the Australian New Zealand Risk Management Standard 4360:2004 (superseded by ISO31000:2009) in order to establish a Risk Matrix as shown in The final outcome is a risk rating. The risk rating enables definition between those risks that are significant and those that are of a lesser nature. Having established the comparative risk level applicable to individual risks, it is possible to rank those risks. Four risk categories have been used: Extreme, High, Significant, Moderate, and Low (see **Error! Not a valid bookmark self-reference. & Error! Reference source not found.**)

Table 3. This matrix provides a tool to quantify a risk by identifying the likelihood of the risk occurring and the outcomes, or consequences should the risk occur. The first step in the process is to identify all possible risks.

Each of these areas is then assessed using the standard Consequence measures of:

- Very minor
- Minor
- Moderate
- Major
- Catastrophic



Table 2: Consequence Rating

Consequence descriptors	1. Very Minor (unimportant)	2. Minor	3. Moderate	4. Major	5. Catastrophic
Financial	Cost to Council of [\$0-\$100k], a cost that can be worn by the current budget.	Cost to the Council of [\$100-\$500K] of the expenditure budget, resulting in very little loan raising, or some subtle rearranging of budget priorities to effect repairs.	Cost to the Council of [\$500k-\$4m] of the expenditure budget, resulting in very little loan raising to effect repairs.	Cost to the Council of [\$4m-\$8m] of the expenditure budget, resulting in loan raising to effect repairs.	Cost to the Council of [\$8m] + of the expenditure budget, resulting in substantial loan raising to effect repairs.
Service	Loss of service to [10-30] households for a period of no more than [8] hours. Loss of service to an industry for a period of less than [8] hours. Minimal loss of internal service capacity	Loss of service to [30-100] households for a period of [8-24] hours. Loss of service to an industry for a period of [8] hours. Some disruption of internal capacity 1-3 weeks	Loss of service to [100-300] households for a period of [24] hours. Loss of service to an industry for a period of [8-24] hours. Some disruption of internal capacity 4-6 weeks	Loss of service to [300] + households for a period of [24-72] hours. Loss of service to an industry for a period of [24-72] hours. Serious loss of internal capacity 1-3 weeks	Loss of service to [300] + households for a period of greater than [3] days. Loss of service to an industry for a period of greater than [3] days. Serious loss of internal capacity 4+ weeks
Community	No significant community issues	Local community concerns that can be dealt with	Significant community concerns causing delays and modifications to plans	Widespread community concerns causing significant delays and modifications to plans	Major community concerns causing major re-think or complete failure of plans
Political / Reputation	Letter of complaint to CEO. Dealt with at Officer level.	Letter of complaint to Mayor and/or CEO. Unwanted bad coverage in local media sources. Uncertainty in organisations ability to operate.	Unwanted bad coverage in national media sources (could include the likes of Fair Go). Loss of confidence in the organisation, or part of the organisation.	Widespread public outcry asking for resignations at political arm and senior management level. Government investigation into the running of Council.	Inability of the elected members to govern effectively.
Legal	Very minor breach of information security and information loss, fixed within hours. Very minor administrative breach.	Minor audit qualification. Loss of access to information systems, fixed within [4] hours.	Breach of legislative obligations, with the possibility of legal action being taken. Loss of access to information systems, fixed within [24] hours.	Major audit qualification resulting in the necessity to change processes and controls. Breach of legislative obligations, resulting in legal action and conviction. Loss of access to information systems that causes major disruptions.	Government intervention into the running of the Council, resulting in the dismissal of personnel at both political and Senior Management levels of Council.
Environmental	Review of event [1] week after. Generally cleaned up with hours of event.	Event clean up within [1] week.	Serious event takes weeks even months to clean up.	Serious event, takes at least [12] months to clean up.	Significant event, affects noticeable [10] years + Generally an event that is ongoing for some time before being isolated/eliminated.
Health & Safety	Possibility of minor injury to employee or member of public, due to non-compliance to act. Work Practices would need to be looked at.	Minor injury to employee and/or member of public, due to non-compliance to act. Work Practices would need to be looked at.	Possibility of death, moderate injury to employee and/or member of the public due to non-compliance to act, resulting in investigation by Worksafe. Major widespread illness, caused by employee (e.g. Hepatitis).	Deaths &/or majors injuries to employees and/or members of the public from the same source, resulting in investigation by Worksafe, with the possibility of prosecution & conviction.	Significant number of deaths and/or major injuries to employees resulting in the inability to deliver services, also prosecution & conviction. Significant number of deaths and/or major injuries to members of the public, resulting in prosecution & conviction.
Consequence Severity					



After the likelihood and consequence factors have been determined, the level of risk is calculated by multiplying the Likelihood of Occurrence (Qualitative Measures of Likelihood for the Council Risk Management process have been defined as:

Table 1) and Consequence Rating (Table 2) together. **Risk = the likelihood of an event occurring X the consequence of such an event.**

The final outcome is a risk rating. The risk rating enables definition between those risks that are significant and those that are of a lesser nature. Having established the comparative risk level applicable to individual risks, it is possible to rank those risks. Four risk categories have been used: Extreme, High, Significant, Moderate, and Low (see **Error! Not a valid bookmark self-reference. & Error! Reference source not found.**)

Table 3: Risk Assessment Matrix

Likelihood	Consequence				
	Very Minor (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	Low	Moderate	Significant	High	Extreme
Likely (4)	Low	Moderate	Significant	High	Extreme
Possible (3)	Low	Moderate	Moderate	Significant	High
Unlikely (2)	Low	Low	Moderate	Moderate	Significant
Rare (1)	Low	Low	Low	Low	Moderate

Once the impact has been ranked according to the relative risk level it poses, it is then possible to target the treatment of the risk exposure, by beginning with the highest risks and identifying the potential mitigation measures.

Table 4: Comparative Levels of Risk – Initial Risk

Risk	Risk Score	Actions
Extreme	20.01-25	Immediate action required to reduce risk
High	15.01-20	Senior management attention to manage risk
Significant	10.01-15	Management responsibility must be specified and risk controls reviewed
Moderate	5.01-10	Managed by routine procedures
Low	0-5	Examine where un-needed action can be reduced

Table 5: Comparative Levels of Risk – Revised Risk

Risk	Risk Score	Actions
Extreme	18-22.5	Immediate action required to reduce risk
High	14-17.99	Senior management attention to manage risk
Significant	7 – 13.99	Management responsibility must be specified and risk controls revised
Moderate	3.6 – 6.99	Managed by routine procedures
Low	0 – 3.59	Examine where un-needed action can be reduced

The initial risk needs to be calculated. This means that the likelihood and consequences need to be considered as if there were no measures in place to prevent or mitigate the risk occurrence. Essentially, initial risk is an exercise to determine “What is the worst that could happen?” Once the initial risk is determined it is necessary to evaluate the effectiveness of current systems and processes to identify the revised risk and then formulate an action plan to further reduce the likelihood or consequences of identified risks occurring.

Identify Current Systems & Processes, and their Effectiveness

Current systems and processes are identified and, as far as resources allow, their effectiveness measured. It is often practical to identify these processes and systems initially, and rank the effectiveness conservatively until the audits and actual practice prove otherwise. Audits can be identified as part of the improvement process.

The effectiveness of existing systems and processes is expressed in the following categories:

Table 5: Effectiveness of Risk Mitigation

Strong	Fulfils requirements thoroughly, very robust and positive measurable effects
Some strength	Fulfils requirements, robust and measurable, room for improvement
Satisfactory	Just fulfils requirements, effects hard to measure (or haven't been audited or measured), improvement required
Some weakness	Not fulfilling requirements, little measurement or effect on overall risk
Weak	Totally ineffective in avoiding or mitigating associated risk events

Determine Revised Risk

Risk evaluation involves comparing the level of risk found during the analysis process, considering the effectiveness of controls and deciding whether these risks require treatment. The result of a risk evaluation is a prioritised list of risks that require further action. Risk treatments include tolerate, treat, terminate or transfer. The outcome is a Revised Risk rating. The revised factors are input into the same risk matrix to obtain the Revised Risk Factor.

Effectiveness of controls	Initial risk rating				
	Very minor	Minor	Moderate	Major	Catastrophic
Weak	Moderate	Significant	High	Extreme	Extreme
Some weakness	Low	Moderate	Significant	High	Extreme
Satisfactory	Low	Low	Moderate	Significant	High
Some strength	Low	Low	Moderate	Moderate	Significant
Strong	Low	Low	Low	Low	Moderate

Risk Action Plan

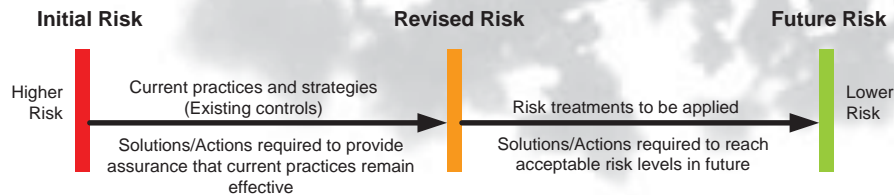
A Risk Action Plan is compiled from the identified Risk Solutions in the Risk Register and highlights the most significant risks faced as determined in the risk register. The main risks are listed in order of severity (primarily initial risk, and secondarily revised risk) as assigned in consultation with key Council officers.



Actions that are required to achieve the desired improvements are indicated along with how progress on these actions will be monitored and reported. Where applicable, action tasks will detail timeframes for achievement, and responsibility for these actions.

A priority order of issues to be addressed is obtained by sorting first the initial risk levels and then the revised risk levels, and identification of the biggest gaps and opportunities for improvement.

Gaps between initial and revised risk indicate the importance of effective current practices to prevent initial risk events. Accordingly, improvement actions should focus on the things that will further **assure** Council that current practices remain effective.



Gaps between revised risk and an acceptable future risk require improvement actions that will **reduce** current risk levels.

The most suitable risk reduction actions must be determined by considering options and resources available to the Council. Costs and benefits of these actions should be analysed to determine those actions yielding the greatest benefit (risk reduction) for the least cost. The best available techniques should be utilised to analyse the options e.g. optimised decision-making (ODM).

Application of ODM applies a 'value chain' to the proposed actions rather than just working from the highest risk down regardless of cost. For example:

A high risk may have to remain due to the prohibitive costs associated with avoidance or mitigation

A medium risk event could be easily and cost-effectively avoided within resources available

The options for mitigating risks considered to reduce the cause, probability or impact of failure, are typically:

Table 6: Mitigation Options

Tolerate Risk	Accept the risk, fund and resource and risk impacts (Risk has controls in place, nothing more can be done to decrease the risk or the cost far exceeds the benefit, so it is accepted at its current level)
Treat Risk	Mitigate, or manage the risk through strategic planning, organisational improvements, technical improvements or procedural changes.
Transfer Risk	Share the risk, buy insurance, contract services, improve contract terms
Terminate Risk	Eliminate the risk completely by selling the asset, closing the service etc.

Link to Improvement Plans

Actions identified in this Risk Management analysis should be directly linked to actions identified in appropriate improvement plans where they exist e.g. Asset Management Improvement Plan, where resources should be identified, approval of resources noted, and a defined method provided for revisiting and reviewing progress against each action item. Where an equivalent action item is not listed in the Improvement Plan, it should be added.

In all cases, the appropriate risk reference number should be noted in the Improvement Plan, and the Improvement number should be noted in the Risk Action Plan.

Monitor, Measure, Report, Review Plan and Actions

Management options listed in the risk tables have been refined into actions for each risk listed. These are the actions that are required to cost-effectively reduce the revised risk by increasing WDC's ability to minimise the chances of the risk event occurring, or minimising the consequences should it occur.

Actions should consider the overall management of Council, not just the minimisation of risk. If possible, proposed actions should align with other initiatives to:

Reduce capital investment costs.

Reduce operating and maintenance costs.

Reduce business risk exposure (BRE).

Increase effective asset life / value.

Increase level of service.

The resulting action plan for risk treatment needs to be practical and achievable such that the necessary resources and time frames are realistically met. The actions also need to be able to be monitored and measured.

The monitoring/reporting column of the Risk Action Table specifies:

Responsibility: Nominated person responsible for ensuring the risks are managed and that improvements are carried out in accordance with the programme;

Timeframe: Achievable target date to be monitored and reported against.

Method and Frequency of Monitoring:

This entire Action Table will be monitored by the General Manager - Operations, but there will be certain actions that are being monitored and reported in other forums.

Risk owners are accountable and have authority to manage a risk. Progress will be reviewed six monthly by the Executive Leadership Team (ELT) through the Half Yearly Report.

The Executive Leadership Team will conduct a revised risk assessment on an annual basis. Risks that are Significant or greater will be highlighted to Council.



Operational and Asset risks identified by Activity Managers as part of the 10-Year Planning process shall be reviewed annually as part of the Annual Planning process.

As necessary, this group will need to revise timeframes, responsibility, and even the appropriateness of continuing with the proposed action, or adding new actions.

As actions are complete, the revised risk should reduce in most cases. The risk tables will need to be reviewed against these and updated to reflect these improvements.

Review Risks

Most of the time, the risks identified will remain the same and reviews will occur in the context of these risks. However, it will be important to recognise when a new risk arises, or an existing risk changes in nature. In the latter case, the initial risk also needs to be re-evaluated.





Risk Register

The risk registers provided in the following tables for the current and future cultural facilities of Whanganui District Council have been developed in consultation with key staff.

Table 7: Asset Management Risks – Operations General Risks

Table 7: Asset Management Risks – Operations General Risks												
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable What are the risks?	Risk Category What are the main types of impact resulting from this risk event?	Initial Risk What risk level do we face if we did nothing to prevent or minimise it?			Current Practices/Strategies – Existing Controls What are we doing to avoid the risk or reduce its effect?		Revised Risk Considering what we do, what is the current actual risk level we face?			Risk Owner (Title) Who has the responsibility and ability to follow through?	Management Options Available What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
SR24	Inability to attract visitors and new residents/businesses Caused by: <ul style="list-style-type: none">Negative publicityNegative perceptions and poor image nationallyAuckland’s growthService from Council not customer or business friendly Consequences: <ul style="list-style-type: none">Unable to sustain current infrastructureBusiness economic declineDeclining populationDiscouraging new business and residents	Reputation/image/profile	Moderate	Possible	Moderate	<ul style="list-style-type: none">Capital projects such as Sarjeant RedevelopmentFocus on strengths in arts, culture and heritageFunding for arts and iconic eventsDevelopment of a smart, safe and creative cityVisitor Strategy / Branding / Marketing and PromotionEconomic Development StrategyDigital and Broadband Strategies (including roll out of ultrafast broadband and other digital initiatives)Good recruitment practicesWhanganui and Partners	Some weakness	Moderate	Possible	Moderate	COO	<ul style="list-style-type: none">Reputation Management PlanBusiness Friendly Regulatory EnvironmentReview of ED deliverables
OR23	Failure of any asset to meet level of service Caused by: <ul style="list-style-type: none">Old assets and aging assetsPoor asset management planningAssets fail prior to expected end of lifeFailure to identify risks to assetsInsufficient knowledge of assetsDeferred maintenance not assess for riskInsufficient funding for asset maintenance Consequences <ul style="list-style-type: none">Services not availableEssential infrastructure services unavailable causing health and safety issues for the districtNegative publicity	Asset/Facility	Possible	Major	Significant	<ul style="list-style-type: none">Asset management team with good understanding of asset management principlesCoordinated legislative compliance system in place with timely corporate responseData collected rating of assets systemCondition rating of asset systemAudit NZ review of asset management plansFinancial sustainability project	Some weakness	Major	Possible	Significant	GM Infrastructure	<ul style="list-style-type: none">Migrate asset management data from spreadsheets to information system that will assist with strategic planningImprove staff compliance with data collection processesIntegrate a higher level of cultural/heritage and digital understanding into asset management plansAdvanced asset management planning to accurately determine Council wide deferred replacement and maintenacne to reduce to an acceptable levelImprove condition rating of assets informationContinue to improve the knowledge through training and ownership across Council on asset management
OR25	Inability to meet legal and financial requirements for upgrading Earthquake Prone Buildings Caused by: <ul style="list-style-type: none">High proportion of earthquake prone buildings in WhanganuiHigh Council debt levelsLow community affordabilityLack of money available Consequences: <ul style="list-style-type: none">Closure of buildingsLoss of servicesHigh ratesLoss of heritage buildingsLoss of incomeHealth and Safety implications	Asset/Facility Health and Safety	Major	Possible	Significant	<ul style="list-style-type: none">Earthquake Prone Buildings PolicyIEPs and detailed assessments on all public buildingsEarthquake Prone Building TaskforceClose monitoring of government reviews and upcoming national directionConsideration of issues by Council on each individual earthquake prone building\$20M identified in 10-Year Plan (revised estimate \$10M)Temporary relocation of Sarjeant Gallery to Taupo QuayEarthquake safety furniture installedCommission report from GNA on seismic risk assessment – doneWorking with the Department of Building and Housing, Department of Labour and Local Government NZ on seeking sensible solutions pending new Government legislation	Satisfactory	Major	Possible	Significant	GM Property	<ul style="list-style-type: none">Business Continuity Plan



Table 7: Asset Management Risks – Operations General Risks

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable <i>What are the risks?</i>	Risk Category <i>What are the main types of impact resulting from this risk event?</i>	Initial Risk <i>What risk level do we face if we did nothing to prevent or minimise it?</i>			Current Practices/Strategies – Existing Controls <i>What are we doing to avoid the risk or reduce its effect?</i>	Revised Risk <i>Considering what we do, what is the current actual risk level we face?</i>	Risk Owner (Title) <i>Who has the responsibility and ability to follow through?</i>	Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>			
			Consequence	Likelihood	Factor					Description	Effectiveness	Consequence
OR32	Timely and correct information not able to be provided Caused by: <ul style="list-style-type: none">Inaccurate data due to:<ul style="list-style-type: none">Staff not using systems properly or following proceduresLack of rigour around capturing, storing, retrieving information (information may be there but not necessarily stored in one place and easily accessible) e.g. site features, property dataStaff storing information in inappropriate locations e.g. desktop files, physical cabinets, personal drivesBudget and staff resource constraints to dedicate to improvementInformation system failures (internal) Consequences: <ul style="list-style-type: none">Poor information to support decision-makingDuplication of effort leading to increased direct and indirect costsLoss of revenuePerceived loss of information from the lack of transparencyDelays for customersLegal liability	Operational quality	Moderate	Possible	Moderate	<ul style="list-style-type: none">Information Services controls:<ul style="list-style-type: none">- Minimising the complexity of the information architecture.- Maximising the value of information management investment.- Ensuring information is stored in one place only, while providing multiple views or viewing points, as appropriate.- Documenting the information taxonomy.- Increasing the resilience of all information system components (network, hardware, software).- Ensuring information redundancy and recovery in event of disaster.Data monitoring by management or governance groups e.g. SMT and Promapp Governance Group.Audit management report.LGOIMA process established.Digitisation project started.Customer services FAQs software available.CRM system - partially rolled out only.Integration of subsidiaries and remote locations (eg Library)Interplan data being utilised to link business planning with strategic plan and provide a central repository for corporate information and performance management.Building accreditation programme.Property and Rating being used for all property/land information.GIS and Property and Rating synchronised.New EDRMS - Hubble.Project Information Management Group (PIMG) to prioritise resources.Backup of computer records.	Some weakness	Moderate	Possible	Moderate	COO	<ul style="list-style-type: none">Succession planning policyRegular testing of backupsComplete Information StrategyUpdate Sarjeant Gallery databaseIdentify areas where data is incomplete, inaccurate, unvalidated, unverified or not easily retrievedValidate asset dataContinue to develop and encourage the use of InterplanPromapp Governance GroupOngoing development of Asset Management PlansProcess mappingFinalise FAQ contentComplete Digitisation projectComplete Hazard mapping and Site features projectRoll out CRM system to all areas
OR33	Breakdown in digital infrastructure and supply Caused by: <ul style="list-style-type: none">Lack of adequate asset planningLoss of connection to external service providersInaccurate mapping of infrastructureSoftware failuresCouncil-wide programmes fail to meet activity-specific requirementsPower failureSecurity system failure Consequences: <ul style="list-style-type: none">Loss of dataBuildings unsecuredLoss of collections to theft or damageExcess staff call-outs to false alarmsInability to continue operationsCustomers unable to access servicesCustomers unable to contact councilLoss of income	Community Economic Reputation Operational Asset	Minor	Likely	Moderate	<ul style="list-style-type: none">Offline mode for short-term outagesExternal service provider (National Library) backupPIMGSoftware kept up to date	Some weakness	Minor	Likely	Moderate	COO	<ul style="list-style-type: none">Communication with major telecoms providersBetter project management of council-wide digital projects to meet needs of customers



Table 7: Asset Management Risks – Operations General Risks

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable What are the risks?	Risk Category What are the main types of impact resulting from this risk event?	Initial Risk What risk level do we face if we did nothing to prevent or minimise it?			Current Practices/Strategies – Existing Controls What are we doing to avoid the risk or reduce its effect?	Revised Risk Considering what we do, what is the current actual risk level we face?	Risk Owner (Title) Who has the responsibility and ability to follow through?	Management Options Available What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?
			Consequence	Likelihood	Factor				
OR34 Ref also OR25	Unsafe accommodation for activity Caused by: <ul style="list-style-type: none">Severely earthquake-prone buildings housing cultural facilitiesLack or deferral of maintenance leading to deteriorationPerception of risk by staff and community Consequences: <ul style="list-style-type: none">Loss of lifeLoss of nationally-significant collectionsPossible cessation of activity	Legal Community Economic Social/Cultural Reputation Operational Health & Safety Asset/Facility	Catastrophic	Likely	Extreme	<ul style="list-style-type: none">One of Council's four key projects/prioritiesRelocation of Gallery to resilient buildingStrengthened furniture/refuges and training for staffSarjeant Gallery Redevelopment ProjectProgrammed maintenance	Some strength Moderate Likely Significant	GM Property	<ul style="list-style-type: none">Maintain current programme and its fundingAccelerate implementation of strengthening programmeAdequately funded maintenance programme





Table 8: Asset Management Risks – Libraries

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Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable <i>What are the risks?</i>	Risk Category <i>What are the main types of impact resulting from this risk event?</i>	Initial Risk <i>What risk level do we face if we did nothing to prevent or minimise it?</i>			Current Practices/Strategies (Existing Controls) <i>What are we doing to avoid the risk or reduce its effect?</i>		Revised Risk <i>Considering what we do, what is the current actual risk level we face?</i>			Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
	Library is not responsive to current and changing community/customer needs Caused by: <ul style="list-style-type: none">Lack of strategic planningInability to form sustainable partnershipsNot keeping abreast of changing community needsLack of research / informationPlanning/funding cycle slow and cumbersomeUninformed advocacy groups Consequences: <ul style="list-style-type: none">Usage of library services fallsCommunity wellbeing could sufferMoney is wastedStaff and other resources are misallocatedCommunity petitionsUnstable organisationTrust in council diminishedCommunity access (physical and digital) to services is compromised	Economic/Financial Customer/ Community Political	Moderate	Likely	Significant	<ul style="list-style-type: none">Community profiling (.id)Analysis of existing customer activity dataLibrary Strategic Plan reviewed every three yearsStrengthened partnership with Whanganui IwiPartnerships (e.g. 2020 Trust, Genealogical Society, Whanganui Regional Heritage Trust)Gonville Café LibraryCommunity views surveySpecial Consultative procedure and engagement practicesCommunity networks and meetingsCollaborative community frameworks (e.g. Safer Whanganui, Whanganui & Partners, Positive Ageing Forum, Youth Committee)Evidence-based performance measurementAsset management plans	Satisfactory	Minor	Possible	Moderate	Manager – Libraries & Community	<ul style="list-style-type: none">Better communicationWork more closely with our detractorsCustomer Care Strategy implementationManage community expectationsIntegrated community/library hubsPartnershipsImplement the Whanganui Disability Strategy
	Staff and Public Safety: Staff or public receiving physical, verbal or emotional abuse from other members of the community using the facilities. Caused by: <ul style="list-style-type: none">New services bringing in customers unused to the library environmentBreakdown of community-based supervision for mental health patientsCustomer misbehaviourLibrary placed in de facto role in loco parentisLack of staff trainingLack of staff support and systemsLack of preparednessInadequate facilities, location Consequences: <ul style="list-style-type: none">InjuryEmotional distressLoss of reputationStaff turnover	Health & Safety Reputation/Image/ Profile	Major	Possible	Significant	<ul style="list-style-type: none">Trained experienced staffOperating Procedures e.g. safe egress; CERT (or equivalent) training for front line staff; links with crisis team and police; Maori Wardens; security patrols if requiredSecurity audit of facilitiesWorkplace support in place for staffMinimum number of staff at any one time is two except for the mobile library (remote locations, but daytime hours and Gonville lunchtimesPanic buttons / alarms installedTrespass procedureCCTV in some locations (internal only)Written documenting of incidents (dated etc) through PeopleSafe or equivalentClosedown process	Some strength	Minor	Likely	Moderate	Manager – Libraries & Community	<ul style="list-style-type: none">Develop a system for ensuring that staff (and part time staff) receive necessary trainingCPTED applied to locationsImplement alarms / panic button systemDevelop sustained partnerships with expert agencies



Table 8: Asset Management Risks – Libraries

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable <i>What are the risks?</i>	Risk Category <i>What are the main types of impact resulting from this risk event?</i>	Initial Risk <i>What risk level do we face if we did nothing to prevent or minimise it?</i>			Current Practices/Strategies (Existing Controls) <i>What are we doing to avoid the risk or reduce its effect?</i>		Revised Risk <i>Considering what we do, what is the current actual risk level we face?</i>			Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
	Security Issues Caused by: <ul style="list-style-type: none">Inappropriate level of physical security measures, procedures and / or systemsOnline publication of collections containing valuable itemsLack of maintenance of current systemsBuildings with multiple entrances/exits Consequences: <ul style="list-style-type: none">Theft (including cash handling, fraud; personal items of staff and public)Collections at riskVandalismGraffitiReluctance of community to utilise facilitiesClosure	Economic/Financial Operational quality Health & Safety Reputation/Image /Profile	Moderate	Almost certain	Significant	<ul style="list-style-type: none">Security contracts including some patrols and alarm monitoring (after hours, and on call through the day)Maintenance contracts (response maintenance) managed via Property and Library, including graffiti control coordinator, graffiti removal, handled via PropertyCoordination across council (common security firm)Strict shop inventories, council audit (opportunity for fraud reduced), training of staffRFID tagging of Library stockCCTV installation – internal only and only at Davis, and Council camera across road from GonvilleClosedown procedures	Satisfactory	Minor	Possible	Low	Manager – Libraries & Community	<ul style="list-style-type: none">Investigate security options and improvements to facilitiesInstallation of security gatesRegular stock-takes of collectionsMaintenance and renewal of alarm systemsInstallation of cash tills and POS systems in all venuesMore staff on the floor in public spacesCPTED principles incorporated in design of library spacesInvestigate security options for public and personal useCCTV camerasRegular CERT (or equivalent) training programme for staff, including armed hold-up training
	Fire or Water Damage Caused by: Fire, flood, storm, earthquake, building failure (leak) Lack of building maintenance Consequences: <ul style="list-style-type: none">Total or partial loss of collectionsTotal or partial loss of public facilityPoor public perception / Negative imageLoss of service	Economic/Financial Health & Safety Operational quality Reputation/Image/Profile	Catastrophic	Possible	High	<ul style="list-style-type: none">Earthquake strengthening/repair of AlexanderCondition assessments on wiring, water systems, potential roof leaksFire / smoke detection and automated systems inspections and servicingFire service have awareness of heritage collection, and desired need to use non-water suppression methodsBWoF compliance, building standardsFire and earthquake evacuation procedures in place, well labelled exitsStaff trained in use of fire equipment in house, however risk of public trying to use	Satisfactory	Major	Possible	Significant	Manager – Libraries & Community	<ul style="list-style-type: none">QP MoU with Fire ServiceAdvise fire service of care required in heritage collectionFire extinguisher trainingRegular fire and earthquake drills
	Adverse foreign exchange fluctuations Caused by: <ul style="list-style-type: none">Assets/supplies sourced from overseasProcurement decisions Consequences: <ul style="list-style-type: none">Imported books and equipment more costly, stock replacement compromisedImpact on building maintenance and capital construction costsVariation in collection valuationsLoss of purchasing power	Economic/Financial Operational quality	Very Likely	Almost certain	Moderate	<ul style="list-style-type: none">Source as much as possible from NZ suppliers	Strength	Very Likely	Almost certain	Low	Manager – Libraries & Community	<ul style="list-style-type: none">Regular programme of updated heritage collection valuationConsider how much foreign exchange fluctuations do affect book costsLong-term contracts priced in NZ dollarsProcurement policyCollection development strategy



Table 8: Asset Management Risks – Libraries

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable <i>What are the risks?</i>	Risk Category <i>What are the main types of impact resulting from this risk event?</i>	Initial Risk <i>What risk level do we face if we did nothing to prevent or minimise it?</i>			Current Practices/Strategies (Existing Controls) <i>What are we doing to avoid the risk or reduce its effect?</i>		Revised Risk <i>Considering what we do, what is the current actual risk level we face?</i>			Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
	Intellectual property and ownership issues Caused by: <ul style="list-style-type: none">• Lack of records outlining ownership of specific items in collections• Lack of cultural understanding regarding access Maori information• Lack of understanding of legislation (including music licensing, film and literature classification)• Internal use of non-licensed images Consequences: <ul style="list-style-type: none">• Negative perception of facility• Legal issues and consequences• Affects what can be reproduced with or without permission, and whose permission is required.• Costs	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile Legal/statutory	Moderate	Possible	Moderate	<ul style="list-style-type: none">• Ownership records maintained / database, satisfactory confidence level• Expert staff managing cultural collection protocols• IT processes regarding backup etc• Reactive tracing of ownership on request (onus on inquirer)• Copyright laws exist	Satisfactory	Minor	Unlikely	Low	<ul style="list-style-type: none">• Manager – Libraries & Community	<ul style="list-style-type: none">• Updating database with all hard copy records• Establish documentation for items of dubious ownership• Regular schedule of training for all staff in relevant legislation• Establishment and implementation of Maori Access Framework <i>Te Kauru</i>• Procedures manual• Collection policy (deaccession section)



Table 9: Asset Management Risks – Sarjeant Gallery Te Whare o Rehua

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Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable What are the risks?	Risk Category What are the main types of impact resulting from this risk event?	Initial Risk What risk level do we face if we did nothing to prevent or minimise it?			Current Practices/Strategies (Existing Controls) What are we doing to avoid the risk or reduce its effect?		Revised Risk Considering what we do, what is the current actual risk level we face?			Risk Owner (Name and Title) Who has the responsibility and ability to follow through?	Management Options Available What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
	Failure of stewardship Caused by: <ul style="list-style-type: none">Lack of understanding of appropriate responsibility for a nationally-significant collectionLack of understanding of leveraging value of collectionSale of collection items to meet funding gapLack of professional staffLack of resources to maintain collectionDiversion of resources from collection development Consequences: <ul style="list-style-type: none">Major loss of reputation for Gallery, Council, city, regionLoss of Government and Lottery fundingLoss of external funding in long termLoss of stakeholder confidenceWithdrawal of loan collectionsWithdrawal of bequests	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile Legal/Statutory	Catastrophic	Almost certain	Extreme	<ul style="list-style-type: none">Adherence to Collections PolicyQualified, trained professional staffDedicated budgetsCollection transition to Taupo Quay	Some weakness	Catastrophic	Unlikely	Significant	<ul style="list-style-type: none">Director Sarjeant Gallery	<ul style="list-style-type: none">Adherence to OAG recommendations from <i>Management of heritage collections in local museums and art galleries</i>, 2006Adherence to Museums Aotearoa Code of EthicsSarjeant Strategic PlanInduction for elected membersSeek external financial, professional and/or political support (central government)
OR19	Failure to deliver on major projects and programmes Caused by: <ul style="list-style-type: none">Major projects not included in ten year planProject performance management failures left undetectedInability to stay focused on key projects to completionFundraising resources inadequateInadequate project management skillsInadequate staff resourcesInadequate scoping of projectsNo consequences to deadline slippage Consequences: <ul style="list-style-type: none">Key resource times coincide and lead to more staff overloadOther projects not startedDouble handling/higher costsExternal funding not achievedCost overruns/money wastedRisk to activityReputational damage for district	Financial Reputational Community Legal Operational quality Asset/Facility	Major	Likely	High	<ul style="list-style-type: none">Revenue Generation StrategyWhole of council project management, using expertise of qualified council staffSMT key project managementStrengthened reporting of key projects to SMTRegular updates to political armStrict adherence to revenue generation strategyAccountability framework reflected in PPD processUse of external expertise for project management when appropriate	Some weakness	Major	Possible	Significant	<ul style="list-style-type: none">Director Sarjeant Gallery	<ul style="list-style-type: none">All key projects scoped, agreed and included in ten year planEnsure funding and delivery of existing projects is not compromised by starting new projectsDedicated project management budget/staff memberTraining for key project managersPost project reviewsRequire use of project management framework



Table 9: Asset Management Risks – Sarjeant Gallery Te Whare o Rehua

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable What are the risks?	Risk Category What are the main types of impact resulting from this risk event?	Initial Risk What risk level do we face if we did nothing to prevent or minimise it?			Current Practices/Strategies (Existing Controls) What are we doing to avoid the risk or reduce its effect?	Revised Risk Considering what we do, what is the current actual risk level we face?	Risk Owner (Name and Title) Who has the responsibility and ability to follow through?	Management Options Available What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?			
			Consequence	Likelihood	Factor					Description	Effectiveness	Consequence
Ref SR23	<p>Gallery is not responsive to changing community/customer needs</p> <p>Caused by:</p> <ul style="list-style-type: none">Lack of strategic planningInability to form sustainable partnershipsNot keeping abreast of changing community needsLack of research / informationPlanning/funding cycle slow and cumbersomeUninformed advocacy groups <p>Consequences:</p> <ul style="list-style-type: none">Community engagement declinesMoney is wastedStaff and other resources are misallocatedCommunity petitionsUnstable organisationTrust in council diminishedCommunity access (physical and digital) to services is compromised	Economic/Financial Customer/ Community Political	Moderate	Likely	Significant	<ul style="list-style-type: none">Community profiling (.id)Community views surveySpecial Consultative procedure and engagement practicesCommunity networks and meetingsCommunity engagement strategy implementationCollaborative community frameworks (e.g. Safer Whanganui, Whanganui & Partners, Positive Ageing Forum, Youth Committee, Sarjeant Gallery Members)Evidence-based performance measurementAsset management plans	Satisfactory	Minor	Possible	Moderate	<ul style="list-style-type: none">Director Sarjeant Gallery	<ul style="list-style-type: none">Better communicationWork more closely with our detractorsCustomer Care Strategy implementationManage community expectationsImplement the Whanganui Disability Strategy
	<p>Key partnerships not sustained</p> <p>Caused by:</p> <ul style="list-style-type: none">Lack of active engagement from GalleryInsufficient focus given to partner needs and aspirationsPartner priorities change <p>Consequences:</p> <ul style="list-style-type: none">Partner ends relationshipFuture developments compromised or failSubstantial decline in community engagement	Legal/Statutory Customer/ Community Economic/financial Social/Cultural/ Ethical Political/ Governance Operational Quality Reputation/image/ profile	Major	Almost certain	High	<ul style="list-style-type: none">Sarjeant Gallery Trust deed reflects partnership modelMoU (WDC/Whanganui Iwi/NZHPT) re redevelopment projectIncorporation of Te Aranga principles in redevelopmentActive engagement by Maori liaison officers in Gallery activityTraining of staff in protocol	Some weakness	Moderate	Possible	Moderate	<ul style="list-style-type: none">Director Sarjeant Gallery	<ul style="list-style-type: none">Establish MoU with Whanganui IwiEnhance/develop role of TrustStaff development / amendments to PDsRegular reporting back through council/iwi meetingsBriefings for key individuals
	<p>Staff and Public Safety: Staff or public receiving physical, verbal or emotional abuse from other members of the community using the facilities.</p> <p>Caused by:</p> <ul style="list-style-type: none">New location bringing in customers unused to the Gallery environmentBreakdown of community-based supervision for mental health patientsLack of staff trainingLack of staff support and systemsLack of preparednessInadequate facilities, location <p>Consequences:</p> <ul style="list-style-type: none">InjuryEmotional distressLoss of reputationStaff turnover	Health & Safety Reputation/Image/ Profile	Major	Possible	Significant	<ul style="list-style-type: none">Trained experienced staffOperating Procedures e.g. safe egress; links with crisis team and policeWorkplace support in place for staffMinimum number of four staff in new building at any one timePanic buttons / alarms installedTrespass procedureCCTVClosedown process	Some strength	Very minor	Likely	Low	<ul style="list-style-type: none">Director Sarjeant Gallery	<ul style="list-style-type: none">Maintain trainingCPTED applied to locationsImplement alarms / panic button systemDevelop sustained partnerships with expert agenciesCERT training for front line staffFirst aid training for frontline staff



Table 9: Asset Management Risks – Sarjeant Gallery Te Whare o Rehua

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable What are the risks?	Risk Category What are the main types of impact resulting from this risk event?	Initial Risk What risk level do we face if we did nothing to prevent or minimise it?			Current Practices/Strategies (Existing Controls) What are we doing to avoid the risk or reduce its effect?	Revised Risk Considering what we do, what is the current actual risk level we face?	Risk Owner (Name and Title) Who has the responsibility and ability to follow through?	Management Options Available What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?
			Consequence	Likelihood	Factor				
	Security Issues Caused by: <ul style="list-style-type: none">Inappropriate level of physical security measures, procedures and / or systems Consequences: <ul style="list-style-type: none">Theft (including cash handling, fraud; personal items of staff and public)Collections at riskVandalismGraffitiReluctance of community to utilise facilitiesClosureLoss of cultural / loaned assets	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile	Moderate	Almost certain	Significant	<ul style="list-style-type: none">Security contracts including some patrols and alarm monitoring (after hours, and on call through the day)Staff surveillance (walkthroughs) and training of staffMaintenance contracts (response maintenance) managed via Property, including graffiti control coordinator, graffiti removal, handled via PropertyCoordination across council (common security firm)Strict quarterly shop inventories, council audit (opportunity for fraud reduced)CCTVAccess to areas of building limited by role through electronic locks	Satisfactory Moderate Unlikely Moderate	Director Sarjeant Gallery	<ul style="list-style-type: none">Investigate security options and improvements to facilitiesRegular review of security contractor performance to ensure optimum performance against KPIsImproved documentation procedures (in hand)
	Health, Safety and Reputational Risk Caused by: <ul style="list-style-type: none">Cost reduction/reduced level of service by building ownerReduced level of service by cleaning contractor24/7 wifi use in vicinity of /around public buildingsIncreased use of Gallery toilets as general public toilets Consequences: <ul style="list-style-type: none">Negative perception of facilityAdditional costs borne by existing Gallery budgetPotential health hazards	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile Legal/statutory	Moderate	Almost certain	Significant	<ul style="list-style-type: none">Increased cleaning programme outside buildingRationalisation of cleaning contractsRegular pest control of buildingsRegular review of contractor performance against KPIsRegular reporting by staff and Gallery Health & safety Officer	Satisfactory Minor Almost certain Moderate	Director Sarjeant Gallery	<ul style="list-style-type: none">Regular audit and testing for health hazardsIncrease service level for cleaning (including keyboards and phones)
	Deterioration of collection Caused by: <ul style="list-style-type: none">Incorrect handling, display or storageInadequate transportationInadequate/incorrect environmental conditionsPests Consequences: <ul style="list-style-type: none">CostsNegative perception of facilityLoss of cultural / loaned assets	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile	Catastrophic	Almost certain	Extreme	<ul style="list-style-type: none">Relocation of collection to environmentally-controlled storage at Taupo QuayTrained, qualified professional staffCollection Transition Assistant teamHandling procedures manualIncident ReportsStaff training in Object HandlingIncident reportCondition reports (loan and non-loan items)Maintenance contracts in place (e.g. painting, re-roofing, compliance maintenance, lighting) handled via PropertyRegular condition assessments and maintenance programme (3 year cycle)Condition and historical based renewals programme. Decisions made on a life cycle basisPest control programmeGallery vanInsurance	Some weakness Major Unlikely Moderate	Director Sarjeant Gallery	<ul style="list-style-type: none">Complete documentation of collection (in hand)Consider adoption of other guidelinesComplete redevelopment project to future-proof collection against loss/damage



Table 9: Asset Management Risks – Sarjeant Gallery Te Whare o Rehua

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable What are the risks?	Risk Category What are the main types of impact resulting from this risk event?	Initial Risk What risk level do we face if we did nothing to prevent or minimise it?			Current Practices/Strategies (Existing Controls) What are we doing to avoid the risk or reduce its effect?		Revised Risk Considering what we do, what is the current actual risk level we face?			Risk Owner (Name and Title) Who has the responsibility and ability to follow through?	Management Options Available What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
	Fire or Water Damage Caused by: Fire, flood, storm, earthquake, building failure (leak) Taupo Quay located in flood zone at risk from 100+ year flood Consequences: <ul style="list-style-type: none">• Total or partial loss of collections• Total or partial loss of loaned works• Total or partial loss of public facility• Poor public perception / Negative image• Loss of service	Economic/Financial Health & Safety Operational quality Reputation/Image/Profile	Catastrophic	Possible	High	<ul style="list-style-type: none">• Condition assessments on wiring, water systems, potential roof leaks• Fire / smoke detection and automated systems inspections and servicing• Sprinkler system in place at Taupo Quay• Fire service have awareness of art galleries, and desired need to use non-water suppression methods• BWoF compliance, building standards• Fire evacuation procedures in place, well labelled exits• Fire stop and smoke doors• Staff trained in use of fire equipment in house, however risk of public trying to use• Advance warning of flood risk	Satisfactory	Major	Possible	Significant	<ul style="list-style-type: none">• Director Sarjeant Gallery	<ul style="list-style-type: none">• Regular programmed condition assessments on wiring, water systems, potential roof leaks by WDC Property• Disaster preparedness kits• Prepared materials to prevent/reduce water ingress in case of flood• MoU with neighbouring museum/galleries for assistance• Access to portable specialist equipment such as dehumidifiers• Dedicated conservation budget
	Intellectual property and ownership issues Caused by: <ul style="list-style-type: none">• Lack of records outlining ownership of specific items in collections• Lack of cultural understanding regarding access Maori information• Lack of understanding of legislation• Internal use of non-licensed images Consequences: <ul style="list-style-type: none">• Negative perception of facility• Legal issues and consequences• Affects what can be reproduced with or without permission, and whose permission is required.• Costs	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile Legal/Statutory	Moderate	Possible	Moderate	<ul style="list-style-type: none">• Ownership records maintained / database, satisfactory confidence level• Support from expert staff in managing cultural collection protocols• Collection Transition Team• Qualified, trained professional staff• Documentation aspect of collection transition• IT processes regarding backup etc• Procedures manual for documentation• Collection policy (deaccession section)• Reactive tracing of ownership on request (onus on inquirer)• National Services Guide to Copyright for museums used, and forms part of staff training• Updating database with all hard copy records• Establish documentation for items of dubious ownership	Satisfactory	Minor	Unlikely	Low	<ul style="list-style-type: none">• Director Sarjeant Gallery	<ul style="list-style-type: none">• Maintain records• Ensure Vernon CMS is kept up to date• Training for staff in legal aspects• Develop and implement protocols for access to and handling of culturally-sensitive works



Table 10: Asset Management Risks – Royal Wanganui Opera House

Table 10 : Asset Management Risks – Royal Wanganui Opera House												
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable <i>What are the risks?</i>	Risk Category <i>What are the main types of impact resulting from this risk event?</i>	Initial Risk <i>What risk level do we face if we did nothing to prevent or minimise it?</i>			Current Practices/Strategies (Existing Controls) <i>What are we doing to avoid the risk or reduce its effect?</i>		Revised Risk <i>Considering what we do, what is the current actual risk level we face?</i>			Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
	Equipment/Plant/Building Failure Note covered under general risks: Unsafe accommodation, breakdown of infrastructure and supply Caused by: <ul style="list-style-type: none">Breakdown of operational equipment plant or building facilitiesLack of maintenance / budgets Consequences: <ul style="list-style-type: none">Closure of facilityLoss of revenueHealth & Safety issuesPoor public and promoter perception / Negative image	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile	Catastrophic	Likely	Extreme	<ul style="list-style-type: none">Maintenance contracts in place (e.g. painting, re-roofing, compliance maintenance,) handled via PropertyLighting, sound, AV, computer systems maintained by in house staffFlying equipment maintained by in house staffRegular condition assessments and maintenance programme (3 year cycle)Condition and historical based renewals programme. Decisions made on a life cycle basisUnsolicited feedback, reports of failures / issuesCategory I under HPT classificationInsurance	Some strength	Major	Unlikely	Moderate	<ul style="list-style-type: none">Manager, Whanganui Venues & Events	<ul style="list-style-type: none">Improved feedback processDevelop a scheduled, funded programme of maintenance, including backup equipmentSpecilaised training for manager in maintenance and operation of lightnng, sound, AV and flying equipment
	Fire or Water Damage Caused by: Fire, flood, storm, earthquake, building failure (leak) Lack of building maintenance Consequences: <ul style="list-style-type: none">Closure of facilityLoss of revenuePoor public perception / Negative imageLoss of service	Economic/Financial Health & Safety Operational Quality Reputation/Image/Profile	Catastrophic	Possible	High	<ul style="list-style-type: none">Maintenance contracts in place (e.g. painting, re-roofing, compliance maintenance,) handled via PropertyRegular condition assessments and maintenance programme (3 year cycle)Condition and historical based renewals programme. Decisions made on a life cycle basisFire / smoke detection and automated systems inspections and servicingBWoF compliance, building standardsFire and earthquake evacuation procedures in place, well labelled exitsStaff trained in use of fire equipment in house, however risk of public trying to use	Some strength	Major	Possible	Significant	<ul style="list-style-type: none">Manager, Whanganui Venues & Events	<ul style="list-style-type: none">Develop a scheduled, funded programme of maintenance, including backup equipmentFire extinguisher trainingRegular fire and earthquake drillsBusiness Continuity Plan
	Staff, Volunteer, and Public Safety: Staff, Public or Volunteers receiving physical, verbal or emotional abuse from members of the public using facilities. Caused by: <ul style="list-style-type: none">New services bringing in customers unused to the theatre environmentBreakdown of community-based supervision for mental health patientsLack of staff trainingLack of staff support and systemsLack of preparednessInadequate facilities, location Consequences: <ul style="list-style-type: none">InjuryEmotional distressStaff turnoverLoss of reputation	Health & Safety Reputation/Image/Profile	Major	Possible	Significant	<ul style="list-style-type: none">Trained experienced staffOperating Procedures e.g. safe egress, dealing with public, security patrols if requiredWorkplace support in place for staffStaff member on-site at all timesPanic buttons / alarms installedTrespass procedureCCTVClosedown processEnsure PCBU (FOH) maintains Opera House standards	Some strength	Minor	Likely	Moderate	<ul style="list-style-type: none">Team Leader, Whanganui Venues & Events	<ul style="list-style-type: none">Maintain training to ensure staff (incl. causals and volunteers) receive necessary trainingCPTED applied to locationsUpdate incident reporting process as requiredDevelop sustained partnerships with expert agencies



Table 10 : Asset Management Risks – Royal Wanganui Opera House

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable What are the risks?	Risk Category What are the main types of impact resulting from this risk event?	Initial Risk What risk level do we face if we did nothing to prevent or minimise it?			Current Practices/Strategies (Existing Controls) What are we doing to avoid the risk or reduce its effect?		Revised Risk Considering what we do, what is the current actual risk level we face?			Risk Owner (Name and Title) Who has the responsibility and ability to follow through?	Management Options Available What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
Ref SR23	Opera House is not responsive to changing community/promoter needs Caused by: <ul style="list-style-type: none">Lack of strategic planningInability to form sustainable partnershipsNot keeping abreast of changing community needsLack of research / informationPlanning/funding cycle slow and cumbersomeUninformed advocacy groupsAge of Opera House unable to support new theatre technologiesInadequate provision of access Consequences: <ul style="list-style-type: none">Community engagement declinesCommunity wellbeing could sufferMoney is wastedStaff and other resources are misallocatedCommunity petitionsUnstable organisationTrust in council diminishedCommunity access (physical and digital) to services is compromisedTechnology forces the Opera House to either exist as a small community theatre, or undergoes a technology upgrade and loses its historic status.Negative publicity	Economic/Financial Customer/ Community Political/Governanc eReputation/Image/ ProfileHealth & Safety	Moderate	Likely	Significant	<ul style="list-style-type: none">Community profiling (.id)Community views surveyAnalysis of existing customer activity dataCommunity networks and meetingsCollaborative community frameworks (e.g. Safer Whanganui, Whanganui & Partners, Positive Ageing Forum, Youth Committee, Friends of the Opera House Committee)Evidence-based performance measurementAsset management plansGood level access to Opera House ground floor, relocated Box Office, and provision for wheelchair space	Satisfactory	Minor	Possible	Moderate	<ul style="list-style-type: none">Manager, Whanganui Venues & Events <ul style="list-style-type: none">Better communicationCustomer Care Strategy implementationManage community expectationsPartnerships with other theatresImplement the Whanganui Disability StrategyAdvance forecasting of future technologies appropriate to Opera House	
	Security Issues Caused by: <ul style="list-style-type: none">Inappropriate level of physical security measures, procedures and / or systemsBuildings with multiple entrances/exits Consequences: <ul style="list-style-type: none">Theft (including cash handling, fraud, personal items of staff and public)Vandalism & GraffitiReluctance of community to utilise facilitiesClosure	Economic/Financial Operational Quality Health & Safety Reputation/Image /Profile	Moderate	Almost certain	Significant	<ul style="list-style-type: none">Security contracts including some patrols and alarm monitoring (after hours, and on call through the day)Maintenance contracts (response maintenance) managed via Property, including graffiti control coordinator, graffiti removalCoordination across council (common security firm)CCTVClosedown procedures	Satisfactory	Minor	Possible	Moderate	<ul style="list-style-type: none">Team Leader, Whanganui Venues & Events <ul style="list-style-type: none">Investigate security options and improvements to facilitiesRegular review of security contractor performance to ensure optimum performance against KPIsMaintenance and renewal of alarm systemsImproved documentation procedures (in hand)	
	Hirer issues Caused by: <ul style="list-style-type: none">Facility users not meeting agreement requirementsStandard of facilities and or resourcesLack of availability Consequences: <ul style="list-style-type: none">Service levels not metDamageCleanlinessPublic perception that council facilities are not being managed appropriatelyLoss of revenue	Economic/Financial Operational quality Health & Safety Reputation Image/ Profile	Minor	Almost certain	Moderate	<ul style="list-style-type: none">Conditions of hire (special licensing), vetting by staff (communication with staff)Cleaners and special security all chargedUnsolicited feedback received from usersAnnual Plan Process (targets)Bookings managed by staff, entered into calendarEvents planning managed by staff after discussionOccasionally one staff on hand during entire eventChecklist cleaning and security	Some strength	Very Minor	Possible	Low	<ul style="list-style-type: none">Manager, Whanganui Venues & Events <ul style="list-style-type: none">Streamlined booking system ensuring correct conditions appropriate to each booking are in place (by 2015/16).	



Table 10 : Asset Management Risks – Royal Wanganui Opera House

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable <i>What are the risks?</i>	Risk Category <i>What are the main types of impact resulting from this risk event?</i>	Initial Risk <i>What risk level do we face if we did nothing to prevent or minimise it?</i>			Current Practices/Strategies (Existing Controls) <i>What are we doing to avoid the risk or reduce its effect?</i>		Revised Risk <i>Considering what we do, what is the current actual risk level we face?</i>			Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
	Inadequate, unsuitable programming of events, or lack of bookings and patronage Caused by: <ul style="list-style-type: none">Promoters not bookingLack of interest in productionsUnsuitable pricing structurePerceived inappropriate nature of production Consequences: <ul style="list-style-type: none">Negative perception of facilityFurther discouragement of productionsLoss of revenue	Economic/Financial Operational quality Health and Safety Reputation/Image/Profile	Moderate	Likely	Significant	<ul style="list-style-type: none">Opera House Manager responsible for promotion of facility, and day-to-day runningFriends of the Opera House (FOH) volunteers do a lot of 'behind the scenes' work, bookings, ushering, sets, lights, service etc.H&S operating procedures in place (among FOH)Promotion advice to promotersMarket/promotion awarenessEvent awareness – market saturation and timingRelationship building with promoters	Some strength	Moderate	Possible	Moderate	Manager, Whanganui Venues & Events	<ul style="list-style-type: none">Develop relationships with regional theatres to create syndicate for encouraging promoters to areaAttending Arts Markets to actively seek new showsDevelop patron feedback to help inform and guide performance programming
	Key partnerships not sustained Caused by: <ul style="list-style-type: none">Lack of active engagement from RWOHUnsustainability of current aging volunteer society (Friends of the Opera House - FOH)Lack of generated interestInability to recruit and retain new volunteers Consequences: <ul style="list-style-type: none">FOH end partnershipIncreased pressure on RWOH staffIncreased costs to Council and PromotersSubstantial decline in community engagement	Economic/Financial Operational Quality Health and Safety Reputation/Image/Profile	Moderate	Likely	Significant	<ul style="list-style-type: none">Collaborate with accredited external providers to develop Intern/Practicum/Apprentice programme and workshops to increase technical skills and knowledgeFOH constitution to be reviewed with Council	Some weakness	Moderate	Possible	Moderate	Manager, Whanganui Venues & Events	<ul style="list-style-type: none">Succession planningEstablish MoU with FOHRegular reporting back through council/FOH meetingsReview of FOH volunteers' capacity and abilities and matching to RWOH requirements.
	Hirer issues Caused by: <ul style="list-style-type: none">Hirers or Promoters not adhering to terms and conditions of hireStandard of facilities and/or resourcesLack of availability Consequences: <ul style="list-style-type: none">Service levels not metDamageCleanlinessPublic perception that council facilities are not being managed appropriatelyLoss of revenue	Economic/Financial Operational Quality Health & Safety Reputation/ Image/Profile	Minor	Almost certain	Moderate	<ul style="list-style-type: none">Terms and Conditions of hireSolicited feedback from hirers and promotersAnnual Plan Process (targets)Staff member on-site at all times	Some strength	Very Minor	Possible	Low	Team Leader, Whanganui Venues & Events	<ul style="list-style-type: none">Investigate improvements to facilities and services based on hirer and promoter feedback



Table 11: Asset Management Risks – Whanganui War Memorial Conference and Convention Centre

Table 11 : Asset Management Risks – Whanganui War Memorial Conference Centre												
Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable What are the risks?	Risk Category What are the main types of impact resulting from this risk event?	Initial Risk What risk level do we face if we did nothing to prevent or minimise it?			Current Practices/Strategies (Existing Controls) What are we doing to avoid the risk or reduce its effect? Description	Effectiveness	Revised Risk Considering what we do, what is the current actual risk level we face?			Risk Owner (Name and Title) Who has the responsibility and ability to follow through?	Management Options Available What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor		
	Fire or Water Damage Caused by: Fire, flood, storm, earthquake, building failure (leak) Lack of building maintenance Consequences: <ul style="list-style-type: none">Full or partial loss of facilityClosure of facilityLoss of revenuePoor public perception / Negative image	Economic/Financial Health & Safety Operational Quality Reputation/Image/ Profile	Catastrophic	Possible	High	<ul style="list-style-type: none">Maintenance contracts in place (e.g. painting, re-roofing, compliance maintenance,) handled via PropertyRegular condition assessments and maintenance programme (3 year cycle)Condition and historical based renewals programme. Decisions made on a life cycle basisFire / smoke detection and automated systems inspections and servicingBWoF compliance, building standardsFire and earthquake evacuation procedures in place, well labelled exitsStaff trained in use of fire equipment in house, however risk of public trying to use	Some strength	Major	Possible	Significant	<ul style="list-style-type: none">Manager, Whanganui Venues & Events	<ul style="list-style-type: none">Seismic upgrade planned for 2017/18Develop a scheduled, funded programme of maintenance, including backup equipmentFire extinguisher trainingRegular fire and earthquake drillsBusiness Continuity Plan
	Staff, Volunteer, and Public Safety: Staff, Public or volunteers receiving physical, verbal or emotional abuse from members of the public using facilities. Caused by: <ul style="list-style-type: none">Breakdown of community-based supervision for mental health patientsLack of staff trainingLack of staff support and systemsLack of preparednessInadequate facilities, locationOperating hoursEvents involving alcohol Consequences: <ul style="list-style-type: none">InjuryEmotional distressStaff turnoverLoss of reputation	Health & Safety Reputation/Image/ Profile	Minor	Possible	Significant	<ul style="list-style-type: none">Trained experienced staffOperating Procedures e.g. safe egress, dealing with public, security patrols if requiredWorkplace support in place for staffStaff member on-site at all timesPanic buttons / alarms installedTrespass procedureCCTVIncident reporting systemClosedown process with support from security staff when required	Some strength	Minor	Likely	Moderate	<ul style="list-style-type: none">Team Leader , Whanganui Venues & Events	<ul style="list-style-type: none">Maintain training to ensure staff (incl. causals and volunteers) receive necessary trainingCPTED applied to locationsUpdate incident reporting process as requiredDevelop sustained partnerships with expert agencies



Table 11 : Asset Management Risks – Whanganui War Memorial Conference Centre

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable <i>What are the risks?</i>	Risk Category <i>What are the main types of impact resulting from this risk event?</i>	Initial Risk <i>What risk level do we face if we did nothing to prevent or minimise it?</i>			Current Practices/Strategies (Existing Controls) <i>What are we doing to avoid the risk or reduce its effect?</i>	Effectiveness	Revised Risk <i>Considering what we do, what is the current actual risk level we face?</i>			Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>
			Consequence	Likelihood	Factor			Consequence	Likelihood	Factor		
	War Memorial Centre is not responsive to changing community/promoter needs Caused by: <ul style="list-style-type: none">Lack of strategic planningNot keeping abreast of changing community needsLack of research / informationPlanning/funding cycle slow and cumbersomeFacility users not meeting agreement requirements (e.g. events, functions)Standard of facilities and or resourcesInadequate provision of access Consequences: <ul style="list-style-type: none">Community engagement declinesCommunity wellbeing could sufferMoney is wastedStaff and other resources are misallocatedCommunity petitionsUnstable organisationTrust in council diminishedCommunity access (physical and digital) to services is compromisedTechnology forces the Opera House to either exist as a small community theatre, or undergoes a technology upgrade and loses its historic status.Negative publicity	Economic/Financial Customer/Community Political/Governance Health & Safety/ Reputation/Image/ Profile	Moderate	Likely	Significant	<ul style="list-style-type: none">Community profiling (.id)Community views surveyAnalysis of existing customer activity dataStrategic and business planningMarketing and promotion activityFeedback received from usersEvidence-based performance measurementAsset management plansGood level access provision for wheelchair space	Satisfactory	Minor	Possible	Moderate	<ul style="list-style-type: none">Manager, Whanganui Venues & Events	<ul style="list-style-type: none">Better communicationIntroduce new servicesEnhance marketing and promotionDevelopment of Customer Care StrategyManage community expectationsImplement the Whanganui Disability StrategyAdvance forecasting of future technologies
	Security Issues Caused by: <ul style="list-style-type: none">Inappropriate level of physical security measures, procedures and / or systemsBuildings with multiple entrances/exits Consequences: <ul style="list-style-type: none">Theft (including cash handling, fraud personal items of staff and public)Vandalism & GraffitiReluctance of community to utilise facilitiesClosure	Economic/Financial Operational Quality Health & Safety Reputation/Image/ Profile	Moderate	Almost certain	Significant	<ul style="list-style-type: none">Security contracts including alarm monitoring (after hours, and on call through the day)Maintenance contracts (response maintenance) managed via Property, including graffiti control coordinator, graffiti removalCoordination across council (common security firm)CCTVClosedown ProceduresSecurity for events responsibility of user	Satisfactory	Minor	Possible	Moderate	<ul style="list-style-type: none">Team Leader, Whanganui Venues & Events	Improve client briefings for security requirements for functions <ul style="list-style-type: none">Investigate security options and improvements to facilitiesRegular review of security contractor performance to ensure optimum performance against KPIsMaintenance and renewal of alarm systemsImproved documentation procedures (in hand)
	Hirer issues Caused by: <ul style="list-style-type: none">Hirers or Promoters not adhering to terms and conditions of hireStandard of facilities and or resourcesLack of availability Consequences: <ul style="list-style-type: none">Service levels not metDamageCleanlinessPublic perception that council facilities are not being managed appropriatelyLoss of revenue	Economic/Financial Operational Quality Health & Safety Reputation/ Image/ Profile	Minor	Almost certain	Moderate	<ul style="list-style-type: none">Terms and Conditions of hireSolicited feedback from hirers and promotersAnnual Plan Process (targets)Staff member on-site at all times	Some strength	Very Minor	Possible	Low	<ul style="list-style-type: none">Team Leader, Whanganui Venues & Events	<ul style="list-style-type: none">Investigate improvements to facilities and services based on hirer and promoter feedback



Table 112 : Asset Management Risks – i-SITE Visitor Information Centre

Risk Reference	Risk Descriptor – details the main component and provides an example of a risk(s) that may be attributable <i>What are the risks?</i>	Risk Category <i>What are the main types of impact resulting from this risk event?</i>	Initial Risk <i>What risk level do we face if we did nothing to prevent or minimise it?</i>			Current Practices/Strategies (Existing Controls) <i>What are we doing to avoid the risk or reduce its effect?</i>		Revised Risk <i>Considering what we do, what is the current actual risk level we face?</i>			Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>
			Consequence	Likelihood	Factor	Description	Effectiveness	Consequence	Likelihood	Factor		
	Fire or Water Damage Caused by: Fire, flood, storm, earthquake, building failure (leak) Lack of building maintenance Consequences: <ul style="list-style-type: none">Full or partial loss of facilityClosure of facilityLoss of revenuePoor public perception / Negative image	Economic/Financial Health & Safety Operational Quality Reputation/Image/Profile	Catastrophic	Possible	High	<ul style="list-style-type: none">Maintenance contracts in place (e.g. painting, re-roofing, compliance maintenance,) handled via PropertyRegular condition assessments and maintenance programme (3 year cycle)Condition and historical based renewals programme. Decisions made on a life cycle basisFire / smoke detection and automated systems inspections and servicingBWoF compliance, building standardsFire and earthquake evacuation procedures in place, well labelled exitsStaff trained in use of fire equipment in house, however risk of public trying to use	Some strength	Major	Possible	Significant	<ul style="list-style-type: none">Manager, Whanganui Venues & Events	<ul style="list-style-type: none">Develop a scheduled, funded programme of maintenance, including backup equipmentFire extinguisher trainingRegular fire and earthquake drillsBusiness Continuity Plan
	Staff and Public Safety: Staff or Public receiving physical, verbal or emotional abuse from members of the public using facilities. Caused by: <ul style="list-style-type: none">Breakdown of community-based supervision for mental health patientsLack of staff trainingLack of staff support and systemsLack of preparednessInadequate facilities, location Consequences: <ul style="list-style-type: none">InjuryEmotional distressStaff turnoverLoss of reputation	Health & Safety Reputation/Image/Profile	Minor	Possible	Significant	<ul style="list-style-type: none">Trained experienced staffOperating Procedures e.g. safe egress, dealing with public, security patrols if requiredWorkplace support in place for staffStaff member on-site at all timesPanic buttons / alarms installedTrespass procedureCCTVIncident reporting systemClosedown process with support from security staff when required	Some strength	Minor	Likely	Moderate	<ul style="list-style-type: none">Team Leader, Whanganui Venues & Events	<ul style="list-style-type: none">Maintain training to ensure staff (incl. causals and volunteers) receive necessary trainingCPTED applied to locationsUpdate incident reporting process as requiredDevelop sustained partnerships with expert agencies
	Security Issues Caused by: <ul style="list-style-type: none">Inappropriate level of physical security measures, procedures and / or systemsBuildings with multiple entrances/exits Consequences: <ul style="list-style-type: none">Theft (including cash handling, fraud personal items of staff and public)Vandalism & GraffitiReluctance of community to utilise facilitiesClosure	Economic/Financial Operational Quality Health & Safety Reputation/Image/Profile	Moderate	Almost certain	Significant	<ul style="list-style-type: none">Security contracts including alarm monitoring (after hours, and on call through the day)Maintenance contracts (response maintenance) managed via Property, including graffiti control coordinator, graffiti removalCoordination across council (common security firm)CCTVClosedown ProceduresSecurity for events responsibility of user	Satisfactory	Minor	Possible	Moderate	<ul style="list-style-type: none">Team Leader, Whanganui Venues & Events	<ul style="list-style-type: none">Improve client briefings for security requirements for functionsInvestigate security options and improvements to facilitiesRegular review of security contractor performance to ensure optimum performance against KPIsMaintenance and renewal of alarm systemsImproved documentation procedures (in hand)



Risk Action Plan

Table 12 is compiled from the Risk Register and highlights the most significant Revised risks faced by the Cultural Facilities. The main risks are listed in order of severity (Initial and then Revised risk) as assigned in consultation with key Council officers.

Actions that are required to achieve the desired improvements are indicated along with how progress on these actions will be monitored and reported. Where applicable, action tasks will detail timeframes for achievement, and responsibility for these actions.

Table 12: Asset Management Risk Action Plan – Cultural Facilities

Risk Reference	Risk Descriptor	Nature of Risk <i>What are the main types of impact resulting from this risk event?</i>			Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>	Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Risk Appetite <i>Accept or Prioritise</i> Accept = Current Practice, P1 = Urgent, P2 = Routine	Pinpoint Management Actions <i>Defined actions to be programmed and resourced under the direction of the risk owner</i>	Monitoring / Reporting <i>Which forums and systems will monitor the action and receive progress reports (reference improvement plan/ project numbers)</i>	Timeframe <i>Define programme for action completion/ implementation</i>	Costs / Resources <i>Where possible, allocate \$ amounts and staff time required for action</i>	Future Risk <i>What Residual risk score could be achieved if actions are implemented?</i>
			Initial Risk	Revised Risk								
OR19	Failure to deliver on major projects and programmes	Financial Reputational Community Legal Operational quality Asset/Facility	High	Significant	<ul style="list-style-type: none">All key projects scoped, agreed and included in ten year planEnsure funding and delivery of existing projects is not compromised by starting new projectsDedicated project management budget/staff memberTraining for key project managersPost project reviewsReview use of project management frameworkRequire use of project management frameworkAccountability driven by SMT	COO	Urgent	<ul style="list-style-type: none">All key projects scoped, agreed and included in ten year planEnsure funding and delivery of existing projects is not compromised by starting new projectsDedicated project management budget/staff memberTraining for key project managersPost project reviewsAccountability driven by SMTComms plan	<ul style="list-style-type: none">Reporting weekly to SMTReporting regularly to Council and other key funders	2014/15 through to 2016/17	\$150,000 pa	Moderate
Ref also OR20	Unsafe accommodation for activity	Legal Community Economic Social/Cultural Reputation Operational Health & Safety Asset/Facility	Extreme	Significant	<ul style="list-style-type: none">Maintain current programme and its fundingAccelerate implementation of strengthening programmeAdequately funded maintenance programme	COO	Urgent	<ul style="list-style-type: none">Maintain current programme and its fundingAccelerate implementation of strengthening programmeAdequately funded maintenance programme	<ul style="list-style-type: none">Reporting weekly to SMTReporting regularly to Council and other key funders	2014/15 onwards till programme completed	RM to complete	Low
	Failure of stewardship	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile Legal/Statutory	Extreme	Significant	<ul style="list-style-type: none">Adherence to OAG recommendations from Management of heritage collections in local museums and art galleries, 2006Adherence to Museums Aotearoa Code of EthicsSarjeant Strategic PlanInduction for elected members	Director Sarjeant Gallery	Urgent	<ul style="list-style-type: none">Adherence to OAG recommendations from Management of heritage collections in local museums and art galleries, 2006Adherence to Museums Aotearoa Code of EthicsSarjeant Strategic PlanInduction for elected members	<ul style="list-style-type: none">Gallery Management TeamCommunity & Cultural Management groupReporting regularly to Council and other key funders	2014/15	Dedicated conservation budget of \$20,000 per annum through ten year plan	Low
	Key partnerships not sustained (Gallery)	Legal/Statutory Customer/ Community Economic/financial Social/Cultural/ Ethical Political/ Governance Operational Quality Reputation/image/ profile	High	Moderate	<ul style="list-style-type: none">Establish MoU with Whanganui IwiEnhance/develop role of TrustStaff development / amendments to PDsDedicated role within GalleryRegular reporting back through council/iwi meetingsBriefings for key individuals	Director Sarjeant Gallery	Routine	<ul style="list-style-type: none">Establish MoU with Whanganui IwiEnhance/develop role of TrustStaff development / amendments to PDsDedicated role within GalleryRegular reporting back through council/iwi meetingsBriefings for key individuals	<ul style="list-style-type: none">Reporting regularly to Trust, council/iwi meetings and other key funders	Staff training programme ongoing advised by Strategic Lead Culture & Community	Training: \$\$\$\$	Low
	Deterioration of collection	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile	Extreme	Moderate	<ul style="list-style-type: none">Complete documentation of collection (in hand)Consider adoption of other guidelinesComplete redevelopment project to future-proof collection against loss/damage	Director Sarjeant Gallery	Routine	<ul style="list-style-type: none">Complete documentation of collection (in hand)Consider adoption of other guidelinesComplete redevelopment project to future-proof collection against loss/damage	<ul style="list-style-type: none">Reporting to ELT, Council, Sarjeant Management Team	December 2015	Transition budget, Lottery or other external funding	Low



Risk Management

Risk Reference	Risk Descriptor	Nature of Risk <i>What are the main types of impact resulting from this risk event?</i>			Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>	Risk Owner <i>(Name and Title) Who has the responsibility and ability to follow through?</i>	Risk Appetite <i>Accept or Prioritise Accept = Current Practice, P1 = Urgent, P2 = Routine</i>	Pinpoint Management Actions <i>Defined actions to be programmed and resourced under the direction of the risk owner</i>	Monitoring / Reporting <i>Which forums and systems will monitor the action and receive progress reports (reference improvement plan/ project numbers)</i>	Timeframe <i>Define programme for action completion/ implementation</i>	Costs / Resources <i>Where possible, allocate \$ amounts and staff time required for action</i>	Future Risk <i>What Residual risk score could be achieved if actions are implemented?</i>
			Initial Risk	Revised Risk								
	Royal Opera House: Fire or Water Damage	Economic/Financial Health & Safety Operational Quality Reputation/Image/Profile	High	Significant	<ul style="list-style-type: none">Feedback process to include all user groupsDevelop a scheduled, funded programme of maintenance, including backup equipmentAdvance forecasting of future technologies appropriate to Opera House	Manager, Whanganui Venues & Events	Routine	<ul style="list-style-type: none">Feedback process to include all user groups Develop a scheduled, funded programme of maintenance, including backup equipment	<ul style="list-style-type: none">Reporting to COO and Council	2017/18	Maintenance budget, Staff time. Property Budget.	Low
	Royal Opera House: Inadequate, unsuitable programming of events, or lack of bookings and patronage	Economic/Financial Operational quality Health and Safety Reputation/Image/Profile	Significant	Moderate	<ul style="list-style-type: none">Develop relationships with regional theatres to create syndicate for encouraging promoters to areaAttending Arts Markets to actively seek new showsDevelop patron feedback to help inform and guide performance programming	Manager, Whanganui Venues & Events	Routine	<ul style="list-style-type: none">Develop relationships with regional theatres to create syndicate for encouraging promoters to areaAttending Arts Markets to actively seek new showsDevelop patron feedback to help inform and guide performance programming	<ul style="list-style-type: none">Reporting to COO and Council	2017/18	Staff time. Budget to purchase shows	Low
	Volunteer base for Opera House tapers	Economic/Financial Operational quality Health and Safety Reputation/Image/Profile	Significant	Moderate	<ul style="list-style-type: none">Succession planning .Review of FOH volunteers' capacity and abilities and matching to RWOH requirements.	Manager, Whanganui Venues & Events	Routine	<ul style="list-style-type: none">Succession planning .Review of FOH volunteers' capacity and abilities and matching to RWOH requirements.	<ul style="list-style-type: none">Reporting to COO and Council	2017/18	Staff time Training & Development Budget Availability of accredited courses / trainers	Low
	War Memorial Centre: Equipment/Plant/Building Failure	Economic/Financial Operational quality Health & Safety Reputation/Image/ Profile	High	Moderate	<ul style="list-style-type: none">Training of staff in building issuesSeismic upgrade planned for 2017/18Feedback process to include all user groupsDevelop a scheduled, funded programme of maintenance, including backup equipmentAdvance forecasting of future technologies appropriate to War Memorial Centre	Manager, Whanganui Venues & Events	Urgent	<ul style="list-style-type: none">Training of staff in building issuesSeismic upgrade planned for 2017/18Feedback process to include all user groupsDevelop a scheduled, funded programme of maintenance, including backup equipment	<ul style="list-style-type: none">Reporting to COO and Council	2017/18	Staff time Property budget	Low
	War Memorial Centre: Staff, Volunteer, and Public Safety	Health & Safety Reputation/Image/Profile	Moderate	Low	<ul style="list-style-type: none">Maintain trainingUpdate incident reporting process as required	Manager, Whanganui Venues & Events	Routine	<ul style="list-style-type: none">Maintain trainingUpdate incident reporting process as required	<ul style="list-style-type: none">Reporting to COO and Council	2015/16	Staff time	Low
	War Memorial Centre: Security issues	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile	Significant	Moderate	<ul style="list-style-type: none">Improve client briefings for security requirements for functionsInvestigate security options and improvements to facilities	Manager, Whanganui Venues & Events	Routine	<ul style="list-style-type: none">Improve client briefings for security requirements for functionsInvestigate security options and improvements to facilities	<ul style="list-style-type: none">Working with Health & Safety AdvisorWorking with IT and Property Teams	2017/18	IT Budget Property Budgets Staff Time	Moderate



Risk Management

Risk Reference	Risk Descriptor	Nature of Risk <i>What are the main types of impact resulting from this risk event?</i>			Management Options Available <i>What can we possibly do (brainstorm) to further reduce the risk level or provide assurance that current practices remain effective?</i>	Risk Owner (Name and Title) <i>Who has the responsibility and ability to follow through?</i>	Risk Appetite <i>Accept or Prioritise</i> Accept = Current Practice, P1 = Urgent, P2 = Routine	Pinpoint Management Actions <i>Defined actions to be programmed and resourced under the direction of the risk owner</i>	Monitoring / Reporting <i>Which forums and systems will monitor the action and receive progress reports (reference improvement plan/ project numbers)</i>	Timeframe <i>Define programme for action completion/ implementation</i>	Costs / Resources <i>Where possible, allocate \$ amounts and staff time required for action</i>	Future Risk <i>What Residual risk score could be achieved if actions are implemented?</i>
			Initial Risk	Revised Risk								
	War Memorial Centre is not responsive to changing community/promoter needs	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile	Moderate	Low	<ul style="list-style-type: none">Staff trainingIntroduce new servicesEnhance marketing and promotionDevelopment of Customer Care StrategyManage community expectationsImplement the Whanganui Disability StrategyAdvance forecasting of future technologies	Manager, Whanganui Venues & Events	Routine	<ul style="list-style-type: none">Staff trainingIntroduce new servicesEnhance marketing and promotionDevelopment of Customer Care StrategyImplement the Whanganui Disability Strategy	<ul style="list-style-type: none">Reporting to COO and CouncilWorking with Property Team	2018/19	Training & Development Budget Property Budgets Staff Time	Low
	i-SITE Visitor Information Centre: Fire or Water Damage	Economic/Financial Health & Safety Operational Quality Reputation/Image/Profile	High	Moderate	<ul style="list-style-type: none">Training of staff in building issuesSeismic upgrade planned for 2017/18Feedback process to include all user groupsDevelop a scheduled, funded programme of maintenance, including backup equipmentAdvance forecasting of future technologies appropriate to War Memorial Centre	Manager, Whanganui Venues & Events	Urgent	<ul style="list-style-type: none">Training of staff in building issuesSeismic upgrade planned for 2017/18Feedback process to include all user groupsDevelop a scheduled, funded programme of maintenance, including backup equipment	<ul style="list-style-type: none">Reporting to COO and Council	2017/18	Staff time Property budget	Low
	i-SITE Visitor Information Centre: Staff, Volunteer, and Public Safety	Health & Safety Reputation/Image/Profile	Moderate	Low	<ul style="list-style-type: none">Maintain trainingUpdate incident reporting process as required	Manager, Whanganui Venues & Events	Routine	<ul style="list-style-type: none">Maintain trainingUpdate incident reporting process as required	<ul style="list-style-type: none">Reporting to COO and Council	2015/16	Staff time	Low
	i-SITE Visitor Information Centre: Security issues	Economic/Financial Operational quality Health & Safety Reputation/Image/Profile	Significant	Moderate	<ul style="list-style-type: none">Improve client briefings for security requirements for functionsInvestigate security options and improvements to facilities	Manager, Whanganui Venues & Events	Routine	<ul style="list-style-type: none">Improve client briefings for security requirements for functionsInvestigate security options and improvements to facilities	<ul style="list-style-type: none">Working with Health & Safety AdvisorWorking with IT and Property Teams	2017/18	IT Budget Property Budgets Staff Time	Moderate



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Life Cycle Management

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Introduction

Assets have a life cycle as they move through from the initial concept to the final disposal. Depending on the type of asset, its lifecycle may vary from 1 year to over 100 years.

Life cycle management is a function of the following areas:

- Background Data including physical parameters, asset capacity / performance, asset condition, asset valuations and historical data.
- Routine Maintenance including maintenance, standards and specifications, summary of future costs.
- Capital replacement including replacement standards and summary of replacement costs.
- Creation / Acquisition / Augmentation including selection criteria, standards and specifications, and summary of future costs.

Maintenance is intended to maintain the current levels of service; mitigate risk and minimise costs by implementing a balanced programme of planned and reactive works. Proactive inspections include assessment of structural integrity.

Assets are renewed when it is more cost effective in the long term to replace rather than continue to maintain the asset. Longer term asset renewal needs are identified through analysis of condition assessments.

This Lifecycle Management (LCM) section provides the broad strategies and work programmes required to achieve the goals and objectives set out in Section 3 and 4 of this plan.

This section examines the following Operations Activity assets:

- District Libraries
- Sarjeant Gallery Te Whare o Rehua Whanganui
- Royal Wanganui Opera House
- War Memorial Centre
- Emergency Management
- I-Site Visitor Information Centre
- NZ Glassworks

This LCM section covers the lifecycle of the Operations Activity assets including:

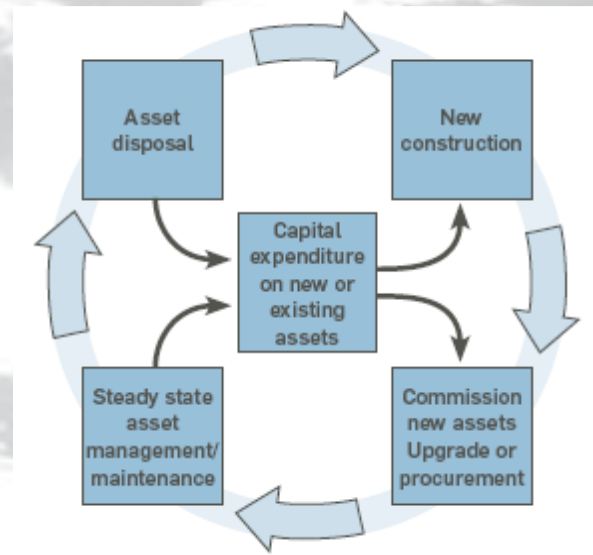
Operations
Maintenance – Proactive & reactive
Renewal – Replacement, rehabilitation or re-manufacture
New capital works – Required for growth, levels of service improvements, and regulatory improvements
Asset Disposals

Asset Lifecycle

Lifecycle management involves documenting the performance and costs of an asset from the time of identifying the need for the asset to its purchase and life until its disposal. This means considering all management options and strategies as part of

the asset lifecycle. The objective is to look for the lowest long-term cost (rather than short-term savings) when making asset management decisions.

Figure 1: Asset Lifecycle



Work Category Definitions

Expenditure on Operation's assets can be categorised into the three main areas discussed below.

Operations and Maintenance

Operations and maintenance strategies cover the policies that will determine how the local Operations assets will be operated and maintained on a day-to-day basis to consistently achieve the optimum use of the asset.

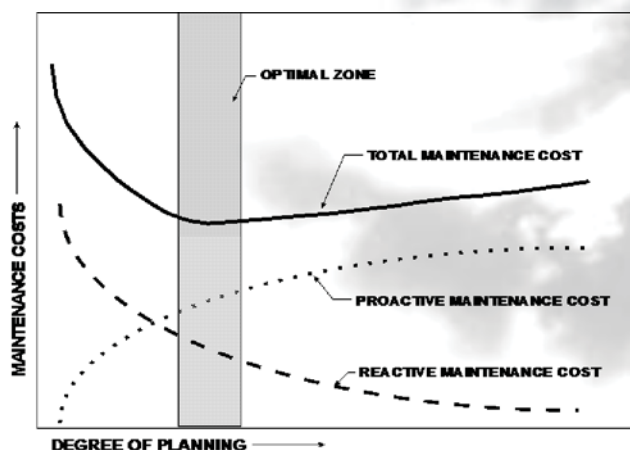
Table 1: Maintenance Categories

Routine (General) Maintenance	Routine maintenance is the regular ongoing day-to-day work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. This work falls into two broad categories as follows:
Proactive	Proactive inspection and maintenance works planned to prevent asset failure.
Reactive	Reactive action to correct asset malfunctions and failures on an as required basis.

A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance as illustrated in Figure 2.



Figure 2: Maintenance Planning



- Service provided by other means (e.g. private sector involvement)
- Potential risk of ownership (financial, environmental, legal, social, vandalism).

The Council's Collections Policies and the Public Arts Strategy set out the criteria and process for disposal of cultural assets.

The Library's lending collection is depreciated over ten years.

Error! Reference source not found. illustrates the following components of lifecycle management categories. These categories are described in more detail in Section 10: Projects and Financial Forecasts.

Replacement

Replacement strategies are designed to provide for the progressive replacement of individual assets that have reached the end of their useful life. This is managed at a rate that maintains the standard and value of the Operations assets as a whole.

This programme must be maintained at adequate levels to maintain current levels of service and the overall quality of assets. Required levels of expenditure on the cyclic asset replacement programme will vary from year to year, and will reflect:

- The age profile of the assets.
- The condition /performance profile of the assets.
- The ongoing maintenance demand.
- The differing economic/useful lives of individual assets comprising the overall system of assets.

Failure to maintain an adequate cyclic replacement programme will be reflected in a decline in the overall standard of the assets.

Where the actual programme falls below the cumulative budget target, the shortfall will be reflected in depreciation of the overall value of the network, resulting in a lower Levels of Service and the need for reactive maintenance.

Acquisition

New assets that did not previously exist that are added to the Operations activity. These may be created, gifted or purchased by the Council. Predominately a capital expense.

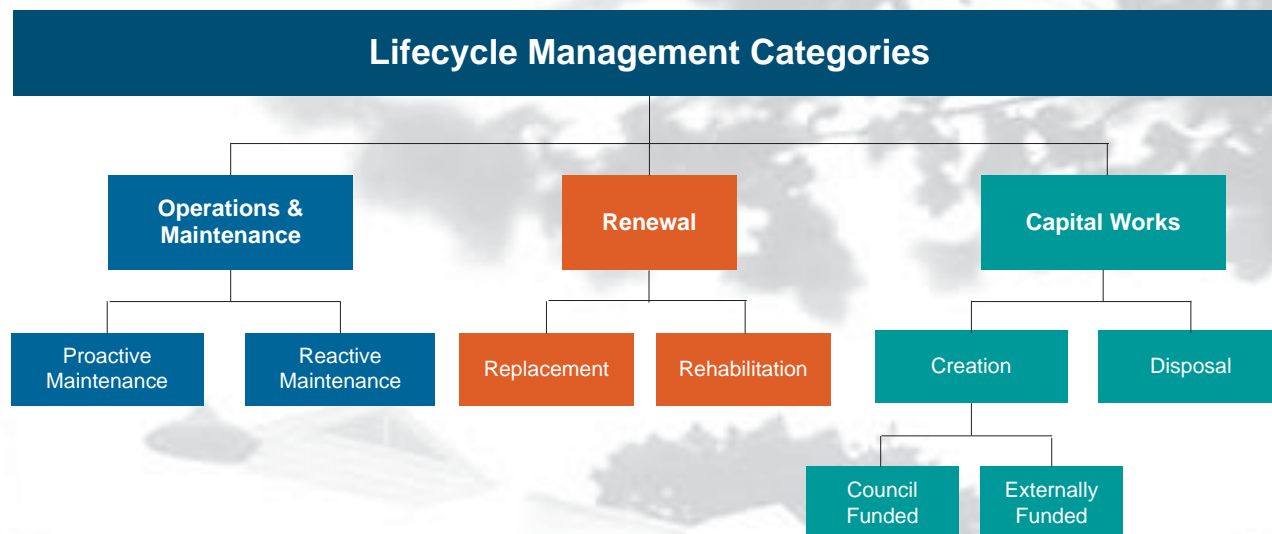
Disposal

Disposal is the retirement or sale of assets whether surplus or superseded by new or improved systems. Assets may become surplus to requirements for any of the following reasons:

- Under utilisation
- Obsolescence
- Provision exceeds required level of service
- Assets replaced before its predicted economic life
- Uneconomic to upgrade or operate
- Policy changes that result, for example, in a reductions in levels of service



Figure 3: Operations Lifecycle Management Categories



Operations Activity Overview

The Operations Activity oversees the management of seven-day libraries, gallery and museum services; ensures appropriate stewardship of nationally-important collections; works closely with key central Government departments; and supports achievement of all Council's strategic outcomes through a combination of direct delivery and collaboration with community agencies and organisations.

Key Issues & Strategies

The key issues relating to the management and ownership of the Cultural Facilities function of the Operations Activity pertain to safe accommodation; stewardship of collections of significance; decentralisation of services into neighbourhood hubs; increasing digital delivery of services; and the preservation of digital assets.

Table 2: Operations Key Issues & Strategies

Asset Type	Key Issue	Strategies to Address Key Issues
Library	<ul style="list-style-type: none">Replacement of mobile library vehicle in the most cost-effective mannerImproving delivery to under-served communities while keeping costs within boundsEnsuring collections are matched to customer demandPotential disruptive effect of technological changes	<ul style="list-style-type: none">Solutions costed and in Ten Year PlanEstablish library hubs in partnership with suitable organisations)Improve analysis of customer activity and act on resultsRetaining collections budget at current level
Sarjeant Gallery Te Whare o Rehua Whanganui	<ul style="list-style-type: none">Ensuring a timely start to the construction phase of the Sarjeant Gallery redevelopmentMeet fundraising target deadlines set by Ministry for Culture & Heritage and Lottery Significant Project fundPlanning relocation of collection and staff from 38 Taupo Quay to Pukenua Queens ParkPlanning and logistics for opening events and exhibition seasons	<ul style="list-style-type: none">Resource Co-ordination Partnership (RCP) has been found and retained to provide procurement services, as well as design management, to enable a practical start to the construction processThe funding requirements for both central government entities have been satisfied by Council resolving to underwrite the fundraising shortfall before the proposed target date. Funds remaining to be raised will be achieved through to the end of the build process, via the Revenue Generation StrategyOnce RCP have provided a timeline for the build staff will develop plans for decanting of the collection to Pukenua Queens Park as well as events and public programming



Life Cycle Management

Asset Type	Key Issue	Strategies to Address Key Issues
Whanganui War Memorial Centre	<ul style="list-style-type: none"> Ensuring economic benefit to the community and minimising the impact on ratepayers Increasing costs associated with maintaining a historic building 	<ul style="list-style-type: none"> Improvements to pricing structures, contracts, and terms and conditions of hire applicable to all user groups Acquisition and replacement of equipment considered in Long Term Plan Building maintenance schedule
Royal Wanganui Opera House	<ul style="list-style-type: none"> Ensuring economic benefit to the community and minimising the impact on ratepayers Increasing costs associated with maintaining a historic building 	<ul style="list-style-type: none"> Improvements to pricing structures, contracts, and terms and conditions of hire applicable to all user groups Acquisition and replacement of equipment considered in Long Term Plan Building maintenance schedule
i-SITE Visitor Information Centre	<ul style="list-style-type: none"> Challenging global economic environment reducing visitation volume and spend Climate change impacts on tourism activities and possible natural disasters affecting trade Fluctuation in visitor numbers resulting in over or under resourcing the i-SITE 	<ul style="list-style-type: none"> Improvements to added value services offered Improvements in customer service through internal processes, guest feedback, and staff training
NZ Glassworks	<ul style="list-style-type: none"> Marketing of the facility to attract working glass artists from Whanganui and further afield as hirers Sourcing high quality product for the Gallery and meeting sales revenue targets. 	<ul style="list-style-type: none"> NZG Business Plan Developing direct links with glass artists

Asset Summary

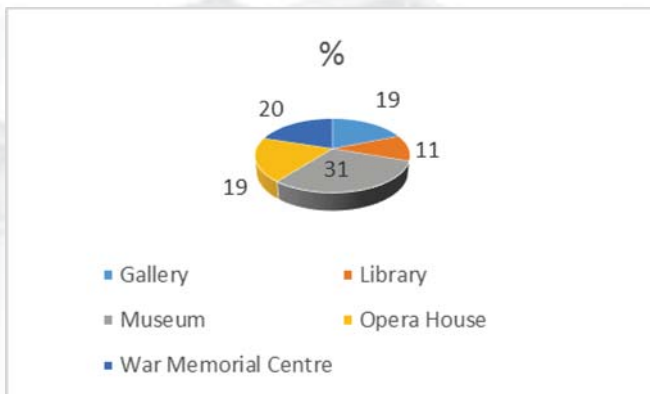
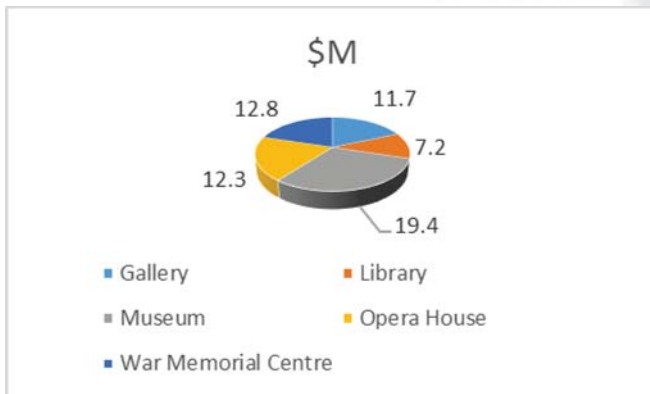
Table 3 below is a summary of the Operations Activity assets currently owned by Whanganui District Council. The Gross Replacement Cost (GRC), Optimised Depreciated Replacement Cost (ODRC), and annual depreciation values are current as at the most recent valuation of June 2017. Depreciation is not calculated at individual building level at this time.

Table 3: Asset Inventory

Asset	Quantity (No.)	Gross Replacement Cost (Building Insurance Replacement value)	Optimised Depreciated Replacement Cost (Building Insurance Indemnity Value)	Annual Depreciation
District Libraries	4	\$7,245,034	\$4,879,486	
Sarjeant Gallery & Tylee Cottage	2	\$11,695,077	\$2,253,708	
Royal Wanganui Opera House	1	\$12,300,138	\$2,890,962	
Whanganui War Memorial Centre	1	\$12,807,116	\$4,397,808	
Whanganui Regional Museum	2	\$19,421,011	\$7,421,254	
i-Site Visitor Information Centre		Leased	Leased	
NZ Glassworks		Leased	Leased	
TOTAL		\$63,468,376	\$21,843,217	



Figure 4: Gross Replacement Cost as at June 2017





Critical Assets

Most definitions of the word “critical” when referring to infrastructure, relate to assets that provide an essential support for economic and social well-being, for public safety and for the functioning of key council responsibilities.

Critical infrastructure asset identification is a core component of the risk management process. The effective identification of critical assets enables protection programs to prioritize asset lists. Detailed risk assessment can then be limited to the key assets, such those whose disruptions could have debilitating impacts on network security, public health and safety or any combination thereof. The following Operations assets have been identified as being critical to the operation of the Operations activity.

Critical Asset's	No. Assets	Reason asset termed “Critical”
Buildings	10	Vital to operate
Computer Applications		Specific to Library and Sarjeant are vital to operate

Asset Management System

Whanganui District Council uses MS Excel and Access software for Property asset management. The Asset Register was developed and customised in-house for WDC and includes functionality for all assets. Core asset information is held in the Asset Register. Information held in these systems includes:

- Asset data collection:
 - Physical attributes
 - Condition
 - Performance
 - Finance
- Data entry
- Updating
- Validation

Council has just purchased AssetFinda as its preferred asset management system. Operations Activity assets will progressively be loaded into this software system.

Data Confidence and Reliability

Table 4 provides the confidence framework (NAMS International Infrastructure Management Manual (IIMM) used to determine the confidence in the asset data used in this AMP.

Table 4: Asset Data - Confidence Grades

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings; for example the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which highly reliable or reliable data is available.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Table 5 below reflects the confidence in the asset data for the Cultural assets.

Table 5: Overall Confidence in Data Currently

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
District Libraries		✓		
Royal Wanganui Opera House			✓	
Sarjeant Gallery & Tylee Cottage			✓	
Whanganui War Memorial Centre		✓		
i-Site Visitor Information Centre			✓	
NZ Glassworks			✓	

Table 6 below provides an indication of the completeness of asset register data that can be used for lifecycle management purposes. It should be noted that data completeness will remain low until such time as an asset hierarchy and registers are compiled for assets.



Table 6: Overall Data Completeness

Asset Type	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
District Libraries								✓		
Royal Wanganui Opera House	✓									
Sarjeant Gallery							✓			
Whanganui War Memorial Centre							✓			
i-SITE Visitor Information Centre	✓									
NZ Glassworks								✓		

Condition Assessment & Results

It is critical that WDC has clear knowledge of the condition of their assets and how they are performing. An asset register including performance and condition assessment data will be compiled which will form the basis for understanding future expenditure patterns and management decisions regarding maintenance, replacement and renewals.

The development and continued use of condition assessment data will allow preparation of verifiable predictive decay curves for particular asset types and hence permit prediction of remaining life.

Assessment & Results

The condition, performance and risk assessment models are presented below. When assessing asset condition, risk is evaluated at individual asset level. A different risk framework to that described in **Section 8: Risk Management** is used in assessing asset performance.

Table 7: Typical Condition Rating Model

Grade	Condition	Description of Condition
1	Very Good	Well maintained – no work required.
2	Good	Slight defects and deterioration – no significant effects
3	Fair	Minor defects – beginning to affect appearance
4	Poor	Significant defects – marked deterioration
5	Very Poor	Serious defects – unacceptable appearance or safety

Table 8 shows the performance assessment criteria

Table 8: Performance Assessment

Grade	Performance	Criteria
1	Fully functional	Assess whether the asset is providing the service for which it was designed e.g. customer and technical levels of service – expectations, needs, and standards.
2	Functional (minor issues)	
3	Functional (increasing issues)	
4	Only partially functional	
5	Non-functional	

Risk evaluation is carried out in accordance with Table 9 When assessing asset condition, risk is evaluated at individual asset level.

A different risk framework to that described in Section 8 is used in assessing asset performance.

Table 9: Risk Assessment

		Short term (less than 10 years)	Medium term (10 to 20 years)	Long term (greater than 20 years)
Likelihood of failure				
1	Very low	5 years plus	10 years plus	20 years plus
2	Low	Within 4 years	Within 7 to 9 years	Within 13 to 19 years
3	Medium	Within 3 years	Within 5 to 6 years	Within 4 to 7 years
4	High	Within 2 years	Within 3 to 4 years	Within 3 years
5	Very high	Within 1 year	Within 2 years	Within 3 years
Consequence of failure				
1	Very low	Assess; repair costs, loss of income, loss of life or injury, health impacts, damage to property, failure to meet statutory requirements etc.		
4	Low			
9	Medium			
16	High			
25	Very high			

Asset Condition

It is critical that Whanganui District Council develop good knowledge of the condition of its assets and how they are performing.

The Council will instigate regular Condition Surveys to ensure that assets are maintained, replaced or developed over the long term to meet required delivery standards and foreseeable future needs at minimal cost.

The assets in Council's cultural collections have an indefinite life, and do not fit within this model.

The condition of each asset group has been analysed and the results are included under the asset sub-sections following. Data held on asset condition will be used to prepare decay curves, revision of effective lives and current valuation.

The average condition grades for Operations assets range from good to very good. This shows that the Operations network is being maintained in a sustainable manner. The condition profiles for WDC's Operations assets are shown in Table 10.



Table 10: Condition Assessment 2017

Asset	Condition (Average)
Libraries	
Memorial Hall	
Royal Wanganui Opera House	
Sarjeant Gallery	
i-Site Visitor Information Centre	
NZ Glassworks	

The reliability of this asset condition assessment data is summarised in Table 11.

Table 11: Condition Data Reliability

Asset Type	Accurate	Minor inaccuracies	50% of data estimated	Significant data estimated	All data estimated
Libraries					✓
Memorial Hall					✓
Opera House					✓
Sarjeant Gallery					✓
i-Site Visitor Information Centre					✓
NZ Glassworks					✓

Asset Valuation

Description of valuation method

The valuation basis is depreciated replacement cost, which is in accordance with generally accepted accounting practice. Replacement cost is the cost of re-building the existing infrastructure using present day technology, but maintaining the originally designed level of service. Assuming present technology ensures that any additional costs of out-dated and expensive methods of construction are not reflected in the valuation.

Replacement cost of the assets has been depreciated on a straight-line basis over their nominal working life. Straight line depreciation has been assessed as the most appropriate method and applied to all assets.

Replacement cost valuations are determined by multiplying asset quantities by market rates per unit of quantity. Estimates for design, supervision, and construction contingency costs are added to yield the final replacement cost valuation.

Effective lives are assessed using a combination of manufacturer's specifications, the NAMS guidelines, industry standards, and expert knowledge held by the relevant Council employees.

Allowance has been made to recognise a minimum remaining life that applies to all assets for the calculation of the minimum depreciated value. In all cases a minimum remaining life of 1 or 5 years has been adopted.

Key assumptions made in preparing valuation

- Average life assigned to asset component meets industry expectations.
- Unit quantities are correct

- Market rates are current
- Life cycle information is accurate
- The component level of the data is sufficient to calculate depreciation separately for those assets which have different useful lives.
- Assumes the benefit of continuity of tenure and rights of existing use.

Any inaccuracies or incompleteness of the asset register will not materially affect the total valuation.

Asset Age

Whanganui's Operations assets have yet to be componentised. This task has been listed in the Improvement Plan for action.

Asset Capacity

As Operations assets are comprised of a number of separate functions, capacity is dealt with on a separate basis.

District Libraries

Sarjeant Gallery

War Memorial Centre

Royal Wanganui Opera House

i-SITE Visitor Information Centre

NZ Glassworks

Asset Reliability (Performance)

District Libraries

Sarjeant Gallery

War Memorial Centre

Royal Wanganui Opera House

i-SITE Visitor Information Centre

NZ Glassworks



Assets Economic Life / Extended Life Concept

The assets in Council's cultural collections have an indefinite life, and do not fit within this model.

The economic life of an asset is described as "The period from the acquisition to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to the physical life; however obsolescence and performance failure will often ensure that the economic life is less than the physical life."

For the purpose of prudent asset management, the economic life (referred to as "Average or Typical Useful Life" – AUL) of each asset is based on inputs from:

- International Infrastructure Management Manual 2011
- New Zealand Infrastructure Asset Valuation and Depreciation Guidelines 2006
- Local Environmental Conditions (location, ground type,
- Local knowledge and experience of each particular asset type
-

These baselines set the AUL default tables which each asset uses. However it is known that the AUL is not the only factor that determines which year replacement should occur. Factors that have a direct influence in the decision are:

- Condition assessment – the physical state of an asset. Condition monitoring from inspections, measurement and interpretation of the resultant data, to indicate the condition of a specific component so as to determine the need for preventative or remedial action.
- Performance assessment – a measure of the ability of the asset to achieve the level of service. Continuous or periodic quantitative or qualitative assessments of the actual performance compared with specific objectives, targets or standards.
- Maintenance Costs – all actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.
- Risk – the effect of events that may compromise the delivery of the organisations strategic objectives.

There are also indirect factors that influence in the decision such as:

- Impact from other asset groups – e.g. Road rebuild that potentially damages or weaken underground pipes during construction or purposeful early replacement to reduce the lifecycle costs of the road.
- Impacts from other sources – early replacement due to required increase in level of service.
- Obsolescence – reduction or stopping the level of service hence asset is no longer required.
- Environmental changes – e.g. ground movement

Based on perfect assumptions around AUL, lifecycle costs associated with operations and maintenance, no environmental changes or impacts from other sources, all assets would be replaced when their age reaches the AUL or in other words in year zero (0). However we know from experience that all assets fall into the replacement range of a bell curve (bC).

If the same numbers of assets finish life at the beginning and the end of the curve – it is assumed that the AUL is correct. However if more assets finish at one end or the other – the AUL must be adjusted according to the following:

- Category 1: if a greater percentage of assets need to be replaced earlier than AUL (the left side of the bC), then the AUL is reduced by the amount that reflects the actual average physical life (based on the direct factors but excluding the indirect factors - unless they are consistently creating a problem).
- Category 2: if a greater percentage don't need to be replaced until later than AUL (on the right side of the bC) and are still in good condition and/or maintaining the required level of service, then the AUL can be increased by the amount that reflects the actual average physical life (based on the direct factors but excluding the indirect factors - unless they are consistently creating a problem).

Until either of the two situations are analysed from a technical base with supporting evidence to support a change in the AUL, we place assets in category 2 into what we call "Extended Life". Extended Life is: assets whose age has surpassed the AUL, but based on acceptable condition, performance and risk assessments, have their life extended by a percentage of AUL.

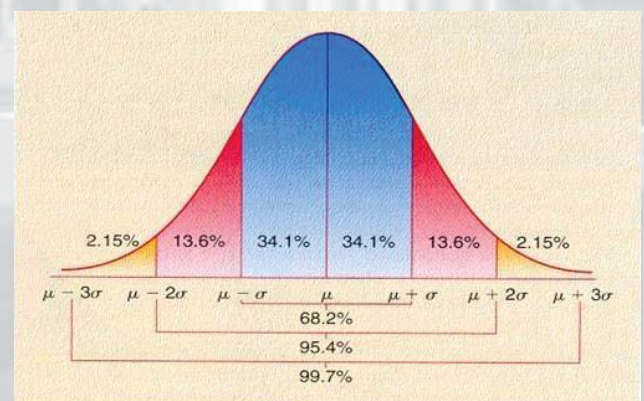
Extended Life = AUL + %increase of AUL (generally based on assets that have condition and /or performance assessments of 2 or 3). This creates a re-accessed zero point for each particular asset.

Once an asset has reached the "extended life", the condition, performance and risk assessment are checked more often. As condition and/or performance reduces from 3 to 4 to 5, or risk increases, this reduces the re-accessed zero point accordingly.

Changing the AUL (up or down) will have a direct effect on the total volume of assets in extended life category in any given period. But changing the AUL will only happen where we have sufficient evidence to support such a change.

Over time however, the volume of assets falling into the extended life category should slowly stabilise as the Average Useful Lives for each asset group are refined.

Asset lives for a population of assets generally conform to a normal distribution.



Replacement of an individual asset may occur anywhere along this distribution. When an asset is newly constructed it is not known whether it will be one of the longer living subset (to the right in the



diagram) or one of the shorter living subset (to the left of the diagram), and so it is assigned an average life which is call 'useful life'. What this means is that if the useful life is, say, 50 years, half of the assets will last longer, but some will last much longer.

Simply because some assets have exceeded the average does not mean that they should be designated as "backlog" or "deferred". Unless there is evidence of poor service, the fact that these assets have lasted beyond the 'mean' life is welcomed. These 'oldie but goody' assets are noted but not included in the infrastructure renewal projections.

We continually monitor our understanding of where the 'mean' of the distribution occurs and change this when we have more evidence. We keep records of when and why an asset is replaced. This puts us in a better position to get our lives 'right' and avoids both overstating the renewal problem and early replacement of assets when there is still much good service value left in them. (and vice versa)

Generic life estimates are a useful starting position because they enable us to quickly populate our databases and establish asset management plans. But we appreciate that these generic lives are likely to differ from actual lives.

We monitor the condition and performance of assets which have exceeded their "average" lives and adjust remaining life estimates where appropriate. We also closely monitor the more important assets (ones that figure predominantly in renewal estimates) or high risk assets (ones with high consequence of failure) and calculate more applicable asset lives.

Extended Life Asset Values as at 2017

Asset Group	No. of Assets	Replacement Value \$

Building Information Modelling

In Whanganui, meaningful information on asset criticality, asset condition and asset performance has been lacking. This hampers effective decision making during critical asset management planning processes. Council decided the best way to address the information gap was to develop a detailed asset performance and asset condition assessment plan as well as a set of models for infrastructure networks.

The definition of Building Information Modelling is as follow:

"It involves creating a model with real life attributes within a computer and sharing that information to optimise the design, construction and operation of that asset. Used well, BIM can add value over the whole life of a built asset."

The importance of BIMs in asset management planning appears to be gaining stronger emphasis.

Specific risks to the project were the long time span and WDC's high debt and limited capital budgets. There was an urgent need to align existing expenditure programmes with well-informed decision-making that would add the most value over time. It was identified that the issues could be addressed within existing projected budgets, simply by reallocating expenditure priorities to higher risk areas as

opposed to lower risk areas. If this could be achieved, Council's main asset related risks would have been successfully mitigated.

Operations and maintenance budgets can be focused more optimally on critical asset groups to manage risk. Capital budgets can be focused specifically on critical assets at risk within the network, and on new assets that will make a material difference to proposed changes in Levels of Service. Overall, the Asset Management Plan becomes a much more useful and formidable document with every dollar planned to be spent in areas where it will offer the most value for money.

It was also shown that using this method in a risk based modelling manner does not necessarily forecast large increases in budgets and deferred expenditure as with the age-based models, but rather allows for re-allocation of existing budgets – essentially leaving the budgeted amount unchanged.

Impacts on asset management planning included;

- Existing levels of service can be much better defined and quantified, and aligned with organisational visions and strategies. Proposed changes to levels of service (for growth or otherwise) can be planned more accurately, with greater confidence in its costings and forecast performance within the networks.
- Growth and Demand requirements and its impact on networks can be analysed, providing greater confidence in investment expenditure plans.
- Environmental impacts can be quantified and the expenditure to mitigate these impacts can be justified beyond any reasonable doubt.
- Risks to service delivery is well understood, quantified and mitigated within existing budgets, without having to increase levels of expenditure – but rather reallocating budgets where the most risk lies.
- Lifecycle management of assets can be informed more proactively with condition survey analysis arising from the modelling, which would have previously only focused on age-related assets as opposed to risk related priorities.
- Operations and maintenance budgets can be focused more optimally on critical asset groups to manage risk.
- Capital budgets can be focused specifically on critical assets at risk within the network, and on new assets that will make a marked difference to planned changes in levels of service.

Maintenance Overview

Maintenance Planning

The life of any system structure is determined in part by such factors as the materials of construction, the design engineer, the contract specifications, and the facility's location and cost. But the major contributor to an effective life span is more often than not a well developed and implemented maintenance program that keeps assets running and buildings and structures sound. Without proper maintenance, the usable life of any asset is logically much shorter than its design life.

All assets should have some kind of maintenance program in place. In many instances, however, maintenance amounts to repairing assets that has broken down, or abandoning it and replacing it with new assets. Breakdown maintenance is far removed from what is considered good maintenance practice.



A good maintenance program will extend asset life and reduce breakdowns. But regardless of how intensive such a program is, sooner or later assets will break down. If preventive maintenance is planned and carried out, however, such occasional breakdowns will be few and far between.

There are important benefits, other than the prevention of breakdowns that a maintenance program will generate. In many instances, these hidden results are not necessarily associated with maintenance, but are recognized for improving general operations. A good program will ensure

- routine inspection of assets;
- periodic calibration and adjustments;
- development of a long term overhaul/outage program;
- better scheduling and utilization of personnel;
- reduced requirement for emergency repairs;
- better coordination between departments, especially if equipment is shared;
- improved knowledge and understanding of assets;

The bottom line of any maintenance program is that it can be one of the most economical tools available for achieving a cost-effective operation.

Maintenance Frequency

The frequency at which an asset or machine should be maintained is governed by its type, location, the hours it runs, and the type or level of maintenance to be accomplished. Two types of maintenance have to be considered - routine and scheduled. Routine maintenance comprises the periodic inspections and tests performed on assets at regular intervals. Time for even routine maintenance has a cost, and the more efficiently the tasks are organized, the better the program will be and the potential for breakdowns will be less.

Scheduled maintenance also is carried out on a time basis, but not a daily, weekly, or other timed schedule. Instead, it can be defined as the systematic and periodic removal from service of an asset for the replacement of parts, or for reconditioning and overhaul. The time cycle is based on wear and the expected life cycle of the assets individual components. An advantage of scheduled maintenance is that assets can be removed from service during off-peak operations when it is not needed, and more time can be devoted to thorough inspection.

A preventive maintenance program is a product of careful thought and contains much detail. Every cultural facility is different and requires a site-specific approach to how maintenance should be undertaken. The skill level of the maintenance personnel, the complexity of the equipment, and many other factors all influence the development of a program and its ultimate success.



Service Delivery

Note that specialist contractors that support the maintenance of cultural collections are not listed. Digital services (APNK, Kotui, Recollect, Overdrive) are similarly not included below.

A variety of service providers have service delivery contracts with Whanganui District Council to deliver maintenance related services to the Cultural Facilities buildings. These are as follows:

Table 12: Service Delivery Contracts

Cultural Facility	Type of Maintenance Work	Current Contractor	Contract Responsiveness Requirements
War Memorial Centre	Electrical	A. Barnes	Reactive
	Fire alarm	Wanganui Electrical	Monthly
	Lift	Otis Elevators	6 -8 weeks
	Emergency Lighting	A. Barnes	Monthly
	Plumbing and Drainage	G. Bull	Reactive
Royal Wanganui Opera House	Electrical	A. Barnes	Reactive
	Fire and Sprinkler	Wormalds	Monthly
	Emergency Lighting	A Barnes	Monthly
	Plumbing and Drainage	G. Bull	Reactive
District Libraries	Electrical	A. Barnes	Reactive
	Fire and Security	Richdales	Monthly
	Auto doors	JR Electric	Quarterly
	Plumbing and Drainage	G. Bull	Reactive
Sarjeant Gallery Te Whare o Rehua Whanganui	Electrical	A. Barnes	Reactive
	Fire and Security	Richdales	Monthly
	Plumbing and Drainage	G. Bull	Reactive



Libraries

Key Issues

Some of the key life cycle management issues that affect the library assets are set out in the following table.

Table 13: Key Issues

Key Issue	Strategies to Address Key Issues
<ul style="list-style-type: none"> Replacement of mobile library vehicle in the most cost-effective manner 	<ul style="list-style-type: none"> Solutions costed and in Ten Year Plan
<ul style="list-style-type: none"> Improving delivery to under-served communities while keeping costs within bounds 	<ul style="list-style-type: none"> Establish library hubs in partnership with suitable organisations)
<ul style="list-style-type: none"> Ensuring collections are matched to customer demand 	<ul style="list-style-type: none"> Improve analysis of customer activity and act on results
<ul style="list-style-type: none"> Potential disruptive effect of technological changes 	<ul style="list-style-type: none"> Retaining collections budget at current level

Assumptions & Confidence Levels

- Demand for library services will continue at or above current levels, based on Library use metrics.
- The Whanganui community will continue to require a library service. Provision of libraries is a core function of WDC under the Local Government Act.
- Demand for and use of neighbourhood delivery of services will continue to grow.
- That the provision of access to, digital resources will grow as an element of the Library's collections.
- Delivery of neighbourhood services will increasingly be in partnership with other organisations and agencies (local, regional and national).



Asset Description

Table 14: Asset Information & Values

Asset	Collection Size (number of items)	GRC – 2017 Valuation (\$)	Base Life	Remaining Life	ODRC – 2017 Valuation (\$)	2017 Annual Depreciation (\$)
Davis Central Library Building		\$7,500,000			\$5,500,000	
Lending Book Collection	114,098	\$7,564,000 (est)				
Alexander Heritage & Research Library Building		n/a???				
Heritage and Research Collection	11,131	\$2,000,000(est)**	n/a	n/a	n/a	
Mobile Library	n/a	\$400,000 (est)	10 years	8 years	n/k	
Gonville Café Library	n/a	\$250,000##				
Library Art Work	n/a					
TOTALS		\$17,714,000			\$5,500,000	



Gross Replacement Cost & Annual Depreciation

The figures below show the GRC and annual depreciation costs for the Library assets.

Figure 5: GRC - Library assets

To be completed as part of the Improvement Plan when register is available.

The Gross Replacement Cost (GRC) comes from the 2017 asset valuation, which is based on the replacement approach to valuation.

Base life vs. Useful Remaining Life

To be completed as part of the Improvement Plan when register is available.

Figure 6: Base Life vs Average Remaining Life

To be completed as part of the Improvement Plan when register is available.

Condition Assessment & Results

Figure 7: Condition Assessments for Library Assets

To be completed as part of the Improvement Plan when register is available.

Operations & Maintenance Plan

Maintenance needs are derived through the following inspection programme:

- Condition surveys
- Maintenance programmes in place for fire systems

Table 17 sets out the projected maintenance expenditure for the WDC Library assets for the next 30 years.

Details of projected planned Library maintenance expenditures are shown in Table 16:

Table 16: Details of Library Maintenance

Year	Expenditure \$000	Maintenance details
2018/19	5	Alexander Repairs and Maintenance
	6	Davis Repairs and Maintenance
	31	Davis Planned Maintenance
2019/20	5	Alexander Repairs and Maintenance
	110	Alexander Planned Maintenance
	6	Davis Repairs and Maintenance
2020/21	3	Davis Planned Maintenance
	5	Alexander Repairs and Maintenance
	3	Alexander Planned Maintenance
	6	Davis Repairs and Maintenance

Deferred Maintenance

Levels of deferred maintenance for the Davis, Alexander or Mobile Libraries have yet to be identified. This needs to be completed once the asset condition surveys have been completed.

Historical Operating and Maintenance Expenditure

Table 15 below summarises the operating and maintenance expenditure for the Library activity over the last 4 years. The operation and maintenance costs include:

- Cleaning, maintenance and contractors.
- Staff costs
- Equipment

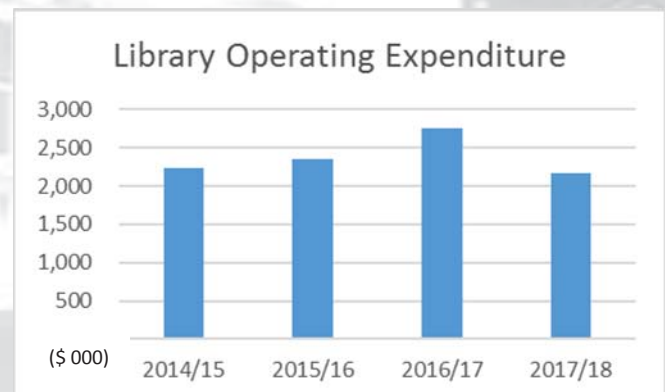
The Property Group are involved with the Library Activity Manager in the planning of service contracts (OPEX) to maintain the building, as well as the planning and project management of CAPEX projects related to the fabric of the building.

Projected Maintenance Expenditure

Table 15: Historical Operating and Maintenance Expenditure for WDC Libraries (\$000)

2014/15	2015/16	2016/17	2017/18
2,236	2,345	2,755	2,160

Figure 8: Historical Operating and Maintenance Expenditure for WDC Libraries





2021/22	3	Davis Planned Maintenance
	5	Alexander Repairs and Maintenance
	10	Alexander Planned Maintenance
	6	Davis Repairs and Maintenance
2022/23	6	Davis Planned Maintenance
	5	Alexander Repairs and Maintenance
	6	Davis Repairs and Maintenance
	3	Davis Planned Maintenance
2023/24	5	Alexander Repairs and Maintenance
	6	Davis Repairs and Maintenance
	3	Davis Planned Maintenance
	5	Alexander Repairs and Maintenance
2024/25	40	Alexander Planned Maintenance
	6	Davis Repairs and Maintenance
	6	Davis Planned Maintenance
	5	Alexander Repairs and Maintenance
2025/26	6	Davis Repairs and Maintenance
	3	Davis Planned Maintenance
	5	Alexander Repairs and Maintenance
	6	Davis Repairs and Maintenance
2026/27	64	Davis Planned Maintenance
	6	Davis Repairs and Maintenance
	5	Alexander Repairs and Maintenance
	6	Davis Repairs and Maintenance
2027/28	6	Davis Planned Maintenance
	6	Davis Repairs and Maintenance
	25	Alexander Repairs and Maintenance
	77	Alexander Planned Maintenance
2028 – 2033	30	Davis Repairs and Maintenance
	138	Davis Planned Maintenance
	25	Alexander Repairs and Maintenance
	40	Alexander Planned Maintenance
2033 – 2038	30	Davis Repairs and Maintenance
	8	Davis Planned Maintenance
	25	Alexander Repairs and Maintenance
	123	Alexander Planned Maintenance
2038 – 2043	30	Davis Repairs and Maintenance
	141	Davis Planned Maintenance
	25	Alexander Repairs and Maintenance
	40	Alexander Planned Maintenance
2043 - 2048	30	Davis Repairs and Maintenance
	82	Davis Planned Maintenance
	25	Alexander Repairs and Maintenance
	40	Alexander Planned Maintenance

Table 18 sets out the projected operational expenditure for the Library assets for the next 30 years.

Replacement and Capital Works Plan

The overall Levels of Service objective is to steadily renew assets considering the following:

- The need to provide work space for staff and resources that enable Council work to be undertaken
- The storage and shelf space available to house book stock

Replacements are reviewed regularly, with any deferred work re-prioritised alongside new replacement projects, and a revised programme is established where required. The effectiveness of projected 30 year replacement expenditure in Table 19 will be improved as data confidence, accuracy and asset condition assessments are updated.

Capital works are generally initiated through triggers such as growth, levels of service, regulatory requirements or operational efficiency.

Table 19 below summarises the projected capital works to be undertaken over the next 30 years. No level of service improvements are planned at WDC Libraries over the 30 year period. More detail on funding sources for these projects is outlined in Section 11 Projects & Financial Forecasts.



Disposal Plan

There are no Library assets programmed to be disposed of at this time.





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Overview

To undertake a sustainable, long-term approach to asset management, it is essential to prepare long-term financial forecasts. This provides a long term view of how the assets will be managed, how much this will cost and when additional funding may be required to meet expected service levels.

Asset management planning translates the physical aspects of planned operational, maintenance, renewal and new works into financial terms.

The Operations activity is funded from a combination of general rates, grant income, and user fees.

Capital expenditure programmed for the 30 year period totals **\$34.2M, ranging from \$0.3M to \$5.4M per annum** over the 30 year period.

Operations and maintenance expenditure is expected to range to approximately **\$4.6M to 11.0M per annum**. (This excludes salaries, debt servicing and Council overheads).

In some cases it may be prudent management to accelerate the replacement of larger assets that may affect interest costs. The negative impacts would be at least partially offset by other assets lasting longer than estimated.

Note: update totals once Infrastructure Strategy and LTP adopted

Expenditure Categories

Expenditure on Operations assets can be categorised into four main areas:

- Operating expenses,
- Maintenance,
- Capital acquisitions, and
- Capital replacements (Renewals).

These are discussed below:

Operating expenses

Operating expenditures are those costs where the benefits are used within one year. Operating expenditure can be funded by grants and subsidies, interest income and user charges. If these sources of revenue are available or if insufficient then the default funding source for operating expenditure is rates.

Maintenance

Maintenance costs are generally subdivided into three groups, these are described in Table 1. Maintenance is included in total operating expenses.

Table 1: Maintenance Types

Maintenance Type	General Meaning
Routine	Day to day maintenance which is required on an ongoing basis and is budgeted for.
Proactive (Planned)	Non day-to-day maintenance is identified in advance and is incorporated into a maintenance budget for a certain time period.

Reactive

Maintenance that is unexpected and necessary to attend to immediately to continue operation of the service.

Capital Works

Capital expenditure arises when the benefits derived are for longer than the current year. People in future years will continue to receive the benefit of the expenditure and should pay towards that cost. This is achieved through capitalising the cost and therefore recognising it as an asset. The cost is then charged to current and future users through a depreciation charge. Capital expenditure is divided into acquisition and replacement / renewal expenditure.

Capital Acquisitions

Capital acquisitions involve the creation of new assets, or works, which upgrade or improve an existing asset beyond its current capacity or performance in response to changes in usage or customer expectations. New capital expenditure is funded by loans and an annual interest charge is allocated to operating expenditure.

Renewal Capital (Replacements)

Renewal expenditure includes rehabilitation and replacement of assets to restore an asset to its original level of service, i.e. capacity or the required condition. Renewals expenditure forecasts cover the cost of asset renewal through its whole lifecycle through to disposal of the asset. Renewal capital expenditure is funded from rate funds or loans with an annual interest charge allocated to operating expenditure.

Disposals

Disposal of assets refers to decommissioning, whether by sale, demolition or relocation. A key component of an asset management plan is the identification and disposal of surplus assets. Assets may become surplus to requirements due to obsolescence, under utilisation, changes in policy etc.

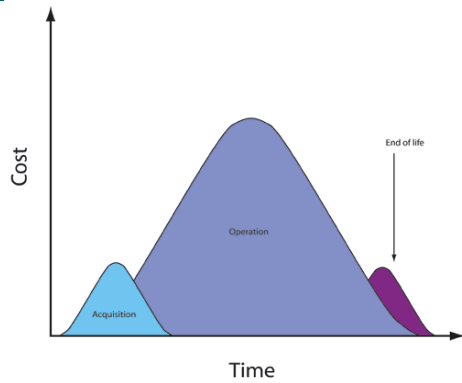
Lifecycle Costing

The cost of ownership of an asset or service is incurred throughout its whole life and does not all occur at the point of acquisition. The graph below gives an example of a spend profile showing how the costs vary with time. In some instance the disposal cost will be negative because the item will have a resale value whilst for other procurements the disposal, termination or replacement cost is extremely high and must be taken into account at the planning stage.



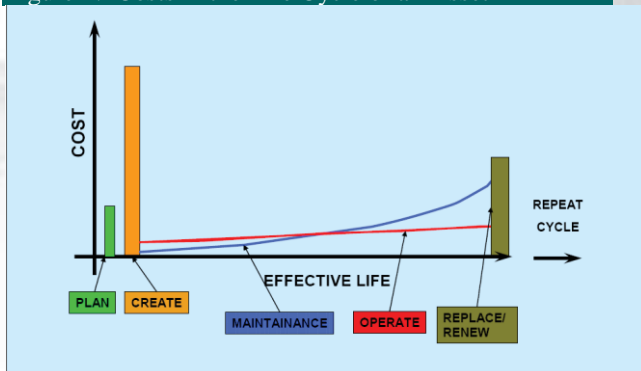
Projects & Financial Forecasts

Figure 1: Lifecycle Cost Expenditure Profile



Lifecycle costing (LCC) is a process to determine the sum of all the costs associated with an asset or part thereof, including acquisition, installation, operation, maintenance, refurbishment disposal costs. It is therefore pivotal to the asset management process.

Figure 2: Costs in the Life Cycle of an Asset





Summary Financial Forecast

The tables below contains the Operations Group Statement of financial performance, which incorporates the projected income and funding sources to fund operational, renewal and capital expenditure for the next 30 years (2018/19 – 2047/48).

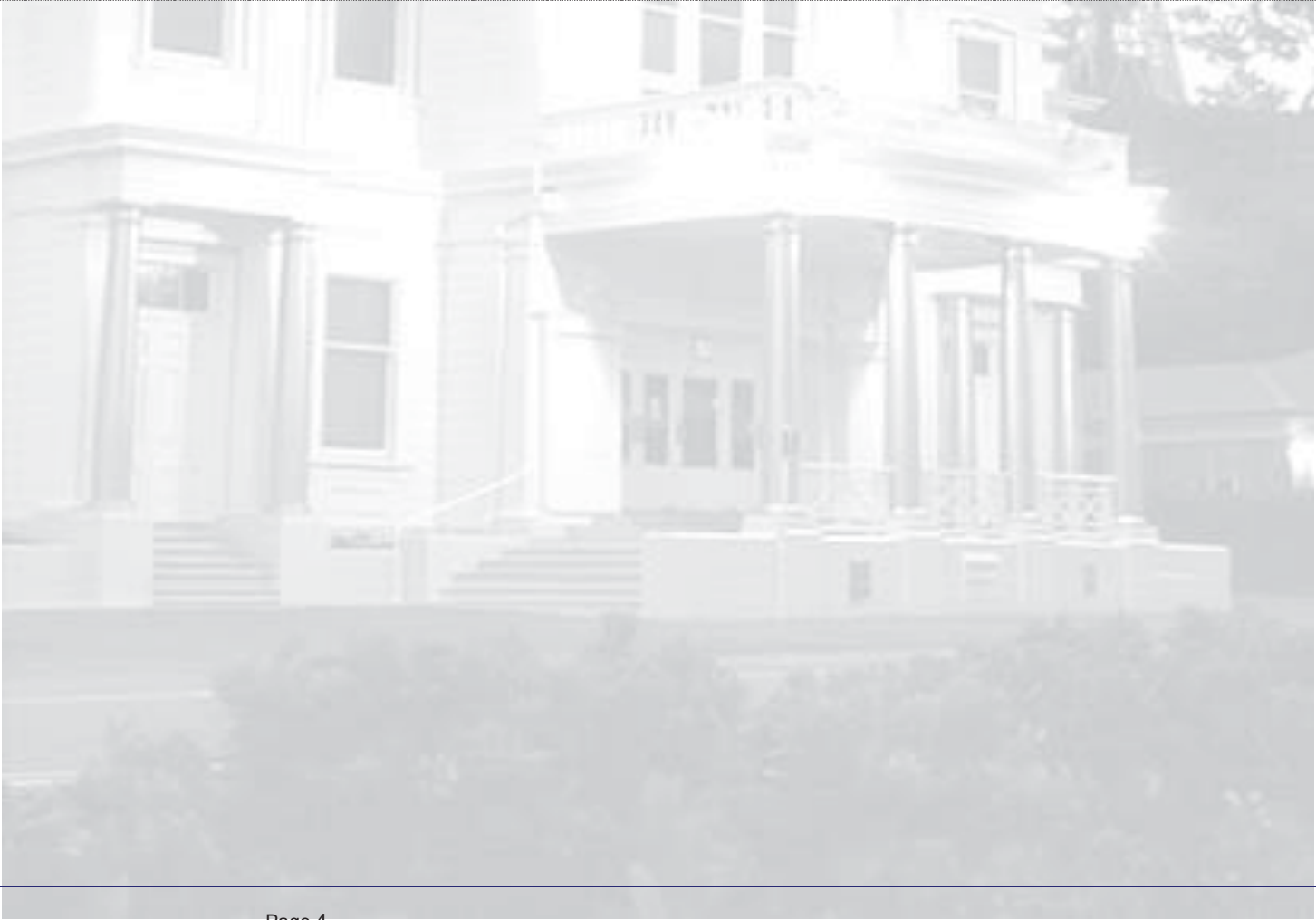
Table 2: Statement of Financial Performance

Operating Statement			Forecast for the Financial Year Ending June																											
	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048
	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'
Income																														
Rates	481	521	489	506	510	509	530	568	569	568	532	452	405	401	413	486	390	483	406	376	495	418	353	362	332	(565)	113	300	260	270
User fees and other income	51	53	56	58	61	64	67	70	73	77	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Royal Wanganui Opera House Total Income	531	574	545	564	571	573	597	638	642	645	532	452	405	401	413	486	390	483	406	376	495	418	353	362	332	(565)	113	300	260	270
Rates	2,495	2,611	2,673	2,697	2,737	2,810	2,910	2,933	3,087	3,076	2,578	2,546	2,500	2,364	2,440	2,486	2,363	2,303	2,475	2,283	2,232	2,325	2,292	2,045	1,656	(3,633)	898	1,614	1,900	1,854
User fees and other income	358	210	214	219	197	201	206	246	217	222	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Libraries Total Income	2,853	2,821	2,887	2,916	2,934	3,011	3,116	3,179	3,303	3,298	2,578	2,546	2,500	2,364	2,440	2,486	2,363	2,303	2,475	2,283	2,232	2,325	2,292	2,045	1,656	(3,633)	898	1,614	1,900	1,854
Rates	1,914	1,956	2,339	2,455	2,330	2,348	2,423	2,430	2,496	2,545	1,557	1,544	1,503	1,473	1,525	1,541	1,418	1,405	1,380	1,362	1,301	1,249	1,167	1,050	533	(7,133)	(735)	364	615	738
User fees and other income	12,733	8,361	8,556	204	209	214	219	225	230	237	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sarjeant Gallery Total Income	14,647	10,317	10,894	2,660	2,539	2,562	2,642	2,655	2,726	2,782	1,557	1,544	1,503	1,473	1,525	1,541	1,418	1,405	1,380	1,362	1,301	1,249	1,167	1,050	533	(7,133)	(735)	364	615	738
Rates	584	666	642	678	597	754	642	655	630	690	700	527	499	486	473	513	439	430	423	450	595	396	358	286	75	(2,501)	(340)	(2)	83	166
User fees and other income	68	141	148	154	161	169	177	185	192	200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Whanganui War Memorial Centre Total Income	651	808	790	831	759	923	820	840	822	891	700	527	499	486	473	513	439	430	423	450	595	396	358	286	75	(2,501)	(340)	(2)	83	166
Rates	459	471	480	485	496	509	518	530	549	558	462	477	480	487	526	549	523	538	546	562	573	582	596	609	625	631	652	664	678	701
User fees and other income	83	85	87	89	92	94	96	99	102	105	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
i-Site Visitor Information Center	542	556	567	574	588	603	614	629	651	662	462	477	480	487	526	549	523	538	546	562	573	582	596	609	625	631	652	664	678	701
Rates	131	125	118	110	106	99	91	84	78	65	215	220	220	203	219	229	218	225	228	235	239	243	249	255	262	264	273	279	285	294
User fees and other income	358	378	395	412	432	452	475	499	526	555	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NZ Glassworks	489	503	513	522	537	552	565	583	604	620	215	220	220	203	219	229	218	225	228	235	239	243	249	255	262	264	273	279	285	294
Total Operating Income	19,714	15,578	16,196	8,067	7,927	8,224	8,354	8,524	8,748	8,899	6,044	5,766	5,609	5,412	5,596	5,804	5,352	5,385	5,458	5,268	5,435	5,213	5,015	4,607	3,482	(12,937)	862	3,219	3,821	4,024
Expenditure																														
Operating costs	115	121	121	125	130	131	135	151	143	148	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Maintenance	116	112	32	37	22	17	22	66	17	22	118	50	20	15	15	65	15	79	35	15	114	55	15	15	65	15	15	69	15	15
Salaries and wages	163	179	182	204	209	227	232	260	266	274	175	175	175	175	175	175	175	175	175	175	175	175	175	175	175	175	175	175	175	175
Finance costs	38	43	41	39	37	34	31	29	27	24	20	17	20	24	20	16	13	9	4	()	(6)	(14)	(24)	(41)	(108)	(949)	(266)	(144)	(117)	(108)
Council overhead	108	114	97	100	101	104	105	123	116	117	120	105	91	87	103	129	87	104	91	86	113	96	86	87	99	94	89	100	87	88
Royal Wanganui Opera House Total Expenditure	539	569	474	506	500	513	525	628	570	585	472	387	346	341	353	426	330	407	346	316	435	353	293	276	272	(625)	53	240	200	210
Operating costs	341	356	362	371	379	389	410	409	445	432	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84
Maintenance	47	130	23	32	20	20	102	20	142	22	132	76	17	22	12	14	52	12	75	12	12	124	135	22	14	15	52	14	73	12
Salaries and wages	1,369	1,399	1,430	1,461	1,495	1,529	1,566	1,605	1,647	1,691	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	
Finance costs	64	69	70	64	57	54	51	42	40	38	27	16	4	(8)	(21)	(35)	(49)	(66)	(84)	(107)	(134)	(172)	(225)	(326)	(757)	(6,049)	(1,573)	(798)	(620)	(549)
Council overhead	379	417	392	387	402	411	431	427	480	449	459	463	409	393	493	550	404	400	403	389	398	416	417	393	392	435	416	391	406	398
Libraries Total Expenditure	2,200	2,371	2,276	2,316	2,353	2,402	2,560	2,503	2,753	2,633	2,070	2,006	1,882	1,860	1,936	1,982	1,859	1,799	1,846	1,747	1,728	1,821	1,779	1,541	1,101	(4,146)	347	1,060	1,311	1,313
Operating costs	775	742	1,052	955	738	757	788	799	823	861	147	147	147	147	147	147	147	147	147	147	147	147	147	147	147	147	147	147	147	147
Maintenance	25	25	103	53	55	53	53	63	72	75	23	13	13	13	15	13	13	13	26	25	13	13	13	34	15	23	13	13	13	25
Salaries and wages	815	833	1,159	971	993	1,016	1,040	1,066	1,094	1,124	815	815	815	815	815	815	815	815	815	815	815	815	815	815	815	815	815	815	815	815
Finance costs	80	75	99	122	111	98	84	70	56	41	25	10	(6)	(23																



Projects & Financial Forecasts

	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048
	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'
Sarjeant Gallery Total Expenditure	2,047	2,034	2,904	2,510	2,278	2,312	2,358	2,405	2,476	2,532	1,307	1,291	1,250	1,223	1,275	1,291	1,168	1,149	1,130	1,099	1,051	992	914	800	158	(7,383)	(991)	110	365	488
Operating costs	93	124	124	127	139	138	143	154	154	166	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31	31
Maintenance	206	75	51	48	48	51	67	48	53	88	162	30	19	17	3	34	2	3	8	41	168	27	20	3	0	0	30	0	2	44
Salaries and wages	162	165	169	190	195	212	217	244	250	257	162	162	162	162	162	162	162	162	162	162	162	162	162	162	162	162	162	162	162	162
Finance costs	94	131	128	125	118	110	102	95	87	79	70	62	53	45	36	26	16	6	(6)	(20)	(36)	(57)	(86)	(137)	(345)	(2,926)	(799)	(422)	(339)	(309)
Council overhead	122	105	98	100	105	109	112	117	122	130	126	93	84	82	92	110	78	79	79	87	121	84	82	78	77	83	87	77	78	89
Whanganui War Memorial Centre Total Expenditure	676	599	570	590	603	619	641	657	666	720	550	377	349	336	323	363	289	280	273	300	445	246	208	136	(75)	(2,651)	(490)	(152)	(67)	16
Operating costs	147	150	155	158	162	168	171	175	182	186	8	9	9	9	9	10	10	10	10	11	11	11	11	12	12	12	12	13	13	13
Maintenance	17	17	17	17	17	17	17	17	17	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries and wages	264	269	275	281	288	294	302	309	317	326	334	342	350	358	367	376	385	394	403	413	423	433	443	454	465	476	487	499	511	523
Finance costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Council overhead	115	120	119	117	121	124	124	128	134	133	120	127	122	120	150	164	129	135	133	138	139	138	141	143	149	143	152	153	154	165
i-Site Visitor Information Total Expenditure	542	556	567	574	588	603	614	629	651	662	462	477	480	487	526	549	523	538	546	562	573	582	596	609	625	631	652	664	678	701
Operating costs	255	263	272	281	290	300	311	322	335	348	4	4	4	4	4	5	5	5	5	5	5	5	5	6	6	6	6	6	6	6
Maintenance	6	6	6	6	6	6	6	6	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Salaries and wages	112	115	117	120	123	126	129	132	135	139	142	146	149	153	156	160	164	168	172	176	180	185	189	194	198	203	208	213	218	223
Finance costs	14	13	12	11	10	9	8	7	6	4	3	2	1																	
Council overhead	81	85	85	84	89	91	92	96	102	103	45	48	46	45	58	64	49	51	51	53	53	53	54	55	57	55	59	59	60	64
NZ Glassworks Total Expenditure	469	483	493	502	517	532	545	563	584	600	195	200	200	203	219	229	218	225	228	235	239	243	249	255	262	264	273	279	285	294
Total Operating Expenditure	6,474	6,612	7,284	6,997	6,839	6,981	7,244	7,385	7,700	7,732	5,056	4,739	4,507	4,448	4,632	4,840	4,388	4,399	4,369	4,259	4,471	4,237	4,039	3,617	2,343	(13,910)	(155)	2,201	2,772	3,023





Projects & Financial Forecasts

Capital Statement	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048
	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'
Capital Funding																														
Transfer from/(to) special funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Loans/(Loans Repaid)	150	0	(60)	(30)	(60)	(60)	(60)	(10)	(60)	(60)	(60)	(60)	150	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)
Royal Wanganui Opera House Capital Funding	150	0	(60)	(30)	(60)	(60)	(60)	(10)	(60)	(60)	(60)	(60)	150	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)	(60)
Transfer from/(to) special funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Loans/(Loans Repaid)	66	116	(109)	(109)	(154)	26	(144)	(184)	106	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)
Libraries Capital Funding	66	116	(109)	(109)	(154)	26	(144)	(184)	106	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)	(184)
Transfer from/(to) special funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Loans/(Loans Repaid)	(100)	(100)	900	(150)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Sarjeant Gallery Capital Funding	(100)	(100)	900	(150)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Transfer from/(to) special funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Loans/(Loans Repaid)	1,438	(150)	0	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
Whanganui War Memorial Centre Capital Funding	1,438	(150)	0	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)	(150)
Transfer from/(to) special funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Loans/(Loans Repaid)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
i-Site Information Center Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer from/(to) special funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Loans/(Loans Repaid)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NZ Glassworks Capital Funding	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Funding	1,534	(154)	711	(459)	(634)	(454)	(624)	(614)	(374)	(664)	(664)	(664)	(454)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)	(644)
Capital Expenditure																														
Acquisitions	25	0	10	0	11	0	11	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renewal capital works	117	5	0	28	0	0	0	0	0	0	0	5	210	0	0	0	0	16	0	0	0	5	0	26	0	0	0	0	0	0
Royal Wanganui Opera House Capital Expenditure	142	5	10	28	11	0	11	0	12	0	0	5	210	0	0	0	0	16	0	0	0	5	0	26	0	0	0	0	0	0
Acquisitions	90	92	94	149	44	45	46	47	108	49	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renewal capital works	629	474	408	342	383	590	366	446	547	432	324	356	434	320	320	320	320	320	445	352	320	320	329	320	370	329	367	371	405	357
Libraries Capital Expenditure	719	566	502	491	427	635	412	492	656	482	324	356	434	320	320	320	320	320	445	352	320	320	329	320	370	329	367	371	405	357
Acquisitions	12,500	8,176	8,886	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Renewal capital works	0	7	4	0	11	0	34	0	0	0	0	3	3	0	0	0	0	6	0	14	0	7	3	0	125	0	6	4	0	0



Sarjeant Gallery Capital Expenditure	12,500	8,183	8,891	0	11	0	34	0	0	0	0	3	3	0	0	0	0	6	0	14	0	7	3	0	125	0	6	4	0	0
Acquisitions	15	41	5	0	5	0	6	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Renewal capital works	1,398	17	214	92	0	154	23	33	0	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Whanganui War Memorial Centre Capital Expenditure	1,413	58	219	92	5	154	29	33	6	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Acquisitions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Renewal capital works	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
i-Site Information Center Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Acquisitions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Renewal capital works	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NZ Glassworks Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Capital Expenditure	14,774	8,813	9,622	611	454	789	486	525	674	503	324	364	647	320	320	320	320	342	445	366	320	332	333	346	495	329	373	375	405	357





Maintenance Planning Operations & Maintenance

Maintenance strategies cover the policies that will determine how the Operations assets will be operated and maintained on a day-to-day basis to consistently achieve the optimum use of the assets. The work categories are defined as follows:

Routine (General) Maintenance

Routine maintenance is the regular ongoing day-to-day work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. This work falls into two broad categories as follows:

Proactive (Planned)

Proactive inspection and maintenance works planned to prevent asset failure.

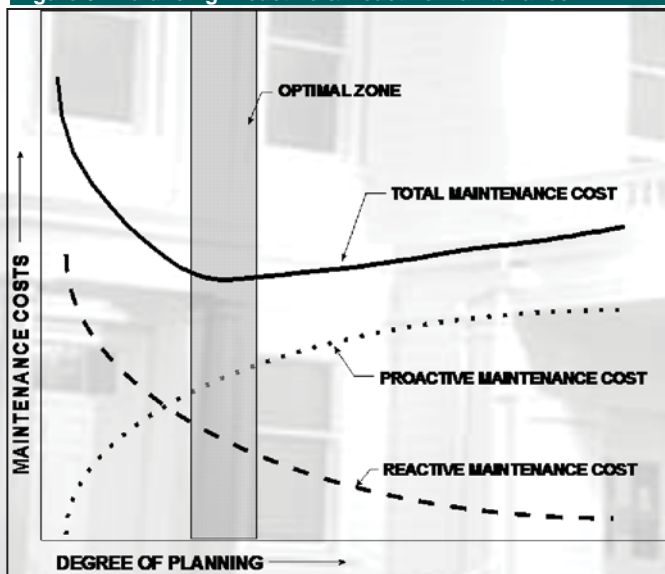
Building washing, gutter cleaning and fire extinguisher maintenance are examples of planned maintenance carried out by Council.

Reactive

Reactive action to correct asset malfunctions and failures occur on an 'as required' basis.

A key element of asset management planning is determining the most cost-effective blend of planned and unplanned maintenance as illustrated in Figure 3.

Figure 3: Balancing Proactive & Reactive Maintenance



The short-term maintenance strategy is intended to maintain the current levels of service standards. The long-term maintenance strategy will be modified to reflect the following factors:

- **Risk of failure** - The risk associated with failure of critical assets
- **Levels of service** - Changes in the current or agreed level of service
- **Economic efficiency** - Asset condition assessment
- **Extend the life** of the asset component - Asset improvements and development programme
- **Legislative compliance** – e.g. requirements of, LGA 2002

Operations & Maintenance Programme

At present an external contractor undertakes maintenance works to Operations building assets.

Maintenance work is a mix of proactive and reactive although there is some cyclic maintenance undertaken.

Operations and Maintenance Forecasts

Anticipated operational and maintenance works required to ensure delivery of the defined levels of service over the next 10 years, include:

- Improve our asset management systems and use this knowledge to improve asset condition data
- Ensure a review of each asset's operational and maintenance requirements on a cyclical basis
- Building washdowns, decoration and general maintenance.



Capital & Renewal Planning

This sub section of the plan covers the creation of new assets or works which upgrade or improve an existing asset beyond its existing capacity or performance in response to changes in usage or customer expectations. These works are either Council initiated or developer initiated.

While Whanganui District Council recognises that asset development and asset replacement can occur simultaneously, it is important to note that the purpose of asset replacement is to prevent a decline in the service potential of the assets.

Asset replacement is concerned with maintaining the condition of the assets and current service levels.

Asset development is concerned with the service improvements, measured by asset performance.

Table 3: Capital Work Drivers

Growth	Any asset development (council funded and development contributions) that is required as a result of growth
Levels of Service	Any asset development that is required as a result of a change in service levels
Legislative	Any asset developed out of legislative requirements
Renewal	Any capital expenditure that restores an existing asset to its original level of service

Investigations, strategies and studies are all considered capital.

Renewal Works

Renewal expenditure is work that restores an existing asset to its original level of service, i.e. capacity or the required condition. These broadly fit into the following work categories as follows:

Rehabilitation

Rehabilitation involves the repair of an existing asset, or asset component. Rehabilitation doesn't provide for a planned increase in the operating capacity or design loading. It is intended to enable the assets to continue to be operated to meet levels of service.

Replacement

Replacement does not provide for a planned increase to the operating capacity or design loading. Some minor increases in capacity may result from the process of replacement, but a substantial improvement is needed before asset development is considered to have occurred.

Renewal Strategy

Renewal strategies provide for the progressive replacement or rehabilitation of individual assets that have reached the end of their useful life. This is managed at a rate that maintains the standard and value of the assets as a whole. This programme must be maintained at adequate levels to maintain current levels of service and the overall quality of assets.

The general strategy is to rehabilitate or replace assets when justified by:

Asset Performance

An asset is renewed where it fails to meet the required level of service. The monitoring of asset reliability, capacity and efficiency during planned maintenance inspections and operational activity

identifies non-performing assets. Indicators of non-performing assets include:

Economics

When it is no longer economic to continue repairing the asset (i.e. the annual cost of repairs exceeds the annualised cost of its renewal). An economic consideration is the co-ordination of renewal works with other planned works such as road reconstruction.

Risk

The risk of failure and associated environmental, public health, financial or social impact justifies proactive action. Where such assets are identified (critical assets), proactive inspection is undertaken to determine asset condition at a frequency appropriate to the risk and rate of asset decay.

Life Cycle

The current lifecycle expectations for the Operations assets are outlined later in this section under 'asset valuation.'

Renewal Works Summary

While many of the smaller replacement (renewal) items are undertaken within maintenance budgets, all major works are programmed as replacement items and are managed in a similar way to new capital works.

The replacement (renewal) programme and expenditure forecast for the next 10 years will need to be improved as asset condition and data confidence improves.

The financial projections for (2018/19- 2047/48) capital projects are summarised in table 4.

Deferrals

Replacement works identified may be deferred if the cost is beyond the community's ability to pay. This can occur when higher priority works are required on other infrastructure assets, there are short-term peaks in expenditure or if an inadequate rating base exists.

When replacement works are deferred, the impact of the deferral on economic inefficiencies and the system's ability to achieve the required levels of service will be assessed. Although the deferral of some replacement works may not impact significantly on short-term operation of assets, repeated deferral will create a liability in the longer term.

New Works (Acquisitions)

New works are the creation of new assets or works, which upgrade or improve an existing asset beyond its existing capacity or performance in response to changes in usage or customer expectations.

New works fall into separate categories as follows:

- **Growth** – Any capital works (council funded or externally funded) that are required as a result of growth
- **Levels of Service** – Any capital works required as a result of an increase in levels of service
- **Legislative** – Any asset developed to meet legislative requirements
- **Vested Assets** – Any assets vested to Council

As required by schedule 10 of the LGA 2002, with respect to Council funded development work, this plan also identifies and differentiates



Projects & Financial Forecasts

between requirements of additional asset capacity in terms of increased demand (e.g. growth) or increase in service levels and standards.

Selection Criteria

In setting the final programme of capital expenditure, projects were subject to council deliberation as part of the LTP process. Asset maintenance and asset renewal projects were given highest priority so the Council can continue to maintain its existing service capacity.

Confidence in the major CAPEX estimates is assessed as follows:

Table 4 – Capital Expenditure Confidence Levels

Major Projects	Confidence

Table 5: WDC Confidence Grading Definitions

Confidence Grade	Label	Description	Data Accuracy
1	Accurate	Data based on reliable documentation	+/- 5%
2	Minor inaccuracies	Minor inaccuracies – data based on supporting documentation	+/- 10%
3	50% of data estimated	50% data estimated – data based on some supporting information	+/- 20%
4	Significant data estimated	Significant data estimated – data based on local knowledge	+/- 30%
5	All data estimated	All data estimated – data based on best guess by experienced person	+/- 40%



Capital & Replacement Forecasts

The tables below contains the replacements and capital expenditure for the next 30 years (2018/19 – 2047/48).

Table 6: Cultural Facilities Capital & Replacements Projects

Capital & Renewal's																																	
		2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	2031/2032	2032/2033	2033/2034	2034/2035	2035/2036	2036/2037	2037/2038	2038/2039	2039/2040	2040/2041	2041/2042	2042/2043	2043/2044	2044/2045	2045/2046	2046/2047	2047/2048	Total 30 – Year	
		\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'	\$000'		
Libraries	Queens Park - Alexander Library - Security System Upgrade	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	6	
	Queens Park - Alexander Library - Emergency Lighting Upgrade	-	-	7	-	-	-	-	-	-	-	-	-	7	-	-	-	-	-	-	-	-	-	7	-	-	-	-	-	-	-	21	
	Queens Park - Alexander Library - HVAC - Rare Books Room	-	-	-	-	-	-	-	-	35	-	-	-	-	-	-	-	-	-	35	-	-	-	-	-	-	-	-	-	35	-	105	
	Queens Park - Alexander Library - Heating Upgrade	-	-	-	-	-	-	-	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	
	Queens Park - Alexander Library - Fire Alarm Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8	
	Queens Park - Alexander Library - Accessibility Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	40	-	-	-	-	-	-	-	-	-	-	-	40	
	Davis Library - Queens Park - Replacement	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	-	-	-	-	18	
	Davis Library - Queens Park - Doors Replacement	-	-	20	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20	-	-	-	-	-	40	
	Davis Library - Queens Park - Customer carparking	-	-	12	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	12	-	-	24	
	Davis Library - Queens Park - Replace Skylights / convert to glass	-	-	-	-	-	-	-	-	-	50	-	-	-	-	-	-	-	-	-	50	-	-	-	-	-	-	-	-	-	50	-	150
	Davis Library - Queens Park - Heating & Power Breakers Upgrade	-	-	-	-	-	-	-	-	-	-	-	4	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	
	Davis Library - Queens Park - Rewire	-	-	-	-	-	-	-	-	-	-	-	-	36	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	36



	Davis Library - Queens Park - Rewindow	-	-	-	-	-	-	-	-	-	-	-	-	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100		
	Davis Library - Queens Park - Roof Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32	-	-	-	-	-	-	-	-	32		
	Davis Library - Queens Park - Roof Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
	Davis Library - Queens Park - Doors Replacement	-	-	-	-	-	39	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	39	-	-	78	
	Davis Library - Queens Park - Upgrade Emergency Lighting	-	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	26	-	-	-	52	
	Davis Library - Queens Park - Replacement Gutters - Internal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37	37		
	Davis Library - Queens Park - Replacement Gutters - External	-	-	-	-	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	-	-	-	-	-	18	
	Davis Library - Queens Park - Accessibility Upgrade	-	-	-	-	22	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22	-	-	-	-	-	-	44	
	Davis Library - Queens Park - Alarm Upgrade	-	21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	21	-	-	-	42	
	Davis Library - Queens Park - Heating Replacement	-	77	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	77	
	Total	719	566	502	491	427	635	412	492	656	482	324	356	434	320	320	320	320	320	445	352	320	320	329	320	370	329	367	371	405	357	
Sarjeant Gallery	Art Gallery - Queens Park - Boiler Replacement	-	32	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	32	
	Art Gallery - Queens Park - Upgrade Emergency Lighting	-	-	4	-	-	-	-	-	-	-	-	-	4	-	-	-	-	-	-	-	-	4	-	-	-	-	-	-	-	12	
	Art Gallery - Queens Park - Rewire	-	-	-	-	-	-	-	11	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11	
	Art Gallery - Queens Park - Replace Front Skylight	-	-	-	-	-	-	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	
	Art Gallery - Queens Park - Roof Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	112	-	-	-	-	-	112	
	Art Gallery - Queens Park -	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4	-	-	-	4	

2018 - 2048 OPERATIONS ASSET MANAGEMENT PLAN
November 2017



Opera House	Opera House - St Hill St - Upgrade HVAC System - Stage 2	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100
	Opera House - St Hill St - Security Upgrade	-	5	-	-	-	-	-	-	-	-	5	-	-	-	-	-	-	-	-	5	-	-	-	-	-	-	-	-	15
	Opera House - St Hill St - Emergency Power upgrade	-	-	-	26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	26	-	-	-	-	-	-	-	-	52
	Opera House - St Hill St - Reseal/Paint Car park	-	-	-	-	-	-	-	-	-	-	10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10
	Opera House - St Hill St - Sprinkler Upgrade	-	-	-	-	-	-	-	-	-	-	-	200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	200
	Opera House - St Hill St - Annex - Roof Replacement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16	-	-	-	-	-	-	-	-	-	-	-	-	16
	Total	142	5	10	28	11	0	11	0	12	0	0	5	210	0	0	0	0	16	0	0	0	5	0	26	0	0	0	0	0
War Memorial Centre	Memorial Hall - Toilet Block - Urinal Upgrade	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	42	-	-	-	42
	Queens Park Memorial Hall - Roof Access & secure Points for Harness	107	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	107
	Queens Park Memorial Hall - Replace Parquet Flooring - Stage 2	157	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	157
	Queens Park Memorial Hall - Rewire	107	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	107
	Queens Park Memorial Hall - Upgrade Water Heating - Backstage	-	-	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	-	-	-	12
	Queens Park Memorial Hall - Replace Parquet Flooring - Stage 1	-	-	157	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	157
	Queens Park Memorial Hall - Mood Lighting in main hall	-	-	-	25	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	25	-	-	-	-	-	-	50
	Queens Park Memorial Hall - Upgrade Water Heating - Public Toilet	-	-	-	6	-	-	-	-	-	-	-	-	-	-	-	-	6	-	-	-	-	-	-	-	-	-	-	-	12
	Queens Park Memorial Hall - Upgrade	-	-	-	-	-	-	-	-	-	-	60	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60
	Queens Park Memorial Hall -	-	-	-	-	-	-	-	-	-	-	6	-	-	-	-	-	-	-	-	6	-	-	-	-	-	-	-	-	12





Disposals

As part of the whole life cycle management of assets, it is vital to consider the costs of asset disposal in the long-term financial forecasts for an asset. The cost of asset disposal is expected to be incorporated within the capital cost of new works, or asset renewals.

Disposal is the retirement or sale of assets whether surplus or superseded by new or improved systems. Assets may become surplus to requirements for any of the following reasons:

- Under utilisation
- Obsolescence
- Provision exceeds required level of service
- Assets replaced before its predicted economic life
- Uneconomic to upgrade or operate
- Policy changes that result, for example, in a reductions in levels of service
- Service provided by other means (e.g. private sector involvement)
- Potential risk of ownership (financial, environmental, legal, social, vandalism).

The development of asset management systems and asset condition data allows better planning for the disposal of assets through rationalisation of the asset stock or when assets become uneconomic to own and operate.

The Council's Collections Policies and the Public Art Strategy set out the criteria and process for disposal of cultural assets.

The Library's lending collection is depreciated over ten years. Surplus items are sold.

Regardless of what eventuates, there will be no change to the levels of service provided by Council.

Asset Valuation

Introduction

Statutory financial reporting requires Whanganui District Council to revalue its fixed assets at least every five years. Due to market tensions the Cultural Facilities assets (collections) are typically being re-valued every 3 years depending on unit rates movements.

An asset valuation is to be used for asset management purposes (calculating long-term asset renewal projections), identifying loss of service potential (depreciation) and for financial reporting purposes.

Accounting Standards

New Zealand International Financial Reporting Standard (NZIAS16) applies to all Operations assets considered in the scope of this valuation for the general purpose of financial reports.

Valuation Terminology

Table 7: Asset Data – Valuation Terminology

	General Meaning
Replacement cost (RC)	The cost of constructing a new fixed asset using the present day technology, and maintaining the original service potential.
Optimised Replacement cost (ORC)	The cost of the modern equivalent asset that would be used to replicate the existing asset. The asset cost is 'optimised' down to allow for surplus capacity or technical obsolescence.

Optimised
Depreciation
Replacement
Cost (ODRC)

The optimised replacement cost after deducting the wear of an asset to reflect the remaining useful life of the asset. Calculated on the gross replacement cost of modern equivalent assets (MEA).

Those facilities able to be valued on a fair value basis, will use market evidence to establish property value. This can result in discrepancies when compared to the replacement costs methodologies.

The assessment of replacement cost and optimised replacement cost (ORC) will be undertaken in accordance with the Financial Reporting Standard (NZIAS16). Once the replacement cost has been established following data capture, the asset is then optimised to factor out over-design, over-capacity and redundant assets. The accumulated depreciation (calculated on a straight line basis) is then deducted.

Valuation Methodology

Collections valuations will take into account the guidelines in *Valuation Guidance for Cultural and Heritage Assets* (NZ Treasury Department, 2002).

Sarjeant Gallery Te Whare o Rehua Whanganui art work valuations are undertaken on a 3 year cycle by professional valuers from Art + Object, Auckland and Christie's, London.

District Library Heritage collections valuation are undertaken by R J Watt & Associates, and are currently scheduled every 3 years.

Public art assets are recorded in a schedule (per the *Public Art Strategy 2010 - 2012*), and are to be valued on a three-yearly cycle at the same time as the Gallery collection.

Digital collections are a growth area, requiring an asset management model that takes into account the specific needs of intangible assets: indefinite lifespan; significant replacement cost of storage medium, costs of data creation, replacement of delivery platform; and the need for long-term preservation.

Digital assets include core business digital data that has an indefinite life, but where the medium (both physical and software) has a limited lifespan. There is a need to plan for regular migration and upgrade.

The valuation basis is usually depreciated replacement cost, which is in accordance with generally accepted accounting practice. Replacement cost is the cost of re-building the existing infrastructure using present day technology, but maintaining the originally designed level of service. Assuming present technology ensures that any additional costs of out dated and expensive methods of construction are not reflected in the valuation. Demolition and disposal costs have been included as required by NZIAS -16.

The following valuation approach will be used:

- Preparation of the valuation categories of replacement, optimisation, and improvement
- Adjustment of asset quantities, materials and techniques to reflect an optimum (least cost) modern equivalent replacement that offers the same level of service as that currently provided
- Calculation of replacement cost by multiplying asset quantities by appropriate unit construction cost and rates and an allowance for other costs (site establishment, professional fees etc.
- Prediction and assignment of remaining useful lives based on existing asset condition and performance
- Depreciated replacement cost is determined by deducting an allowance for depreciation, taking into account age and



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remaining useful life. The optimised depreciated replacement cost has been calculated by using the formula:

$$RC = (RC) (Life - Age) / Life$$

In addition asset registers (quantities, sizes, types, material types, ages, and componentisation) are constantly being updated as asset data is received and to reflect repairs, renewals, disposals and acquisitions. Unit cost information is updated during the valuation to reflect current prices for construction (from recent construction contracts, replacement projects during the year and by indexing. Asset life expectancies are refined based on the increasing level of understanding and experience of asset condition, performance and risk.

The value of the assets has been depreciated on a straight-line basis over their nominal working life. Straight line depreciation has been assessed as the most appropriate method and applied to all assets.

Recent experiences with the Christchurch earthquakes indicates that many local authorities have undervalued infrastructure assets as no allowance has been made for post-disaster inspection, clean up, and, in some cases multi-reinstatement of the same asset. It is anticipated that future valuations will take such factors into account.

District Libraries:

The current asset schedule is available in spreadsheet format - maintained/updated by Markhams Wanganui on behalf of the Library Business Board. Complete asset information is not available at present as a detailed asset register has yet to be developed.

Sarjeant Gallery:

A detailed asset register has not been developed, but the assets will be included in the new AssetFinda system.

War Memorial Centre and Opera House:

Asset information is held in the Cultural Facilities Asset Register on Council's computer network.

Opera House:

Asset information is held in the Cultural Facilities Asset Register on Council's computer network. Separate up-to-date asset registers are maintained by the Friends of the Opera House and the Royal Wanganui Opera House Board for their assets.

Asset Assumptions (Valuation Assumptions)

The assumptions that have been used in the valuation of cultural facilities assets are as follows:

- Cultural assets will vary in value with market movements and changes in exchange rates, but will generally appreciate over time.
- Cultural asset collection items have an indefinite useful life and are not depreciable items.
- Depreciation is by the straight-line method on all property, plant and equipment other than land and collections.
- Average life assigned to asset component meets industry expectations.
- Quantities are correct
- Asset data base is complete
- Market rates are current
- Life cycle information is accurate

- The component level of the data is sufficient to calculate depreciation separately for those assets which have different useful lives
- Assumes the benefit of continuity of tenure and rights of existing use.
- Any inaccuracies or incompleteness of the asset register will not materially affect the total valuation
- Asset Base Life or Total Useful Life have been used as detailed in Table 8. Asset life is based upon estimates of librarians, engineers and valuers.
- The minimum remaining useful life is 1 - 5 years

The base lives of assets used in this valuation are as follows:

Table 8: Current Cultural Facilities Asset Base Lives

Asset Component	Base Life
Sarjeant Gallery Te Wahre o Rehua Whanganui Collection	n/a*
Library Collections, Heritage	n/a*
Library Collections, Lending	10
Public Art	25 - 200
Balustrade - Metal	40
Balustrade - Timber & Metal	40
Bollard - Steel	50
Carpet	15
Ceiling - Concrete	85
Ceiling - Plywood	75
Ceiling - Suspended Panel	40
Chair - Internal	20
Chattels	10
Chattels - Whiteware	10
Door - Alum / Glass	55
Door - Emergency Exit	65
Door - Timber Internal	55
Elect - Main Switch Board	50
Electrical Cable - Portable	60
Electrical Cable & Fittings	60
Equip - Audio Visual	10
Equip - Lifting	30
Equip - Vacuum	6
F&F - Curtains	10



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F&F - Grease Trap	10
F&F - Kitchen Bench - SS	40
F&F - Mirror	20
F&F - Range Hood	60
F&F - Shelving	35
F&F - Toilet Cubicle	25
Fire - Alarm System	18
Fire - Hose Reels	18
Fire Extinguisher	20
Flag Pole	70
Floor - Concrete	100
Floor - Parquet	100
Floor - Timber T & G	75
Foundation - Concrete	100
Framing - Timber	100
Heating	50
Light - Stage	25
Mechanical - Lift	50
Mechanical - Plant	40
Monument - Bronze	200
Piano	85
Plumbing - Handbasin	35
Plumbing - Hot Water Cylinder	35
Plumbing - Pipes and Fittings	50
Plumbing - Toilet	35
Plumbing - Urinal	35
Roof - Bitumat	40
Roof - Copper	30
Roof - Skylight	50
SC - Electrical	50
SC - Stormwater	50
SC - Wastewater	50
SC - Water Supply	50
Screen	20
Service Cabinet	15

Steps - Precast	80
Surface - Concrete	80
Surface - Hotmix	20
Table - Internal	50
Table - Other	20
Wall - Brick	75
Wall - Concrete	100
Wall - Concrete Block	100
Wall - Ornamental	25
Wall - Timber	80
Window - Metal Framed	55
Work Bench	40

Replacement Cost

In future valuations, asset replacement costs will be calculated as:

Replacement Cost (RC) = Unit Rate X Quantity

Optimised Replacement Cost (ORC) = RC x % of Optimisation

Assets have previously and will continue to be depreciated on a straight-line basis (note residual values are not depreciated) to determine the ODRC.

ODRC (Optimised Depreciated Replacement Cost) is calculated as:

ODRC = (ORC-RV) * RUL/(RUL + AGE)+ RV

RV = Residual Value and RUL = Remaining Useful Life

The calculation for annual depreciation used is

Annual Depreciation = (ORC – RV)/(RUL + Age)



Valuation Forecasts

The future value of the Operations assets will depend on capital replacements, acquisitions and the apportioning of cost indices'. A composite index is used for inflation purposes. Indices used are the Capital Good Price Index S2444, Producers Price Index SQNDD0000 and the Labour Cost Index SG53Z9.

Council's intention is to move to an optimised replacement methodology as like replacement may not be sensible or feasible in the event of total destruction of an asset.

Future built asset valuations will be undertaken using the replacement cost valuation method, where effective lives are assessed using a combination of manufacturer's specifications, the NAMS guidelines, industry standards, and expert knowledge held by the relevant Council employees.

An appropriate allowance will be made to recognise a minimum remaining life that applies to all assets for the calculation of the minimum depreciated value. In all cases a minimum remaining life of 1 - 5 years have been adopted.

Policies

Whanganui District Council will adopt the following financial policies in the 2018/2028 LTP.

Table 9: Financial Policies

Policy	Description
Revenue and Financing Policy	The Council has undertaken a review of each individual activity with a view to determining an equitable funding policy. In doing so the Council considered the nature of the service and the benefits and beneficiaries for each service. As part of the consideration process and to form a sound basis for establishing any differential rates, the Council considered how the rates funded activities should be apportioned to different rating groups. The Council uses three generic rating groups for consideration of allocation. Those groups are commercial, farming and residential. As the step between residential and farming is so large the Council has determined that the transition is based on the size of the property and there is an even transition from full residential rate to farming. For the purposes of Council consideration, the residential group includes any property less than three hectares and the farming group any property not a commercial property greater than three hectares.
Funding Impact Statement	The Local Government Act 2002 (LGA) requires the Council to include a funding impact statement in its 10-Year Plan. The information required to be shown in the statement is set out in clause 10 of Schedule 10 of the LGA, together with sections 13 to 19 of the Local Government (Rating) Act 2002.
Liability Management Policy	Council exercises its borrowing powers in accordance with the Local Government Act 2002. Council is able to borrow through a variety of market mechanisms including the issue of stock and registered secured debentures, direct bank borrowing or through accessing the capital markets directly. Council may also use internal funds as a borrowing mechanism.
Investment Policy	This policy applies to any investment made by council with an expected financial return. While an investment may have other objectives that are being met, the distinction between it and other spending is that it will be expected to generate a future flow of funds at a market rate of return.
Development Contributions Policy	The purpose of the development contributions provisions in the Act is to enable territorial authorities to recover from those persons undertaking developments in a fair, equitable, and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term. The Local Government Act 2002 Amendment has introduced new policy requirements.
Significance and Engagement Policy	The Local Government Amendment Act 2002 Amendment Bill No.3 was passed on 29 July 2014. Section 90 of the Act was repealed and replaced with a new section 76AA requiring a Significance and Engagement Policy. The purpose of the policy is to build on the existing Significance policies and to provide clarity about how and when communities can expect to be engaged in decisions – depending on the degree of significance the Council and communities attach to those matters.
Policy on Partnerships between the Council and the Private Sector	This policy only applies to partnerships with the private sector. "Partnership with the private sector" is defined in the Local Government Act 2002 to mean any arrangement or agreement that is entered into between one or more local authorities and one or more persons engaged in business; but does not include: * arrangements or agreements to which the only parties are local authorities or one or more local authorities and one or more council organisations; or * a contract for the supply of goods or services to, or on behalf of, a local authority.

Funding Strategy

Council funds total operating costs from general rates, community facilities rates, targeted rates, user fee subsidies and other revenue. Borrowings and transfers from special funds are used to fund major capital items.

Forecasts of Depreciation

Depreciation is the allocation of the original cost (or valuation) of the asset over its useful life. Depreciation is calculated annually and as such must be funded for from the operational budget for the maintenance of the asset.

The future depreciated value of the Operations assets will depend on capital replacements, acquisitions and the apportioning of cost indices.



Projects & Financial Forecasts

Policy	Description
	<p>(section 107(2) of the LGA)</p> <p>As a consequence, this policy applies to:</p> <ol style="list-style-type: none">1. Arrangements or agreements for provision of grants, loans, guarantees or investments between the Council and persons engaged in business;2. Arrangements or agreements for a venture where the Council participates with a person engaged in business with some joint objective, whether or not that venture also involves the supply of goods or services by the joint venturer to or on behalf of the Council;3. Any agreement with a person engaged in business to form a Council organisation, or any agreement to sell shares in a Council organisation to a person engaged in business (this will be in addition to the requirements of section 56 of the LGA if applicable). <p>But does NOT apply to:</p> <ol style="list-style-type: none">1. Contracts between the Council and its ordinary suppliers of goods and services (for example of office supplies or legal services);2. Contracts for the supply of goods and services between the Council and its agents for undertaking activities of the Council (such as building or maintaining roads);3. Borrowing by the Council and the investment of Council funds purely for financial gain as these transactions will be addressed in the liability management and investment policies respectively;4. Agreements with or grants to community organisations, charitable trusts and other community groups, government departments, not for-profit organisations, other local authorities and council controlled organisations.
Remissions and Postponement Policies	<p><i>Postponement</i> means a delay in the payment of rates. Remissions for rates are available for the following:</p> <ul style="list-style-type: none">• Financial hardship• properties affected by natural calamity• community, sporting and other organisations• penalties• uniform charges on non-contiguous rating units owned by the same owner• rates on properties protected for natural, historic or cultural• conservation purposes
Policy on the Remission and Postponement of Rates on Māori Freehold Land	<p>This policy aims to:</p> <ol style="list-style-type: none">1. Ensure the fair and equitable collection of rates from all sectors of the community recognising that certain Maori owned lands have particular conditions, features, ownership structures, or other circumstances which make it appropriate to provide relief from rates.2. Implement a policy for providing rate relief on Maori land pursuant to Section 108 of the Local Government Act 2002.



Risk to Significant Forecasting Assumptions

The table below outlines the risks to significant forecasting assumptions. Should these assumptions prove to be incorrect there could be a significant effect on the level of rates to be collected from the community. If this were to occur, Whanganui District Council would re-evaluate the works programmes to determine if the expenditure is appropriate and rates altered accordingly or whether the scope of the proposed works could be scaled down.

Table 10: Risks to Significant Forecasting Assumptions

Assumption	Consequence Of Risk	Likelihood Of Risk	Degree Of Total Risk
	Low = 1 Low/Moderate = 2 Moderate = 3 Moderate/High = 4 High = 5	Likely = 3 Possible = 2 Unlikely = 1	Low = 1 – 5 Medium = 6 – 10 High = 11 – 15
Projected Growth Change Factors			
Growth Forecasting	Low/Moderate	Possible	Low
Potential Social Changes	Low/Moderate	Possible	Low
Potential Climate Change Impacts	Low	Unlikely	Low
Rating Base	?	?	?
Major Cost Components			
Borrowing And Expected Interest Rates	Moderate/High	Possible	Medium
Renewability or Otherwise Of External Funding	Moderate/High	Possible	Medium
Cost Factors	Moderate/High	Possible	Medium
Levels of Service	Moderate	Possible	Medium
Revaluation and Future Revaluation of Non-Current Assets	Low/Moderate	Unlikely	Low
Depreciation Rates on Assets	Low/Moderate	Unlikely	Low
Funding Growth Related Development	Low/Moderate	Unlikely	Low
Resource Consents / Designations	Low/Moderate	Unlikely	Low
Service Delivery Options	Low/Moderate	Possible	Low
Failure of Contractor Services	Low/Moderate	Unlikely	Low
Preliminary Cost Estimates	Low/Moderate	Unlikely	Low
Major Income Components			
Rates and Meter Charges	Moderate/High	Possible	Medium
Alternative Funding Sources	Moderate	Possible	Medium
Divestment of Assets	Low/Moderate	Possible	Low
Statements of Fact			
Natural Hazards	Low/Moderate	Possible	Low
Fundamental Business Viability	Low/Moderate	Possible	Low
Business Continuity	Low/Moderate	Possible	Low
Estimates of Commitments and Contingencies	Low/Moderate	Possible	Low
Creation and Realisation of Investments, Reserves and Assets	Low/Moderate	Possible	Low
Governance	Moderate	Possible	Low



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Overview

This section covers the key Business Processes in place to assist Whanganui District Council's Operations Activity in delivering asset management and services.

Specific detail is provided on the following aspects:

Accounting/Financial Systems – details the computer software systems used to manage accounting and finance functions at WDC

Business Continuity Plan – which details Whanganui District's ability to function and respond to any crises.

Internal Service Level Agreements – sets out the various service level agreements between Council departments for the provision of services between Council departments.

Business Systems – tabulates all of the business support systems used by WDC in its day to day activities.

Continuous Process Improvements – describes the processes to be adopted to improve the standards of asset management at WDC.

AMP Review & Monitoring – provides guidance on the long-term sustainability of this document.

Compliance with LGA 2002 Schedule 10 requirements – Key elements within schedule 10 that directly relate to the AMP have been assessed and the relevant sections of the plan have been referenced. This provides Whanganui District with the confidence that the requirements have been covered.

Advanced AMP & OAG Criteria – Tables are provided that assesses the current AMP against the Office of the Auditor General criteria. This provides Whanganui District with a snap shot of the current status of the AMP.

Accounting / Financial Systems

Councils financial accounting system is delivered via a software package entitled Finance One. Accounts are compiled in accordance with GAAP standards to meet Local Government Act regulations. The AssetFinda Asset System will hold all pertinent financial information relating to an asset on an asset-by-asset basis. Financial information includes: purchase or commissioning date, asset value, and depreciation charged. The financial information held in the register allows financial transactions such as depreciation to be calculated. The register also reflects changes to existing assets that occur over their life, such as revaluations and disposals. The register also holds non- financial information for the management of the assets.

Accounting Standards & Guidelines

For financial reporting purposes, the Operations Activity combines with the overall Whanganui District Council requirements to comply with International Financial Reporting Standards, (IFRS) in accordance with s11 of the Local Government Act 2002.

Asset Management Systems

There is a need to record detailed asset management and maintenance information to support the asset lifecycle process.

An asset management system is a combination of processes, data and software applied to provide the essential outputs for effective asset management. Whanganui District Council utilise a number of these aspects for the effective management of their assets.

Types of data

Information on age, condition, risk factors, material, cost, and location will be captured within the AssetFinda System for all assets. The NAMS guidelines, Rawlinsons construction cost manual and manufacturers specifications and maintenance schedules are utilised for AM decision making.

Data quality

Data will be evaluated on a 3-yearly cycle once it has been loaded into the AssetFinda System.

Business Continuity Plan

A Business Continuity Plan (BCP) is a documented set of procedures and information that enables critical services or products to be continually delivered to clients. Rather than focusing on resuming a business after critical operations have ceased or are in recovery mode after a disaster, a business continuity plan endeavours to ensure that critical operations can continue to be available.

The purpose of the Whanganui District Council's BCP is to..."ensure Whanganui District Council (WDC) is prepared in the event of extended service outages, and to restore services to the widest extent possible in a minimum time frame".

In the Council's BCP:

- Essential services are identified,
- Roles and responsibilities are clarified,
- Alternate sources of supplies,
- Resources and locations are identified and
- Key operations when activating the BCP are explained.

In short, the BCP ensures the right people take the right action at the right time.

Internal Service Level Agreements

Finance

Corporate Services provides management accountants who are responsible for financial reports, forecasts, and budgets and provide support and advice to the Operations team.

Human Resources (HR)

Provides recruitment and selection services for the Council. HR has also implemented a performance development programme (PPD) and online performance evaluation system, (PES) to ensure that individual employees contribute towards achievement of the organisations objectives. A comprehensive training and development programme is in place to assist employees to perform their roles.

Information Services (IS)

IS manages the computers and software used by the Operations team. They provide support and training programmes to council staff for the software applications.

Whanganui District Council has a daily backup-to-tape schedule in place. This backs-up all the critical data onto tapes that are stored off-site.



Business Systems

Whanganui District Council has developed its IT infrastructure around a number of key products that provide a platform for all IT applications. The table below sets out Council's cornerstone IT applications used by the Operations group.

Table 1: Cornerstone Applications

Function	Product	Version (current and planned upgrades)	Group Responsible	Primary users
Library Management System	Koha		Library	Library staff
Public access internet and productivity applications	APNK	Move to in-house solution in 2018	Library	Public
Sarjeant Gallery Collection Management System	Vernon		Gallery Information Service Group	Gallery staff
Sarjeant Gallery point of sale system	Lightspeed		Gallery	Gallery staff/public
Online heritage collections	Open Collection		Library	Library staff/public
Public Art database	eHive		Community & Cultural	Arts Facilitator
Creative applications (Acrobat, In-Design, Photoshop)	Adobe Creative Cloud	Regular updates through the year	Cloud Based System	Arts Facilitator
Creativity applications	Adobe	CS6?	Library	Library staff/computer clubhouse members
Word, spread sheets, email, project, access	Microsoft	2013	Information Service Group	All employees
Financial accounting and reporting including project planning	Finance 1 CI upgrade	11.04.04.001	Information Service Group	Finance & employees who spend or approve budget
Complaints, works orders	Property & Rating		Information Service Group	All Departments
Remote access and integration			Information Service Group	
Individual Performance management System	PES		HR	All employees
Internal web based system for staff providing a variety of tools and utilities including vehicle booking system, Knowledge base	Intranet (WANDA)		Information Service Group	All employees
Website www.govt.nz to provide access to Council information and services online	Datacom	2014	Information Services Group	Communications Team
Risk Management	Interplan	3.0.0.7, 2014	Corporate Strategy and Development	Senior Management Team
GIS	IntraMaps		Information Service Group	All employees
Strategic and business planning and organisational performance management system	Interplan	4.2.0.70, 2014	Strategy and Development Group	All employees
Records Management	Sharepoint (Hubble)		Information Service Group	All employees
Accommodation and Tourism Activity Booking system	Book-it	Regular updates through the year	Cloud Based System	i-SITE employees



Business Processes

Event Ticketing system (Royal Wanganui Opera House)	SABO	Regular updates through the year	Cloud Based System: contract with Friends of the Opera House	RWOH employees
Event Ticketing System (i-SITE)	Eventfinda	Regular updates through the year	Cloud Based System	i-SITE employees
Event Ticketing System being Investigated	Ticketek		Cloud Based System	Whanganui Venues & Events employees
Venue Booking System being Investigated	IT		Information Services Group	Whanganui Venues & Events employees



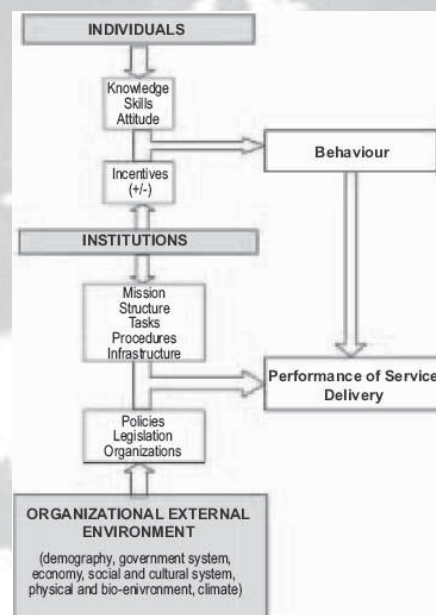
Continuous Process Improvement

Quality is a never ending quest and Continuous Process Improvement (CPI) is a never ending effort to discover and eliminate the main causes of problems. Better quality is achieved by using small-steps improvements, rather than implementing one huge improvement. CPI is a strategic approach for developing a culture of continuous improvement in the areas of reliability, process cycle times, costs in terms of less total resource consumption, quality, and productivity.

Building Capacity

The objective of capacity building is to establish an institutional capability to manage Cultural Facility systems in a sustainable manner. This requires capable institutions for management, capable individuals within the various activities, and an environment that enables the institutions and individuals to perform according to expectations. Thus, the capacity building activities focus on: (i) individuals working within the activities; (ii) the structure, processes and resources of the organisation itself; and (iii) the enabling management environment of the organisation.

Figure 1 Conceptual Framework for Capacity Building for Service Provision



AMP Review & Monitoring

This plan is a living document, which is relevant and integral to daily activity. To ensure the plan remains useful and relevant the following on-going process of AMP monitoring and review activity will be undertaken:

- Formal adoption of the AMP by the Council
- Review and formal adoption of levels of service to comply with community outcomes (options vs. costs): Whanganui District Council will undertake a service level review periodically to determine an accurate understanding of both the current and future needs and expectations of customers.
- Revise the AMP annually to incorporate and document changes to works programmes, outcome of service level reviews and new knowledge resulting from the AMP improvement programme.
- Undertake quality assurance audits of AM information to ensure the integrity and cost effectiveness of data collected.

Peer review and external audits will be undertaken to assess the effectiveness with which this plan meets corporate objectives. Periodic internal audits will be undertaken to assess the adequacy of Asset Management processes, systems and data and external audits will be undertaken to measure Asset Management performance against 'best practice' by Audit NZ and External Consultants.

Table 2 outlines the procedures and timetables adopted to achieve these objectives and community outcomes.

Table 2: AMP Review and Monitoring Processes

Activity	Action	Milestones
AMP Development	<ul style="list-style-type: none"> • Complete revision of AMP • Adoption of AMP by Council 	February 2018
		March 2018
AMP Review	<ul style="list-style-type: none"> • Annual review of plan content by Community & Culture Manager <ul style="list-style-type: none"> – Check AM plan content for consistency with adopted council programmes and plans – Compliance with agreed AM improvement programmes – Effectiveness and adequacy of AMP processes, systems and data 	To be reviewed annually in time for Annual Plan / Long Term Plan deliberations.
	<ul style="list-style-type: none"> • External review of AM plan information by Audit New Zealand 	Plan to be sent to Audit NZ
	<ul style="list-style-type: none"> • External peer review by consultants 	
Asset Management Data	<ul style="list-style-type: none"> • Confirm data collection and data standards, specifications, and quality assurance. • Undertake quality audits on data integrity and report results. • Review data collection, data flows and entry standards and quality assurance processes. • Desktop asset data review 	On-going



Activity	Action	Milestones
Level of Service	<ul style="list-style-type: none"> Review current levels of service (LoS options vs costs), confirm customer values, and set key customer and technical performance indicators (KPIs) (Including public consultation process.) Measure levels of service delivered and reporting process (in terms of social, economic, environmental and cultural well-being) in Annual Report. Review and implement community consultation process. Adopt LoS through LTP 	<p>Planned as part of the Long Term Plan consultation process.</p> <p>Annually as part of Annual Reporting cycle</p> <p>As part of Annual Plan process each year</p> <p>2018</p>

Compliance with LGA 2002 Schedule 10 Requirements

The Review of the AMP in consideration of the Local Government Act 2002, Schedule 10 Requirements has been covered in the following sections. Table 3 below indicates information related to each group of activities that is required to be included in the Council's LTP and where it is covered in this Asset Management Plan.

Table 3: Local Government – Schedule 10 Requirements

LGA 2002 Schedule 10 Requirement	LGA 2002 References	Section Covered
Describe, to the extent required by the local authority, the community outcomes for the local authority's district or region.	LGA 2002 Schedule 10 – 1	Strategic Environment
Identify the activities within the group of activities.	LGA 2002 Schedule 10 – 2 (1) (a)	Business Overview
Identify the rationale for delivery of the group of activities (including the Council outcomes to which the group of activities primarily contributes)	LGA 2002 Schedule 10 – 2 (1) (b)	Business Overview
Outline any significant negative effects that any activity within the group of activities may have on social, economic, environmental or cultural well-being of the local community	LGA 2002 Schedule 10 – 2 (1) (c)	Strategic Environment
Include, i) in detail for each of the first 3 financial years covered by the plan; and ii) in outline for each of the subsequent financial years covered by the plan; for each group of activities a statement of the intended levels of service that specifies a) any performance measures made under section 261B for a group of activities and b) the performance measures that the local authority considers will enable the public to assess the level of service for major aspects of groups of activities for which performance levels have not been established under a); and c) the performance target or targets set by the local authority for each performance measure; and d) any intended changes to the level of service that was provided in the year before the first year covered by the plan; and e) the reason for any material change to the cost of a service.	LGA 2002 Schedule 10 – 2 (1) (d), and 10 – 2 (4) (a – e)	Levels of Service
For each group of activities, include a statement of the amount of capital expenditure that the authority has budgeted to a) meet additional demand for the activity; and b) improve the level of service; and c) replace existing assets	LGA 2002 Schedule 10 – 3 (1) (a-c)	Growth & Demand Projects & Financial Forecasts
For each group of activities include a funding impact statement that identifies (a) the sources of funding to be used by the local authority; and (b) the amount of funds expected to be produced from each source; and (c) how the funds are to be expended.	LGA 2002 Schedule 10 – 5 (2) (a-c)	Projects & Financial Forecasts
Steps the local authority intends to take to foster the development of Maori capacity to contribute to the decision – making processes of the local authority over the period covered by the plan.	LGA 2002 Schedule 10 – 8	Community Consultation
Provide as summary of the local authority's policy on determining significance under the Act.	LGA 2002 Schedule 10 – 11	Strategic Environment
Clearly identify – (a) all of the significant forecasting assumptions and risks underlying the financial estimates: (b) Without limiting the generality of paragraph (a), the following assumptions on which the financial estimates are based: (i) the assumptions of the local authority concerning the useful life of significant assets; and (ii) the assumptions of the local authority concerning sources of funds for the future replacement of significant assets: (c) in any case where significant forecasting assumptions involve a high level of uncertainty; and (ii) an estimate of the potential effects of that uncertainty on the financial estimates provided.	LGA 2002 Schedule 10 – 17	Business Overview Projects & Financial Forecasts



Progress towards Achieving Advanced AMP against the Office of the Auditor General (OAG) Criteria

Whanganui District Council is working towards achieving appropriate advanced asset management. Although the WDC is achieving good results in some areas, a review of compliance with criteria for advanced asset management as developed by the OAG on the way asset management is undertaken and the way in which the Operations activity is delivered across the District, has been completed. This asset management plan is currently considered to be between a basic and intermediate level. A gap analysis should be undertaken to identify areas for improvement in asset management practices and procedures to move the plan towards the desired intermediate level. An Improvement Plan for this activity is contained within the Improvement Plan section of this plan.

The OAG criteria provides Council with a clear understanding of the status and, with reference to the Improvement Plan, the WDC is able to map out the tasks ahead to achieve improved Asset Management. Asset Management is constantly changing and WDC is now in a better position to plan for, assess and react to changes as they occur. Table 4 below provides the assessment of the AMP against the OAG criteria. The Office of the Auditor General (OAG) has established a set of criteria as the basis for acceptable AMP's for infrastructural assets.

Table 4: AMP Review Measured against Criteria for Core and Advanced Asset Management

Key AMP Criteria	Key points for achieving “Core” Criteria	Key points for achieving “Advanced” Criteria	Covered In AMP Section	In Development	Basic	Intermediate	Advanced	Comments
Levels of Service	Asset Management Planning (AMP) should define the level of service or performance required of the asset, linked to the strategic/community outcomes of the organisation. The significant services (for which service levels should be subject to consultation and agreement) should be stated.	● Council outcomes linked to LoS and customer and technical performance measures	LoS					The Council outcomes are linked to the LOS. Customer levels of service and technical levels of service linked. Customer levels of service would be improved if they were more specific.
		● Evaluating LoS Options & Costs	LoS					Options and costs for varying LOS need to be identified
		For each Cultural Facility; ● Undertaking consultation with the community and other relevant stakeholders, using consultation processes which meet industry recognised standards.	LoS, Community Consultation					Specific consultation on LOS has not yet been undertaken with the community. General consultation occurs annually through the Annual Plan process
		● Adoption by the Council or governing body of the levels of service and standards after consultation has taken place.	Los, Community Consultation					LOS have been adopted in the LTP, but specific LOS consultation has not occurred
		● Public communications of the levels of service and standards in a ‘Customer Charter’ or equivalent public document.	LoS, Community Consultation					Performance in meeting target LOS is included in the Annual Reports. A Customer Charter has not been developed. Conditions of hire for the Operations activity have been developed
		● Regular monitoring and public reporting of the organisations adherence to agreed levels of services and standards.	LoS					Some monitoring of technical performance standards occurs.
		● Ensuring the AM plans of each significant service reflect and are based on the agreed levels of service, including technical performance targets and measures which underpin the customer-agreed levels of service and standards.	LoS					Customer agreed standards of service need development.



Key AMP Criteria	Key points for achieving "Core" Criteria	Key points for achieving "Advanced" Criteria	Covered In AMP Section	In Development	Basic	Intermediate	Advanced	Comments
Description of Assets	<p>An adequate description of the asset, both physically and in financial terms, with the ability to aggregate and disaggregate information.</p> <p>State the remaining useful lives of assets.</p> <p>A financial description of the assets that is linked to the physical description and meets the requirements of:</p> <ul style="list-style-type: none"> Financial Reporting Standards Valuation Standards augmented by the NZ Depreciation and Valuation Guidelines A financial description of the assets that is linked to the physical description and meets the requirements of NZIAS 16. Augmented by the NZ Depreciation and Valuation Guidelines 	<ul style="list-style-type: none"> A reliable physical inventory of assets at both an individual asset level and at a network level. This would include: <ul style="list-style-type: none"> Physical attributes such as location, material, age etc. 	LCM					An agreed asset hierarchy has yet to be finalised. An asset inventory does exist, for the War Memorial Centre, but not the other Cultural Facilities. Assessment of useful lives for asset components requires development
		<ul style="list-style-type: none"> Systematic monitoring and analysis of physical condition. 	LCM					Monitoring of condition is informally undertaken through maintenance inspections, but could be improved by systematically recording or analysing for asset management planning purposes.
		<ul style="list-style-type: none"> Systematic measurement of asset performance (including utilisation / capacity). 	LCM/Growth and demand					There is no process for measuring asset performance.
Financial Forecasts / Recognise Depreciation (Loss of Service Potential)	<p>AMP should translate the physical aspects of planned maintenance, renewal and new work into financial terms for at least the ensuing 10 years and in a manner that is fair, consistent and transparent.</p> <p>The forecasts should include sufficient information to enable decline in service potential (depreciation) of an asset to be measured. Guidance on depreciation is included in the NZ Valuation and Depreciation Guidelines.</p>	<ul style="list-style-type: none"> The AMP should translate the physical aspects of planned operational, maintenance, renewal and new works into financial terms; <ul style="list-style-type: none"> Generally over the timeframe in which the asset network must deliver services. 	LCM, Projects and Financial Forecasts					The financial forecasts are clearly shown in table format for the thirty year period in alignment with the LTP. Many Operations asset components have useful lives in excess of the 10 year LTP period, so some commentary of the renewal requirements over the life of the assets would move this to advanced.
		<ul style="list-style-type: none"> In more specific terms, over the period for which the organisation has a strategic plan. 	Projects and Financial Forecasts					
		<ul style="list-style-type: none"> The assumptions underpinning financial forecasts should be disclosed in the organisations strategic plans and AM plans. 	Projects and Financial Forecasts					The asset management assumptions are limited and appear reasonable.
		<ul style="list-style-type: none"> The compilation of financial forecasts should be consistent, reliable and provable. 	Projects and Financial Forecasts					Development and implementation of a project identification, business case and prioritisation process would move this to advanced.
Planning Assumptions & Confidence Levels	<p>AMP should:</p> <ul style="list-style-type: none"> List all assumptions and provisos under which the plan and financial forecasts are prepared. 	<p>As for 'core' plus:</p> <ul style="list-style-type: none"> List all the assumptions and provisos in the AMP, and note key assumptions regarding the AMP in the organisations strategic plans. 	Introduction, Projects and Financials					Assumptions are well document and will be carried forward into other key WDC planning documents to ensure consistency.



Business Processes

Key AMP Criteria	Key points for achieving "Core" Criteria	Key points for achieving "Advanced" Criteria	Covered In AMP Section	In Development	Basic	Intermediate	Advanced	Comments
	<ul style="list-style-type: none"> Indicate the degree of confidence of the reliability of data underpinning the AMP, particularly: Data on asset condition Data on asset performance Accuracy of asset inventory Demand/growth forecasts On the basis of the preceding assumptions and confidence of underlying data, provide a level of precision or confidence on the expenditure forecasts for the asset network 	<ul style="list-style-type: none"> Have degrees of confidence on the reliability of data as follows: Inventory data <ul style="list-style-type: none"> Grade 1 (critical assets) Grade 2 (non critical assets) Condition data <ul style="list-style-type: none"> Grade 1 or 2 (critical assets) Grade 1, 2 or 3 (non critical assets) Performance data <ul style="list-style-type: none"> Grade 1 or 2 (critical assets) Grade 1, 2 or 3 (non critical assets) 	LCM					Development of an asset hierarchy and asset register will improve confidence in inventory data, enable condition assessments to be carried out, and performance data to be analysed. Identification of critical assets and risk mitigation is also recommended as an improvement.
			LCM					
			LCM					
Outline Improvement Programmes	<ul style="list-style-type: none"> The AMP should state what needs to be done to improve AMP processes and techniques Improvement programmes should outline: The weak areas and how these will be addressed The timeframe over which the improvements will occur and The resources (human and financial) needed 	As for 'core' plus: <ul style="list-style-type: none"> Improvement programmes should outline key performance indicators (KPIs) for monitoring AMP improvement. The improvement plan should comment generally on achievements against the previous plan, and formally report against KPIs. As for 'core' AMP criteria.	Business processes & Improvement Plan					Improvement tasks have been developed informally from the OAG analysis. Improvement planning could be enhanced through a gap analysis process.
			Improvement Plan					
			Improvement Plan					
Planning by Qualified Persons	<ul style="list-style-type: none"> The AMP must be undertaken by a suitably qualified person. A suitable qualification would be a Level 6 (Tactical) or Level 7 (Strategic) National Diploma in Asset Management or equivalent skill level. If plans are prepared by persons not suitably qualified, the plans should be independently assessed by a qualified person. The planning process should be peer reviewed. 	As for 'core' AMP criteria. As for 'core' AMP criteria. As for 'core' AMP criteria.	Consultant brief					Update of AMP was undertaken by a qualified and experienced staff member. This AMP will be sent for independent peer review.
			Consultant brief					
			Consultant brief					
Commitment	<ul style="list-style-type: none"> The AMP must be approved and adopted by the governing body, Board or Council. This includes approval of the improvement element of the plan. 	As for 'core' AMP criteria.	Consultant brief Improvement Plan					This plan is at a draft stage, but will be adopted by Council



Business Processes

Key AMP Criteria	Key points for achieving "Core" Criteria	Key points for achieving "Advanced" Criteria	Covered In AMP Section	In Development	Basic	Intermediate	Advanced	Comments
	<ul style="list-style-type: none"> The AMP must be seen as the key planning tool for infrastructure assets and/or significant physical assets which provide the inputs for Council's strategic plans (LTCCP). 	<p>As for 'core' plus:</p> <ul style="list-style-type: none"> The organisation must demonstrate that AM plan requirements are being implemented through operational plans and formally report discrepancies 	Executive Summary, LCM					Completion of this AMP is key to inform the 2012-22 LTP. Deviations from the AM plan should be formally reported as an improvement action.
Updating	<ul style="list-style-type: none"> The AMP must be regularly updated to reflect the most current future plans for the assets (it is expected that 'core' AMP will be significantly revised in the light of action under improvement programme. In the first few years annual revisions of the AMP are likely). 	<ul style="list-style-type: none"> The AMP is seen as a constantly evolving process, with underpinning asset management systems constantly providing better information. It is expected that formal asset management plans and overarching asset management strategies will be formally revised every three years, with the timing of revisions linked to the organisation's strategic planning cycles. 	Improvement Plan,					An improvement plan is being prepared and should be implemented. A particular need is the finalisation of an asset hierarchy and register for Operations building assets
Risk Management	Risk management to identify critical assets and associated risks and risk management strategies.	<p>Management of assets must include recognition and application of the principles of integrated risk management. Specifically;</p> <ul style="list-style-type: none"> Risk management should be consistent with AS/NZS4360, and industry good practice such as the NZ Local Government Handbook for risk management. Risk management for assets should be integrated with other corporate risk management processes. . Asset risk management should encompass: <ul style="list-style-type: none"> Identification and risk management strategies for critical assets The link to maintenance and replacement strategies. Engineering lifelines based risk assessments and mitigation plans including reference to the organisations disaster recovery and business continuity plans 	<p>Risk</p> <p>Risk</p> <p>Risk</p> <p>LCM</p> <p>Business Processes</p>					<p>The risk management section is fully compliant with AS/NZ4360 and industry good practice.</p> <p>WDC's corporate risk system has been updated by the ELT and there is now alignment of activity risks to corporate risks determined under the same framework.</p> <p>Strategies for managing the risks need to be developed.</p> <p>The asset portfolio should be reviewed to identify critical assets and specific risk management strategies developed for these assets which should generate maintenance and renewal strategies.</p> <p>Activity risks should be entered into the WDC corporate system, monitored and reported.</p> <p>The key risks are included in the relevant AMP sections</p>
Lifecycle (Optimised) Decision-Making	<ul style="list-style-type: none"> Identify gaps between current service capability and the required service capability to meet future demand and target service levels and reflect these gaps in an asset development programme. Evaluation and ranking based on suitable criteria of 	<p>The ability to predict robust and defensible options for asset treatments that can assist in achieving optimal costs over the life cycle of the asset or network including:</p> <ul style="list-style-type: none"> Applying appropriate economic evaluation tools (or other organisation endorsed prioritisation systems) in developing short term project lists. 	LCM					<p>The link between levels of service and capital works programmes could be improved.</p> <p>There is little evidence of predictive modelling being used.</p>



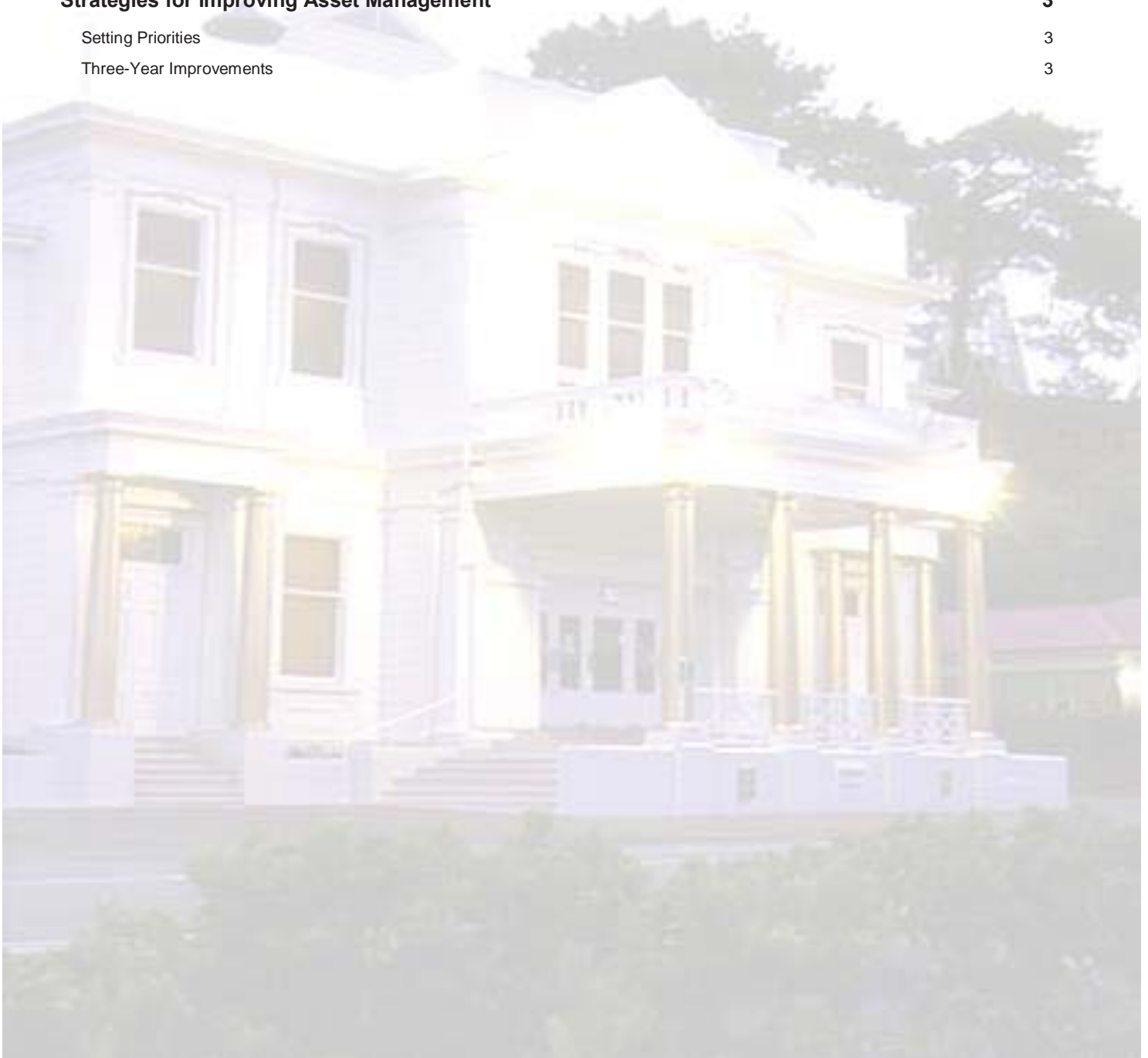
Business Processes

Key AMP Criteria	Key points for achieving "Core" Criteria	Key points for achieving "Advanced" Criteria	Covered In AMP Section	In Development	Basic	Intermediate	Advanced	Comments
	options for significant capital investment decisions.	<ul style="list-style-type: none">Using predictive modelling techniques to provide defensible long term financial forecasts.	LCM, Growth & Demand					
Managing Growth	<ul style="list-style-type: none">Demand forecasts for each network or facility for a 10 year period are based on latest growth forecasts.Demand management strategies and demand drivers are understood and documented	<ul style="list-style-type: none">Demand forecasts include analysis of the different factors that comprise demand.	Growth & Demand					The Growth and Demand section contains a good analysis of the various factors affecting demand for Operations assets and services in the district.
		<ul style="list-style-type: none">The sensitivity of asset development (capital works) programmes to demand changes is understood.	Growth & Demand					The analysis of demand information is sufficient to demonstrate that WDC understands demand changes and would be able to adapt capital programmes to changes.



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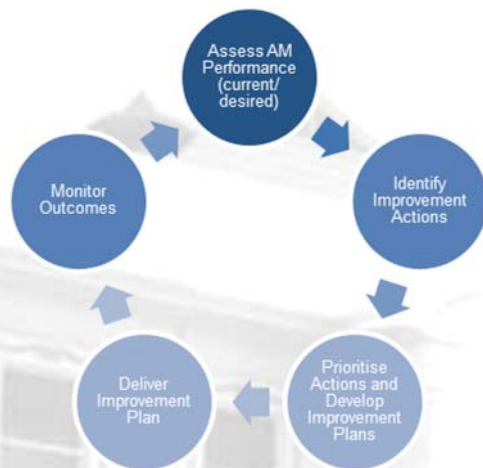
Continuous Improvement

WDC is adopting a strategic management approach to improvement planning, and implementing improvement processes and practices. This Improvement Plan is integral to that approach, quantifying current business practice and measuring progress toward an identified future position.

Improvement Cycle

The purpose of the Improvement Plan is to identify, prioritise and implement specific projects and tasks which will increase the level of maturity over time.

Figure 1: Continuous Improvement Cycle



Current Practice Assessment

The first step of asset management improvement planning is to understand the current and future “**appropriate practices**”. To do this in a systematic way the following elements will be assessed:

- Asset Management Policy Development
- Levels of Service and Performance Management
- Demand Forecasting
- Asset Register Data
- Asset Condition
- Risk Management
- Decision Making
- Operational Planning
- Maintenance Planning
- Capital Works Planning
- Financial and Funding Strategies
- Asset Management Teams
- Asset Management Plans
- Information Systems
- Service Delivery Mechanisms
- Quality Management
- Improvement Planning

These key elements are critical to achieving sustained performance of the organisation at the lowest life cycle cost and to form a clear picture of how well it is performing in each of these elements and where the weaknesses lie. Each of the elements “adds value” to the raw business processes which leads to good asset management practice.

Identify Improvement Actions

A clear understanding of the gap between current and appropriate practice will help drive identification of improvement actions. However identifying improvements should also be an on-going activity, not just a “one-off” gap assessment process.

Improvement actions need to be clearly scoped and defined. Failure to recognise the full costs associated with improvements may see the projects inadequately resourced and potentially not meeting the desired outcomes.

Develop Improvement Plan & Prioritise Actions

The Improvement Plan will be developed to identify the high priorities requiring action to focus the organisation on the most important areas. Utilising a simple improvement framework that has a clear relationship to the assessment elements will help people understand how the actions relate to the appropriate level of asset management required.

Deliver the Improvement Plan

The Improvement Plan needs to be strongly led, properly resourced and regularly monitored and reported by a steering group. Clear targets must be well defined with well specified deliverables that help focus on what is required.

Monitor the Outcomes

Organisations are under pressure to show the quantifiable benefits from improving asset management outcomes and this is a real challenge across local government. Regular asset management assessments using the frameworks in this section are currently the best way to demonstrate on-going improvement to asset management practices. Assessments should be undertaken over a number of years to track progress.



Current Practice Assessment

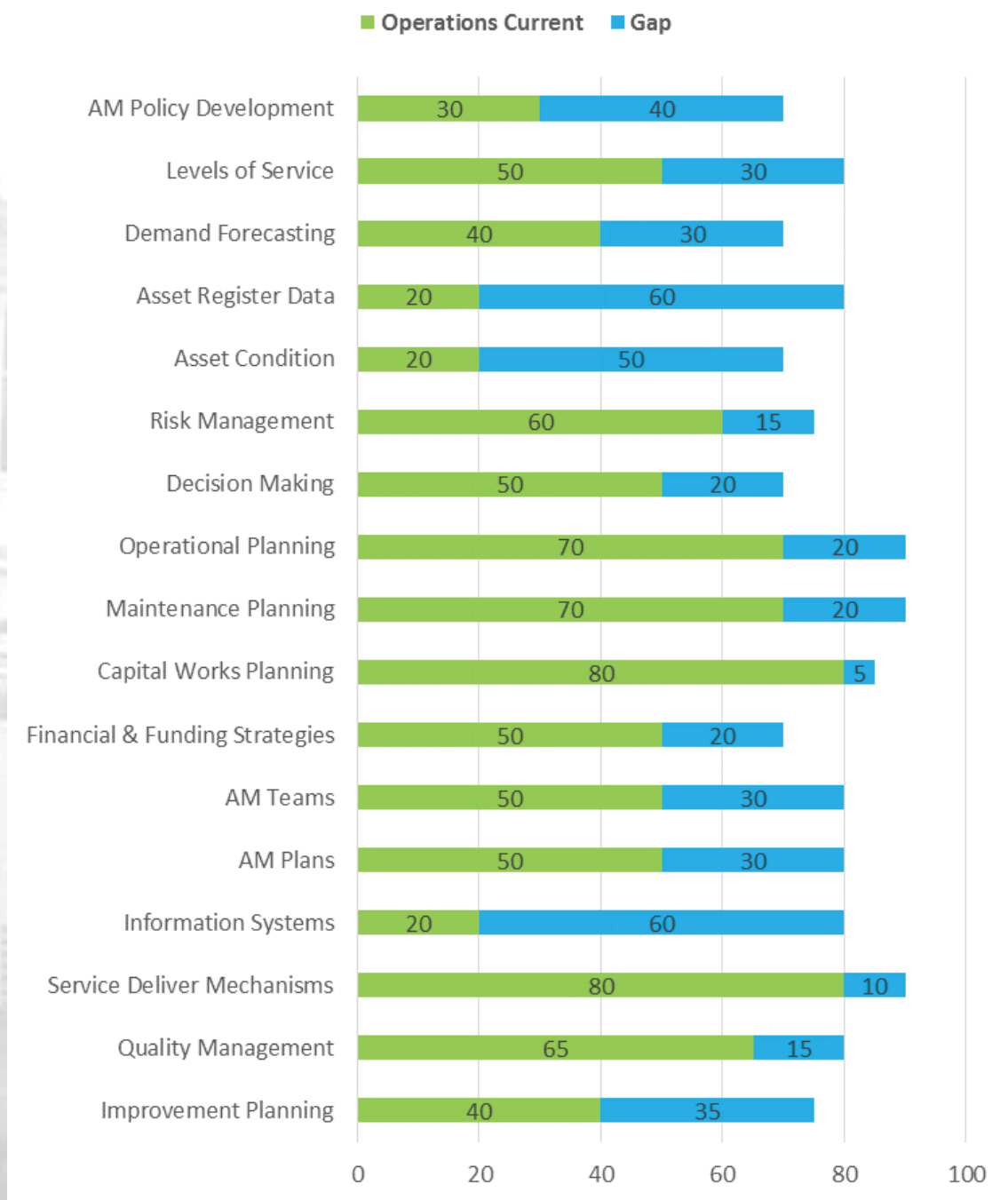
As part of the improvement planning process, WDC assessed the current maturity of the organisation as a whole across the 17 key asset management elements and then formed three year targets for each element.

The framework used to assess the maturity levels of each AM element is from the International Infrastructure Management Manual (IIMM). These elements have also been utilised to develop strategies for improving asset management practices over the next three years later in the section.

Current Practice and Target Results by Activity

Operations have been assessed on the level of maturity against each of the 17 AM elements and formed three year targets. The results for the Operations activity have been graphed **Error! Reference source not found.** to provide a picture of where the activity sits currently, and where it is targeted to improve.

Figure 2: Operations Activity Asset Management Maturity Current Assessment and Gaps





Strategies for Improving Asset Management

Setting Priorities

A thorough asset management review process will often identify more improvements that an organisation is able to realistically deliver within a short timeframe. Therefore there is a need to prioritise these actions so they are realistic and affordable.

The projects/tasks are prioritised based on the gap between the current maturity and what is the appropriate target for the business unit, versus the cost. Table 1 below provides a general meaning ranging from Priority A (very high priority) to Priority E (very low priority).

Table 1: Prioritisation General Meaning

Priority		Explanation
A	Very High priority	These improvement tasks provide very high value for money and should be implemented in the short term (ie in the next year). The improvement tasks identified will provide the most benefit (e.g. overall improvement towards the appropriate target) for the least cost (less than \$10,000) Typically the higher benefit ones improve legislative compliance, greatly enhance operational efficiency, provide significant cost savings or mitigate major risk
B	High Priority	These improvement tasks provide high value for money and should be implemented in the short to medium term
C	Medium Priority	These improvement tasks provide a medium level of value for money and should be considered for implementation in the longer term
D	Low Priority	These improvements provide relatively low value for money, and should only be implemented after higher priority improvement tasks
E	Very Low Priority	These improvement tasks provide the least benefit for the highest cost, and should only be implemented if they are a pre-requisite for another task, or there are no other higher priority tasks.

Three-Year Improvements

The tables that follow contain the improvement projects/tasks to be undertaken over the next 3 years across the organisation (in green text) and specific improvements to be undertaken by the Operations activity. The table includes levels of resources, funding and priorities (based on the above matrix) for each identified improvement task.



Improvement Plan

Level of Service and Performance Management

2 Levels of Service and Performance Management

Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
2 Levels of Service and Performance Management	Asset contribution to organisations objectives and some basic levels of service have been defined.	Customer Groups defined and requirements informally understood. Levels of service and performance measures in place covering a range of service attributes. Annual reporting against performance targets.	Customer Group needs analysed. Costs to deliver alternate key levels of service are assessed. Customers are consulted on significant service levels and options.	Levels of service consultation strategy developed and implemented. Technical and customer levels of service are integral to decision making and business planning.

Operations Activity Current Status:		Core - 30	Describe current status:	<ul style="list-style-type: none">WDC have developed levels of service statements and measures.Group's activities are using an evidence base, matching community demographics with usage/membership/visitor patterns; identifying and using national sector benchmarking frameworks; developing community engagement strategies					
Operations Activity 3 year Target:		Core - 50	Describe Future Status	<ul style="list-style-type: none">All strategic plans established and being implementedConsistency across entire group					
Improvement Tasks Required to Achieve Target				Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority
					Q1 - 4	Year			
Task 2.1	Complete strategic plans and ensure implementation			300 hours		2018		Internal	A
Task 2.2	Consider options for alternative levels of service delivery			100 hours		2018		Internal	A
Task 2.3									
Task 2.4									
Task 2.5									



Improvement Plan

Demand Forecasting

3 Demand Forecasting				
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
3 Demand Forecasting	Demand forecasts based on experienced staff predictions, with consideration of known past demand trends and likely future growth patterns.	Demand forecasts based on robust projection of a primary demand factor (e.g. population growth) and extrapolation of historic trends. Risk associated with demand change broadly understood and documented.	Demand forecasts based on mathematical analysis of past trends and primary demand factors. A range of demand scenarios is developed (e.g. high/medium/low).	As for 'intermediate' plus risk assessment of different demand scenarios with mitigation actions identified.

Operations Activity Current Status:	Intermediate – 70	Describe current status:	<ul style="list-style-type: none"> Group's activities are using an evidence base, matching community demographics with usage/membership/visitor patterns; identifying and using national sector benchmarking frameworks; developing community engagement strategies
Operations Activity 3 year Target:	Intermediate – 75	Describe Future Status	<ul style="list-style-type: none"> Modelling alternate demand scenarios and outcomes

Improvement Tasks Required to Achieve Target		Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority
			Q1 - 4	Year			
Task 3.1	Complete strategic plans using evidence based system of performance measurement that incorporates collection/user metrics, community profiles; user engagement; altmetrics and revenue raising achievement.	300 hours		2019		Internal	A
Task 3.2							
Task 3.3							
Task 3.4							



Improvement Plan

Asset Register Data

4 Asset Register Data				
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
4 Asset Register Data	Basic physical information recorded in a spreadsheet or similar (e.g. location, size, type) but may be based on broad assumptions or not complete.	Sufficient information to complete asset valuation – as for 'minimum' plus replacement cost and asset age/life. Asset hierarchy, asset identification and asset attribute systems documented.	A reliable register of physical and financial attributes recorded in an information system with data analysis and reporting functionality. Systematic and documented data collection process in place. High level of confidence in critical asset data.	Information on work history type and cost, condition, performance, etc recorded as asset component level. Systematic and fully optimised data collection programme. Complete data base for critical assets; minimal assumptions for non-critical assets.

Operations Activity Current Status:		Minimum – 25	Describe current status:		<ul style="list-style-type: none">● Maturity varies between activities● Collection management systems, including valuations; in-house asset schedules documenting depreciation cycle; condition reporting				
Operations Activity 3 year Target:		Intermediate – 60	Describe Future Status		<ul style="list-style-type: none">● Complete records for collections across group.● Digital assets included in asset register.				
Improvement Tasks Required to Achieve Target			Estimated Cost	Indicative Timing		Person Responsible		Resource Required	Priority
				Q1 - 4	Year				
Task 4.1	Componentisation of Operations Buildings (Davis and Alexander Libraries, Sarjeant Gallery, Tylee Cottage, Royal Wanganui Opera House, War Memorial Conference and Convention Centre)		500 hours		2018			Internal	A
Task 4.2	Complete collections database (Sarjeant)		\$350,000 plus staff time	4	2019			Internal plus Lottery funding	A
Task 4.3	Complete digital asset register for the group		60 hours		2018			Internal	A
Task 4.4	Complete condition reporting component of public art register		200 hours		2018	Arts Facilitator		Internal/external expert	B



Improvement Plan

Asset Condition

5 Asset Condition				
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
5 Asset Condition	Condition assessment at asset group level (top down). Supports minimum requirements for managing critical assets and statutory requirements (e.g. safety)	Condition assessment programme in place of major asset types, prioritised based on asset risk. Data supports asset life assessment. Data management standards and processes documented. Programme for data improvement developed.	Condition assessment programme derived from benefit cost analysis of options. A good range of condition data for all asset types (may be sampling based). Data management processes fully integrated into business processes. Data validation process in place.	The quality and completeness of condition information supports risk management, lifecycle decision making and financial/performance reporting. Periodic reviews of programme suitability carried out.

Operations Activity Current Status:		Minimum – 25	Describe current status:		<ul style="list-style-type: none">● Condition assessment programme for Sarjeant collection underway● Regular assessment of library collections, based on evidence of turnover rate● Stock takes● Valuation cycle established● Public art database established				
Operations Activity 3 year Target:		Intermediate – 60	Describe Future Status		<ul style="list-style-type: none">● Condition reports complete, high quality, regularly reviewed● 				
Improvement Tasks Required to Achieve Target			Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority	
				Q1 - 4	Year				
Task 5.1	Condition reports complete, high quality, regularly reviewed		\$350,000 plus staff time		2019			Internal	B
Task 5.2									
Task 5.3									
Task 5.4									



Improvement Plan

Risk Management

6 Risk Management				
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
6 Risk Management	Critical assets understood by staff involved in maintenance/renewal decisions.	Risk framework developed. Critical assets and high risks identified. Documented risk management strategies for critical assets and high risks.	Systematic risk analysis to asset key decision-making. Risk register regularly monitored and reported. Risk managed consistently across the organisation.	Formal risk management policy in place. Risk is quantified & mitigation options evaluated. Risk integrated into all aspects of decision making.

Operations Activity Current Status:	Core- 45	Describe current status:	<ul style="list-style-type: none">For some activities risk management is not part of day-to day business. There have been instances where assets have been replaced earlier than required without considering risksStrategic plans which reflect priority risksKey project risk registers (e.g. Sarjeant Redevelopment project)					
Operations Activity 3 year Target:	Intermediate – 60	Describe Future Status	<ul style="list-style-type: none">Risk integrated into all aspects of decision making.Risk is quantified & mitigation options evaluated.					
Improvement Tasks Required to Achieve Target			Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority
				Q1 - 4	Year			
Task 6.1	Strategic plans reflect and mitigate priority risks as per AMP		30 hours		2018		Internal	A
Task 6.2								
Task 6.3								
Task 6.4								



Improvement Plan

Maintenance Planning

9 Maintenance Planning				
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
9 Maintenance Planning	Organisational objectives and how asset functions support these are understood. Compliant with legislation and regulations. Maintenance records maintained.	Asset criticality considered in response processes. Fault tracing and closure process. Strategy for prescriptive versus performance-based maintenance developed. Key maintenance objectives established and measures.	Contingency plans for all maintenance activities. Asset failure modes understood. Frequency of major preventative maintenance optimised using benefit-cost analysis. Maintenance management software implemented.	Forensic root cause analysis for major faults. Optimisation of all reactive and planning programmes alongside renewal planning. Procurement models fully explored.

Operations Activity Current Status:	Core – 40	Describe current status:	<ul style="list-style-type: none">Preventive action through appropriate collection storage and accommodationProgramme of planned maintenance					
Operations Activity 3 year Target:	Intermediate – 55	Describe Future Status	<ul style="list-style-type: none">All activities understand the failure modes and can balance reactive and planned maintenance optimally.Forensic root cause analysis for major faults.					
Improvement Tasks Required to Achieve Target			Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority
				Q1 - 4	Year			
Task 9.1	Review levels of planned and reactive maintenance to assess optimum balance		30 hours		2018		Internal	B
Task 9.2								
Task 9.3								
Task 9.4								



Improvement Plan

Financial and Funding Strategies

11 Financial and Funding Strategies				
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
11 Financial and Funding Strategies	Financial forecasts are based on extrapolation of past trends and broad assumptions about the future. Assets are re-valued in accordance with International Financial Reporting Standards (IFRS).	Ten year+ financial forecasts based on current AMP outputs. The quality of forecasts meets IFRS requirements. Significant assumptions are specific and well-reasoned. Expenditure captured at a level useful for AM analysis.	Ten year+ financial forecasts are based on current and comprehensive AMPs with detailed supporting assumptions / reliability factors. Asset expenditure information is linked with asset performance information.	The business unit publishes reliable ten year+ financial forecasts based on comprehensive, advanced AMPs with detailed underlying assumptions and high confidence in accuracy. Advanced financial modelling provides sensitivity analysis, evidence-based whole of life costs and cost analysis for level of service options.

Operations Activity Current Status:	Core – 50	Describe current status:	● Budgets based on historic costs and evidence-based future forecasting					
Operations Activity 3 year Target:	Intermediate – 60	Describe Future Status	● Integrate AMP assumptions/reliability factors into implementation of strategic plans					
Improvement Tasks Required to Achieve Target			Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority
				Q1 - 4	Year			
Task 11.1	Introduce a whole of life cost requirement for capital project business cases to include all consequential operating costs resulting from a capital investment.		40 hours		2019		Internal	B
Task 11.2	Link asset expenditure information with asset performance information.		30 hours		2018		Internal	D
Task 11.3								
Task 11.4								



Improvement Plan

Asset Management Plans

13 AM Plans								
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100				
13 AM Plans	Plan contains basic information on assets, service levels, planned works and financial forecasts (5-10 years) and future improvements.	As for 'Minimum' plus executive summary, description of services and key/critical assets, top down condition and performance description, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, 3 year AM improvement plan.	As for 'Core' plus analysis of asset condition and performance trends (past/future), effective customer engagement in setting LoS, ODM/risk techniques applied to major programmes.	As for 'Intermediate' plus evidence of programmes driven by comprehensive ODM techniques, risk management programmes and level of service/cost trade-off analysis. Improvement programmes largely complete with focus on ongoing maintenance of current practice.				
Operations Activity Current Status:		Core - 50	Describe current status:	<ul style="list-style-type: none">On average, AMP is at a core level of maturity and contain basic information on assets, service levels, executive summary, description of services and key/critical assets, top down condition and performance description, future demand forecasts, description of supporting AM processes, 10 year financial forecasts, and 3 year AM improvement plan.				
Operations Activity 3 year Target:		Intermediate – 60	Describe Future Status	<ul style="list-style-type: none">Future focus on assets at a component level will allow better management and description within AMP.				
Improvement Tasks Required to Achieve Target			Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority
				Q1 - 4	Year			
Task 13.1	Investigate appropriate optimisation and risk techniques		20 hours		2019		Internal	C
Task 13.2	Develop process to improve customer engagement in LoS setting		25 hours		2019		Internal	C
Task 13.3								
Task 13.4								



Improvement Plan

Information Systems

14 Information Systems				
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
14 Information Systems	Asset register can record core asset attributes – size, material, etc. Asset information reports can be manually generated for AMP input.	Asset register enables hierarchical reporting (at component to facility level). Customer request tracing and planned maintenance functionality enabled. System enables manual reports to be generated for valuation, renewal forecasting.	More automated analysis reporting on a wider range of information. Key operations, unplanned maintenance and condition and performance information held.	Financial, asset and customer service systems are integrated and all advanced AM functions are enabled.

Operations Activity Current Status:		Core – 30	Describe current status:		● No complete asset register for these activities			
Operations Activity 3 year Target:		Core – 50	Describe Future Status		● All assets loaded into AssetFinda			
Improvement Tasks Required to Achieve Target			Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority
				Q1 - 4	Year			
Task 14.1	Componentise complex assets and load into AssetFinda		250 hours		2018		Internal	A
Task 14.2	Develop capabilities to develop asset renewal programmes from asset register		40 hours		2019		Internal	B
Task 14.3								
Task 14.4								



Improvement Plan

Improvement Planning

17 Improvement Planning				
Element	Minimum 0 – 25	Core 26 – 50	Intermediate 51 – 75	Advanced 76 – 100
17 Improvement Planning	Improvement actions identified and allocated to appropriate staff.	Current and future AM performance assessed and gaps used to drive the improvement actions. Improvement plans identify objectives, timeframes, deliverables, resource requirements and responsibilities.	Formal monitoring and reporting on the improvement programme to Executive Team. Project briefs developed for all key improvement actions.	Improvement plans specify key performance indicators (KPIs) for monitoring AM improvement and these are routinely reported.

Operations Activity Current Status:	Core – 50	Describe current status:	<ul style="list-style-type: none">					
Operations Activity 3 year Target:	Intermediate – 60	Describe Future Status	<ul style="list-style-type: none">Formal monitoring will become part of InterplanReview process in placeProject briefs developed for all key improvement actions					
Improvement Tasks Required to Achieve Target			Estimated Cost	Indicative Timing		Person Responsible	Resource Required	Priority
				Q1 - 4	Year			
1.1 - Task 1	Develop project briefs for all key improvement actions		50 hours		2018		Internal	B
1.2. -Task 2	Incorporate formal monitoring into Interplan		20 hours		2019		Internal	B
1.3 - Task 3								
1.4 - Task 4								