




**Draft Long Term Plan 2021-31**

**Activity Plan**

**Canterbury and Akaroa Museums**

**Adopted 4 March 2021**

## Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
General Manager	General Manager Citizens & Community	Mary Richardson		10 February 2021
Finance Business Partner	Finance Business Partner	Michael Down		3 February 2021
Activity Manager	Director Art Gallery	Blair Jackson		03 February 2021

## Authors and Advisors to this Activity Plan

Group	Business Unit	Position	Name
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# 1. What does this Activity deliver?

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This activity primarily operates the Akaroa Museum, but also holds and distributes the Canterbury Museum levy.

Akaroa Museum's collections and programmes are focused on the history of Banks Peninsula. Founded in 1964, Akaroa Museum has been under local authority management and ownership since 1986, with responsibility passing to Christchurch City Council in 2006. Akaroa Museum manages three heritage buildings that are open to the public - Langlois-Eteveneaux house, the Court House (and outbuildings) and the Customs House. All three are listed by Heritage New Zealand and scheduled in the City plan. Post-earthquake upgrades have resulted in improved standards of collections care and a better visitor experience.

Akaroa Museum is an important element in the range of visitor attractions on Banks Peninsula with visitor numbers in the 35,000-40,000 range. People from Banks Peninsula Christchurch and Canterbury make up nearly 20% of the total, and cruise ship passengers more than 30%. While Akaroa remains a port of call for cruise ships, cruise passengers will continue to be a significant component of the visitor mix, but numbers will reduce when the majority of ships return to Lyttelton in 2020/21. There is strong community support for this Museum, notably through the Friends of Akaroa Museum, which contributes financially and by volunteer support. Through the relationships the Museum has built with its community, its exhibitions, programmes and collaborations, the Museum exemplifies the values and principles of Council's Our Heritage Our Taonga – Heritage Strategy 2019-2029.

The **Canterbury Museum** is located in the central city of Christchurch. It operates independently of Council with a Board which manages its affairs and collections under the Canterbury Museum Trust Board Act of 1993. Council is represented on the Board of Canterbury Museum as a contributing authority, with the Art Gallery activity holding the Canterbury Museum levy and transferring this to the Museum in three instalments through the year. Canterbury Museum is the most visited cultural facility in Te Wai Pounamu, welcoming over 766,000 visitors in the 2018-19 year. It contributes strongly to Council's community engagement goals and is a powerful force in both the domestic and international tourism markets. In mid-2020 it is expected that Ravenscar House will be opened and added to the Museum's portfolio. This new building opposite the current site is as a gift from the Ravenscar Trust to house the Ravenscar Collection of New Zealand fine and decorative arts, sculpture, designer furniture and classical antiquities. Additionally, a major redevelopment of the Museum is proposed to take place early in the 2021-31 LTP period to upgrade its buildings and services, including the retro-fitting of base isolation. This redevelopment on the central city site is planned to include the addition of the spaces formerly occupied by the Robert McDougall Art Gallery.

This activity includes the following services:

- Operate Akaroa Museum
- Hold and distribute the Canterbury Museum levy

## 2. Community Outcomes – why do we deliver this activity?

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
Primary Outcome 1	Strong sense of community	<p>By collecting, protecting, interpreting and celebrating our taonga in Canterbury and Akaroa Museums, we are contributing to community well-being in the city and on Banks Peninsula. Heritage contributes to a sense of belonging for community members and helps to develop cohesive communities with higher levels of social connectedness.</p> <p>Social connectedness helps communities to withstand adversity, whether caused by economic, social or environmental shocks, contributing to community wellbeing.</p> <p>Partnerships and collaborations with the community, government agencies and other groups provide opportunities for citizen engagement.</p>
Primary Outcome 2	Celebration of our identity through arts, culture, heritage, sport and recreation	<p>Museums, through their core activities of collecting, protecting and interpreting our taonga, contribute to our personal and community sense of identity: Christchurch and Banks Peninsula have a rich and diverse heritage, which is a significant part of our identity.</p> <p>By collecting, protecting, interpreting and celebrating our taonga in Canterbury and Akaroa Museums, we will achieve the outcomes expressed in the Heritage Strategy 2019-29 of:</p> <ul style="list-style-type: none"> <li>• Tohungatanga (identifying, understanding and valuing our heritage),</li> <li>• Kaitiakitanga (protecting and caring for our heritage),</li> <li>• Manaakitanga (celebrating and sharing our heritage and the connections and relationships it fosters),</li> <li>• Rangatiratanga (leadership through collaboration and respect for our heritage),</li> <li>• Wairuatanga (strengthening our spiritual connection to our past).</li> </ul> <p>We are making heritage accessible to people of all ages and abilities (supporting the implementation of the Disability Charter).</p>
Secondary Outcome 1	Sustainable suburban and rural centres	Akaroa Museum is an important element in the range of visitor attractions on Banks Peninsula, located in the heart of the historic town. Up to 20% of its 40,000 visitors in 2018/19 were local, originating from Christchurch and the surrounding area. The visitor industry is of vital importance to the economic well-being of the city and the Peninsula.
Secondary Outcome 2	Vibrant & thriving city centre	Canterbury Museum is the most visited cultural facility in Te Wai Pounamu, welcoming over 766,000 visitors in the 2018-19 year. It contributes strongly to Council’s community engagement goals and is a powerful force in both the domestic and international tourism markets.

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
Secondary Outcome 3	Great place for people, business and investment	Heritage attracts visitors to the city and Banks Peninsula, and has commercial and economic benefits for residents. Protection and promotion of our diverse heritage will attract and support new residents, visitors and their cultures.  Our heritage includes buildings, objects, stories and cultural landscapes, all of which attract visitors with an interest in culture and history, contributing to the economic well-being of the city and the Peninsula.
Secondary Outcome 4	Valuing the voices of all cultures and ages (including children)	By collecting, protecting, interpreting and celebrating our taonga in Canterbury and Akaroa Museums, we are promoting <b>Kaitiakitanga</b> (guardianship and stewardship of our heritage for the use, enjoyment and prosperity of present and future generations).  By encouraging active involvement of children and young people in our activities and programmes we are fostering an appreciation of the value of heritage in the next generations.

### 3. Strategic Priorities – how does this activity support progress on our priorities ?

The following table summarizes how Akaroa Museum contributes to the Christchurch City Council strategic priorities. The Canterbury Museum operates independently of the Council.

Strategic Priorities	ACTIVITY RESPONSES
<b>Enabling active and connected communities to own their future</b>	Akaroa Museum contributes to connected communities through its activities and programmes, both within and outside the walls of the Museum. These include: the presentation of changing exhibitions, focused on local stories showcasing our own collections; involvement in local events such as French Festival, Sea Week and the Council’s Heritage Festival; taking opportunities for collaborations and co-creations with community groups and government agencies.  The Museum preserves and shares the stories and objects of local families, strengthening their intergenerational connection to place, and is a source of pride for the community.  The operation of Akaroa Museum provides opportunities for citizen engagement, through volunteering, involvement in the Friends of Akaroa Museum and local input to the Akaroa Museum Advisory committee (a sub-committee of the Akaroa sub-division of the Banks Peninsula Community Board).
<b>Meeting the challenge of climate change through every means available</b>	Climate change will increase the risk of inundation due to extreme tides and storm surge events and result in a gradual sea level rise, affecting Banks Peninsula and Akaroa Harbour ( <i>Coastal Hazard Assessment for Christchurch and Banks Peninsula</i> , Tonkin and Taylor, 2017). One of the Museum’s heritage buildings, the customs house, is close to the waterfront and is at risk of flooding if more than 0.5 metre of sea level rise occurs. Relocation of this building will be reviewed in the term of LTP 2021-31 and funding should be considered in the subsequent Long Term Plan.

Strategic Priorities	ACTIVITY RESPONSES
	<p>Maintaining environmental conditions within exhibition spaces and collection stores, 24/7, is the main contributor to the Museum's energy consumption. A review of the system's set points (parameters for temperature and relative humidity) could result in lower energy use, provided it does not endanger collections.</p>
<p><b>Ensuring a high quality drinking water supply that is safe and sustainable</b></p>	
<p><b>Accelerating the momentum the city needs</b></p>	<p>Akaroa Museum contributes significantly to the vibrancy and prosperity of Akaroa and Banks Peninsula. It is a much-visited (40,000 visitors in 2018/19) and accessible (located in the centre of the town, open seven days a week) visitor facility and a valuable wet-weather option in a town where most attractions are based on, or in, the harbour.</p> <p>Akaroa Museum shares its visitor statistics with local marketing organisation, Akaroa District Promotions, assisting that organisation with planning and visitor projections.</p> <p>The Frank Worsley story is a compelling element in the larger Antarctic heritage story being promoted in Christchurch. Contacts and collaborations with Antarctic New Zealand draw people to Akaroa Museum to discover Worsley's role in Antarctic exploration and his connections to the town.</p>
<p><b>Ensuring rates are affordable and sustainable</b></p>	<p>The Museum's retail operation (a small shop at the Museum's entrance) generated \$11k revenue in the 2018/19 year. Combined with revenue from donations and other sources, income of \$31k is generated, representing 7.5% of operational costs. The development of new product lines for the shop could boost revenue from retail activity.</p>

## 4. Increasing Resilience

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### **Akaroa Museum's physical asset:**

The Museum buildings, a mix of heritage and modern, have been repaired and strengthened following the Canterbury earthquakes to a minimum of 67% NBS. One of the Museum's heritage buildings, the Customs House, is close to the waterfront and is at risk of flooding if more than 0.5 metre of sea level rise occurs. Relocation of this building will be reviewed in the term of LTP 2021-31 and funding should be considered in the subsequent Long Term Plan.

The Museum has reliable maintenance regimes for all critical plant and equipment using contractors who are suitably experienced and qualified. This includes all building systems (HVAC, fire detection systems, security, electrical and emergency lighting). However the Museum has no back-up power supply or fire sprinkler systems.

Akaroa Museum cooperates with the local volunteer fire brigade, who understand the site and the nature of the collections. In the case of a region-wide civil defence emergency, the community understands it will need to be self-reliant. Local civil defence networks are strong and effective and the Museum has volunteers it can call on for emergency response.

As outlined in Section 8, for the planning of work on heritage buildings, a Conservation Plan is instrumental in guiding improved efficiency without the loss of heritage fabric or values. For the three heritage buildings, we already have Conservation Plans but these need to be updated. These updated Conservation Plans, which we are proposing to be completed in the period of this Activity Plan, will include recommendations as to risk mitigation measures. These Plans will also include a maintenance programme which details prescribed work practices, material selection etc and an ongoing commitment to follow specific treatments and approaches when any work is carried-out. Consistent with this, we will also seek to optimise the ongoing asset maintenance work so that more work can be carried-out as Planned work where possible rather than Reactive work to improve value-for-money.

### **Resilience benefits and social capital of the Museum's programme:**

Akaroa Museum has learnt the value of maintaining the cultural life of a community during times of disruption. Building social capital enhances a community's potential for recovery and its resilience, every bit as important in a small, relatively isolated community as in a large urban centre.

Following the Canterbury earthquakes Museum staff delivered a successful programme of activities off site, called Keeping the Museum in Mind. Using a mix of off-site exhibitions, lectures and events, Keeping the Museum in Mind ensured the community remained engaged and connected. During the Covid19 lockdown, Museum staff connected with the Friends of Akaroa Museum through a weekly bulletin about the 1918 Influenza Epidemic and its effects on the community, to a very positive response.



## 5. Specify Levels of Service

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
Hold and distribute the Canterbury Museum levy										
3.3.1	C	Canterbury Museum levy funding paid as required	2019/20: Achieved 2018/19: Achieved 2017/18: Achieved 2016/17: Achieved 2015/16: Achieved	This is a legal requirement in line with legislation at the time of the establishment of Canterbury Museum.	Canterbury Museum levy paid annually.	Canterbury Museum levy paid annually.	Canterbury Museum levy paid annually.	Canterbury Museum levy paid annually.	Annual Report of the Canterbury Museum Board	Celebration of our identity through arts, culture, heritage, sport & recreation. Strong sense of community.
Operate the Akaroa Museum										
3.3.2	C	Visitors per annum to Akaroa Museum	2019/20: 29,307 <sup>2</sup> 2018/19: 40,547 2017/18: 29,984 2016/17 23,962	South Canterbury Museum, Timaru 2016/17: 19,000 visitors [updated benchmark data to come]	Maintain visitation of at least 95% of the average of previous 3 years.	Maintain visitation of at least 95% of the average of previous 3 years.	Maintain visitation of at least 95% of the average of previous 3 years.	Maintain visitation of at least 95% of the average of previous 3 years.	Manual count by staff at front desk.	Celebration of our identity through arts, culture, heritage, sport & recreation. Strong sense of community.
3.3.3	C	Hours of opening at Akaroa Museum	2019/20: 1,739 <sup>1</sup> 2018/19: 2,110 2017/18: 2,105 2016/17: 2,110	South Canterbury Museum 1716 hrs pa, average of 33 hours per week	Minimum 2093 hours pa, average of 40 hours per week	Minimum 2093 hours pa, average of 40 hours per week	Minimum 2093 hours pa, average of 40 hours per week	Minimum 2093 hours pa, average of 40 hours per week	Recorded opening hours	Celebration of our identity through arts, culture,

<sup>1</sup> C/M – Community or Management level of service (LOS)

Community LOS - Previously known as LTP LOS. These are LOS that are community facing and will be published in our Statement of Service Provision.

Management LOS - Previously known as Non-LTP LOS. These are LOS that are measured in the organisation to ensure service delivery.

<sup>2</sup> Visitors per annum LoS 3.3.2 will require adjustment after 01 June, to take account of effect of no international arrivals due to Covid19.

Historic performance data impacted by COVID-19 Lockdown closures

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
				[updated benchmark data to come]						heritage, sport & recreation. Strong sense of community.
3.3.4	C	Exhibitions presented	2019/20: 3 2018/19: 2 2017/18: 3 2016/17: 2	South Canterbury Museum 2016/17 [updated benchmark data to come]	No fewer than two temporary exhibitions presented.	No fewer than two temporary exhibitions presented.	No fewer than two temporary exhibitions presented.	No fewer than two temporary exhibitions presented.	Programme of exhibitions delivered	Celebration of our identity through arts, culture, heritage, sport & recreation. Strong sense of community.
3.3.6.1	M	Collections developed and maintained	2019/20: 99% 2018/19: 41 2017/18: 2016/17: 43	South Canterbury Museum 2018/19: 2017/18: 2016/17 [updated benchmark data to come]	Collection grows in line with the Museum's <i>Acquisitions and Disposals Policy</i> , with at least 98% documented within 3 months.	Collection grows in line with the Museum's <i>Acquisitions and Disposals Policy</i> , with at least 98% documented within 3 months.	Collection grows in line with the Museum's <i>Acquisitions and Disposals Policy</i> , with at least 98% documented within 3 months.	Collection grows in line with the Museum's <i>Acquisitions and Disposals Policy</i> , with at least 98% documented within 3 months.	Extracted from collection management database	Celebration of our identity through arts, culture, heritage, sport & recreation. Strong sense of community.
3.3.6.2	M	Collections developed and maintained	2019/20: 0 2018/19: 0 2017/18: 0 2016/17: 0	[benchmark data to come]	All collection items displayed and stored securely in stable environmental conditions, and adequately insured.  Target: no loss or damage to collections	All collection items displayed and stored securely in stable environmental conditions, and adequately insured.  Target: no loss or damage to collections	All collection items displayed and stored securely in stable environmental conditions, and adequately insured.  Target: no loss or damage to collections	All collection items displayed and stored securely in stable environmental conditions, and adequately insured.  Target: no loss or damage to collections	Spot checks of temp/humidity in galleries and stores; No loss or damage to collections through poor handling practices, environmental damage or burglary.	Celebration of our identity through arts, culture, heritage, sport & recreation. Strong sense of community.

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service (LOS)	Historic Performance Trends	Benchmarks	Future Performance Targets				Method of Measurement	Community Outcome
					Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Year 10 2030/31		
3.3.7	M	Public access to collections provided.	2018/19: 420 2017/18: 462 2016/17: 471	[benchmark data to come]	Public access is provided to the collections and information held in the Museum, within the guidelines of the Museum's <i>Research and Access Policy</i> , reviewed 2019  Target: >400 enquiries pa	Public access is provided to the collections and information held in the Museum, within the guidelines of the Museum's <i>Research and Access Policy</i> , reviewed 2019  Target: >400 enquiries pa	Public access is provided to the collections and information held in the Museum, within the guidelines of the Museum's <i>Research and Access Policy</i> , reviewed 2019  Target: >400 enquiries pa	Public access is provided to the collections and information held in the Museum, within the guidelines of the Museum's <i>Research and Access Policy</i> , reviewed 2019  Target: >400 enquiries pa	Museum staff record all public enquiries relating to the collections, genealogy (family history) and local history generally. Totalled monthly and combined into an annual total at year end.	Celebration of our identity through arts, culture, heritage, sport & recreation. Strong sense of community.
3.3.8	C	Visitors satisfied with their Museum experience.	2018/19: 2017/18: 2016/17:	CAG uses at least 90% satisfied with their overall experience. South Canterbury Museum?	Maintain visitor satisfaction at 90% or higher.	Maintain visitor satisfaction at 90% or higher.	Maintain visitor satisfaction at 90% or higher.	Maintain visitor satisfaction at 90% or higher.	Participate in annual national survey (Museums Aotearoa, supported by volunteers), gathering at least 100 responses over a week. Survey results are collated and analysed by Museums Aotearoa and provided to participating museums, individual results compared against national averages.	Celebration of our identity through arts, culture, heritage, sport & recreation. Strong sense of community.

Note: Visitors per annum LoS 3.3.2 will require adjustment after 01 June, to take account of effect of no international arrivals due to Covid19.

\*Historic performance data impacted by COVID-19 Lockdown closures

## 6. Does this Activity Plan need to change as a result of a Service Delivery Review (S17A)?

No S17A Service Delivery Review in this planning period.

## 7. What levels of service are we proposing to change from the LTP 2018-28 and why?

Activity/ Level of Service	Change from 2018-28 LTP	Reason	Options for consultation and engagement
<b>NEW</b>			
3.3.7 Public access to collections provided.	Public access is provided to the collections and information held in the Museum, within the guidelines of the Museum's <i>Research and Access Policy</i> , reviewed 2019  Target: >400 enquiries pa	The number of public enquiries received is an important measure of the level of public access and use of the Museum's collections and services and, as such, warrants a LoS measure and target.	
3.3.8 Visitors satisfied with their Museum experience.	Maintain visitor satisfaction at 90% or higher.	To ensure we are meeting the needs of our visitors with our long-term and temporary exhibitions, and other services.	
<b>AMENDMENTS</b>			
3.3.2 Visitors per annum to Akaroa Museum	Target changed from "24,300 visitors" to "Maintain visitation of at least 95% of the average of previous 3 years."	Change in target for visitor numbers to align with the Art Gallery's measure.	
3.3.6.2 Collections developed and maintained	Target changed from "All collection items stored safely and securely with access maintained" to "All collection items displayed and stored securely in stable environmental conditions, and adequately insured.  Target: no loss or damage to collections"	The new level of service is more specific, and the addition of a target makes it measurable.	
3.3.6.1 Collections developed and Maintained	This measure was identified as an LTP (Community) Level of Service for LTP 2018. For LTP 2021, this has been reclassified as a non-LTP (Management) measure, therefore it will be retained as a Level of Service, but not published in the LTP.	Reclassification to meet Audit and Governance expectations	

## 8. How will the assets be managed to deliver the services?

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As outlined elsewhere, the Akaroa Museum Complex comprises

- Akaroa Museum plus three associated heritage buildings
  - Langlois-Eteveneaux Cottage,
  - Akaroa Customs House,
  - Akaroa Court House plus outbuildings.

Significant improvement work was carried-out on the Akaroa Museum building in 2014/15 including earthquake repair and strengthening work. This work was funded from a number of sources including:

- the successful securing of grant funds from the Ministry for Arts, Culture and Heritage;
- insurance claim payment; and
- effective funding support from Council's Facilities Rebuild Team which covered project management, procurement and contract assistance.

A comprehensive asset condition assessment project is yet to be completed for the Akaroa Museum building. When this is completed, we will have sufficient information to develop a Capital Works Plan which can drive a robust future Renewal and Replacement programme. This Plan is based on known and predicted cycles of intervention with realistic cost estimates.

We also intend to review the planned maintenance work programme, including work cycles, to better optimise the ongoing asset maintenance work so that more work can be carried-out as Planned work where possible to improve value-for-money.

As has been done for the CAG, we will define critical assets and ensure that appropriate risk-based planning is applied to these assets. As outlined earlier, the Museum has no back-up power supply or fire sprinkler systems, and we will consider these risks in the context of the information gathering and assessment process.

For the planning of work on heritage buildings, a Conservation Plan is instrumental in guiding improved efficiency without the loss of heritage fabric or values. For the three associated heritage buildings, we already have Conservation Plans for each of these buildings. However, these Plans need to be updated, and revised to the current format which is more comprehensive and which includes a greater level of information including a maintenance programme and recommendations as to specific treatments and approaches which should be followed in executing physical work. This work is likely to cost at least \$40k to prepare Plans for the three buildings, depending on the scope and level of detail required, with the timing clearly dependent on the availability of a budget.

The asset planning for the Akaroa Museum and the three associated heritage buildings is contained within the [Christchurch Art Gallery \(CAG\) Asset Management Plan \(AMP\)](#). At the time of preparing the Activity Plan, there is still work to be completed and therefore a specific Improvement Task 19-F is included in Section 10 Continuous Improvement of the AMP, which will be progressed over the term of the AMP. This task is summarised below.

Task ID	Project / Task	AM Maturity Gaps	Resources (teams, \$)
19-F	Integrate the Akaroa Museum Complex buildings into the <a href="#">CAG AMP</a> . Specifically includes <ul style="list-style-type: none"> <li>• comprehensive condition assessment for Museum building assets</li> <li>• update Conservation Plans for the three associated heritage buildings</li> </ul>	Improved AMP Planning	Time of key team members

Consistent with Council’s Draft Infrastructure Strategy 2021-2051, ‘How we are going to manage our assets’ section, we are committed to

- increased use of business case processes that include strong strategic direction for the programme or project to align with, and collection of robust asset condition data and
- increased understanding of opex will be required for every capex decision.

## 9. What financial resources are needed?

<b>Canterbury &amp; Akaroa Museums</b>											
<b>000's</b>	<b>Annual Plan 2020/21</b>	<b>LTP 2021/22</b>	<b>LTP 2022/23</b>	<b>LTP 2023/24</b>	<b>LTP 2024/25</b>	<b>LTP 2025/26</b>	<b>LTP 2026/27</b>	<b>LTP 2027/28</b>	<b>LTP 2028/29</b>	<b>LTP 2029/30</b>	<b>LTP 2030/31</b>
<i>Activity Costs before Overheads by Service</i>											
Canterbury Museum	8,305	8,305	8,733	9,132	17,181	17,413	17,643	10,041	10,312	10,591	10,866
Akaroa Museum	276	345	316	322	330	338	346	354	364	374	383
	<b>8,582</b>	<b>8,650</b>	<b>9,048</b>	<b>9,455</b>	<b>17,510</b>	<b>17,751</b>	<b>17,988</b>	<b>10,396</b>	<b>10,676</b>	<b>10,965</b>	<b>11,250</b>
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	8,331	8,369	8,797	9,198	17,248	17,482	17,713	10,113	10,387	10,667	10,944
Direct Maintenance Costs	1	34	35	36	36	37	38	39	40	41	42
Staff and Contract Personnel Costs	244	241	210	215	219	225	230	236	242	249	255
Other Activity Costs	6	6	6	6	7	7	7	7	7	8	8
	<b>8,582</b>	<b>8,650</b>	<b>9,048</b>	<b>9,455</b>	<b>17,510</b>	<b>17,751</b>	<b>17,988</b>	<b>10,396</b>	<b>10,676</b>	<b>10,965</b>	<b>11,250</b>
<b>Activity Costs before Overheads</b>	<b>8,582</b>	<b>8,650</b>	<b>9,048</b>	<b>9,455</b>	<b>17,510</b>	<b>17,751</b>	<b>17,988</b>	<b>10,396</b>	<b>10,676</b>	<b>10,965</b>	<b>11,250</b>
Overheads, Indirect and Other Costs	481	444	462	450	679	726	685	473	503	485	494
Depreciation	3	37	45	46	49	49	46	52	55	58	60
Debt Servicing and Interest	-	-	-	-	-	-	-	-	-	-	-
<b>Total Activity Cost</b>	<b>9,066</b>	<b>9,131</b>	<b>9,556</b>	<b>9,951</b>	<b>18,239</b>	<b>18,526</b>	<b>18,719</b>	<b>10,920</b>	<b>11,234</b>	<b>11,507</b>	<b>11,804</b>
<b>Funded By:</b>											
Fees and Charges	24	24	25	25	26	26	27	28	28	29	30
Grants and Subsidies	11	11	11	11	12	12	12	12	13	13	13
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operational Revenue</b>	<b>34</b>	<b>35</b>	<b>36</b>	<b>37</b>	<b>37</b>	<b>38</b>	<b>39</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>43</b>
<b>Net Cost of Service</b>	<b>9,032</b>	<b>9,096</b>	<b>9,520</b>	<b>9,914</b>	<b>18,202</b>	<b>18,487</b>	<b>18,679</b>	<b>10,880</b>	<b>11,193</b>	<b>11,465</b>	<b>11,760</b>
<b>Funding Percentages:</b>											
Rates	99.6%	99.6%	99.6%	99.6%	99.8%	99.8%	99.8%	99.6%	99.6%	99.6%	99.6%
Fees and Charges	0.3%	0.3%	0.3%	0.3%	0.1%	0.1%	0.1%	0.3%	0.3%	0.3%	0.3%
Grants and Subsidies	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Cost Recoveries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Capital Expenditure</b>											
Replace Existing Assets	6	40	7	7	13	7	33	14	18	18	19
<b>Total Activity Capital</b>	<b>6</b>	<b>40</b>	<b>7</b>	<b>7</b>	<b>13</b>	<b>7</b>	<b>33</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>19</b>

## Funding Consideration

Local Government Act 2002 Section 101 Funding Consideration. The following tables are based on the financials from the previous page.

## Funding Policy

### Funding Principles

User-Pays	Exacerbator-Pays	Inter-Generational Equity	Separate Funding?
<b>Low</b>	<b>Low</b>	<b>Low</b>	<b>Low</b>

The table above shows how Council has considered funding in relation to the Activity, using a simple high / medium / low scale:

- User-pays – the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Exacerbator-pays – the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods; and
- Separate funding – the degree to which the costs and benefits justify separate funding for the Activity.

Where an Activity is paid for through a number of funding mechanisms, Council’s practice is to meet its operating costs in the first instance from fees & charges and grants & subsidies (subject to the considerations outlined above). If the Activity requires further operational funding, this remainder is funded through rates.

This capital programme will be funded in accordance with the following principles:

Investment type	Initial funding	Serviced and/or repaid by:
<ul style="list-style-type: none"> <li>• Renewal / replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Rates and debt</li> </ul>	<ul style="list-style-type: none"> <li>• Rates</li> </ul>
<ul style="list-style-type: none"> <li>• Service Improvement and other assets</li> </ul>	<ul style="list-style-type: none"> <li>• Debt</li> </ul>	<ul style="list-style-type: none"> <li>• Rates</li> </ul>
<ul style="list-style-type: none"> <li>• Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Debt</li> </ul>	<ul style="list-style-type: none"> <li>• Rates</li> </ul>

### Operating Cost Funding Policy

This table below shows Council’s broad funding target for the Activity (i.e. how much is paid for by individuals / groups, and how much by the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges, etc.). As the precise balance between individual / group and community funding may vary in practice (particularly for volumetric fees and charges), the funding target for each of the below tables is expressed in broad terms rather than specific percentages:

- Low = this source provides 0%-25% of the funding for this Activity;
- Medium = this source provides 25%-75% of the funding for this Activity; and
- High = this source provides 75%-100% of the funding for this Activity.

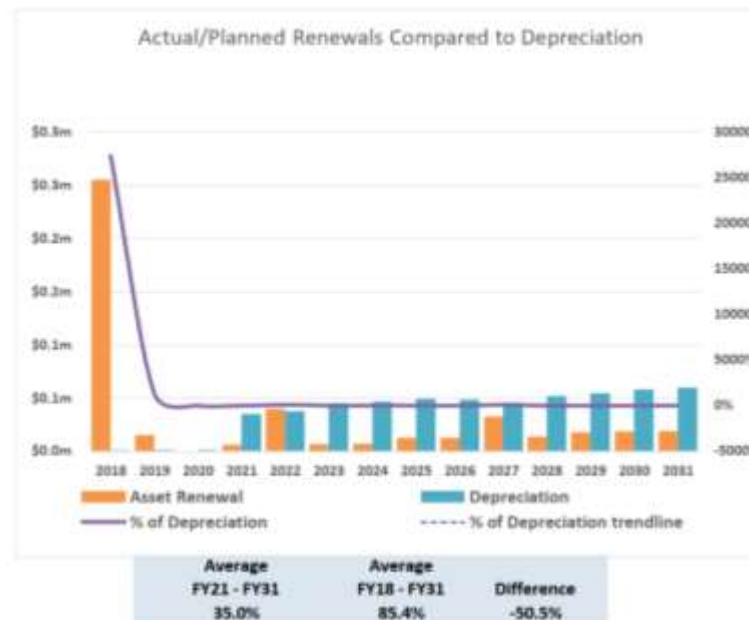
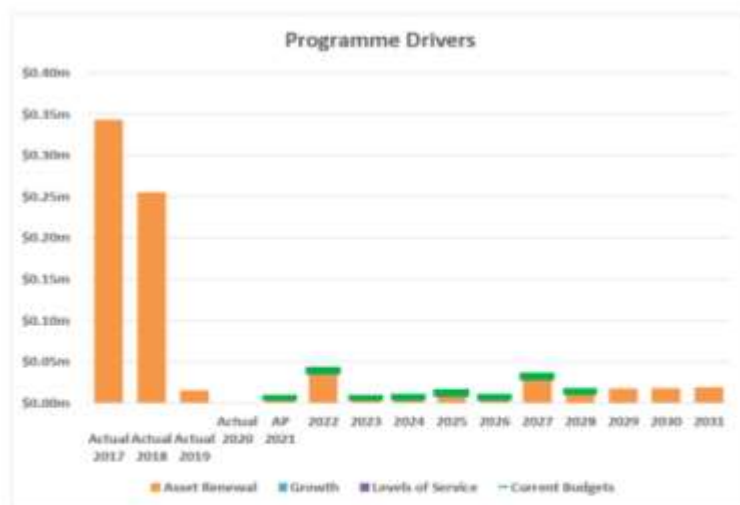
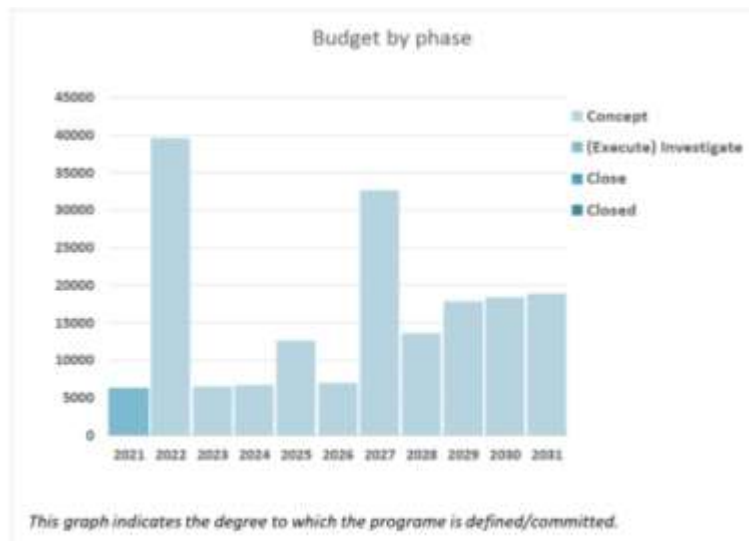


Funding Target		Funding mechanism	
Individual / Group	Community	Individual / Group	Community
<b>Low</b>	<b>High</b>	<ul style="list-style-type: none"> <li>• Fees &amp; Charges (Low)</li> </ul>	<ul style="list-style-type: none"> <li>• General Rates (High)</li> <li>• Grants &amp; Other (Low)</li> </ul>

**Capital Cost Funding Policy for this Activity**

Rates	Borrowing	DC s	Grants and Other
<b>High</b>	<b>Low</b>	-	-

# 10. How much capital expenditure will be spent, on what category of asset, and what are the key capital projects for this activity?



Proposed Budget Detail

Released on 5/02/2021 1:52:34 PM

Funding Programme	Group of Activities	Activity	Driver	ID	Title	Current Year Budget*	Proposed 2022	Proposed 2023	Proposed 2024	Proposed 2025	Proposed 2026	Proposed 2027	Proposed 2028	Proposed 2029	Proposed 2030	Proposed 2031	Proposed Total LTP
<b>Core</b>																	
<b>Core funding</b>																	
<b>Communities &amp; Citizens</b>																	
<b>Canterbury &amp; Akaroa Museums</b>																	
<b>Asset Renewal</b>																	
		37270			Programme - Akaroa Museum Renewals & Replacements of Roof & Equipment	-	40	6	7	13	7	33	14	18	18	19	174
		3119			Delivery Package - Akaroa Museum Renewals & Replacements	6	-	-	-	-	-	-	-	-	-	-	-
					<b>Asset Renewal Total</b>	<b>6</b>	<b>40</b>	<b>6</b>	<b>7</b>	<b>13</b>	<b>7</b>	<b>33</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>174</b>
					<b>Canterbury &amp; Akaroa Museums Total</b>	<b>6</b>	<b>40</b>	<b>6</b>	<b>7</b>	<b>13</b>	<b>7</b>	<b>33</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>174</b>
					<b>Communities &amp; Citizens Total</b>	<b>6</b>	<b>40</b>	<b>6</b>	<b>7</b>	<b>13</b>	<b>7</b>	<b>33</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>174</b>
					<b>Core funding Total</b>	<b>6</b>	<b>40</b>	<b>6</b>	<b>7</b>	<b>13</b>	<b>7</b>	<b>33</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>174</b>
					<b>Core Total</b>	<b>6</b>	<b>40</b>	<b>6</b>	<b>7</b>	<b>13</b>	<b>7</b>	<b>33</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>174</b>
					<b>Grand Total</b>	<b>6</b>	<b>40</b>	<b>6</b>	<b>7</b>	<b>13</b>	<b>7</b>	<b>33</b>	<b>14</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>174</b>

**11. Does this activity have any significant negative effects on social, economic, environmental or cultural wellbeing, now or in the future?**

Negative Effect	Mitigation
<b>Social</b>	
None – all positive	
<b>Economic</b>	
None – Akaroa Museum provides an excellent, 7 day service to both citizens and visitors with very modest operating costs.	
<b>Environmental</b>	
Energy use to maintain climate conditions within the Museum’s exhibition spaces and collection stores.	Investigate whether essential systems and practices can be modified to be more energy efficient.
<b>Cultural</b>	
None – all positive	

## 12. What risks are identified and what controls and mitigations are planned?

Risk	Planned Controls and Mitigation
<p>Impact of Covid-19 response</p> <p>Visitor Numbers</p>	<p>Closing New Zealand's borders in response to the Covid19 pandemic has seriously impacted Akaroa Museum's visitor numbers, 60% of which were internationals. The degree and rate of recovery is uncertain and is dependent upon a number of factors, including people's ability to travel overseas (border restrictions, financial circumstances, availability of a vaccine) and their level of comfort/security in doing so.</p> <p>In the meantime, tourism bodies nationally, regionally and locally, are encouraging New Zealanders to explore their own country and this initiative may see many more Kiwis than usual visiting Akaroa. Australians may visit in greater numbers if a trans-Tasman 'bubble' of relaxed borders is negotiated between Australia and New Zealand.</p> <p>Locally, the Museum will focus on its own Banks Peninsula community, building towards greater awareness and appreciation of the Museum's primary role; that of collecting, preserving and interpreting Banks Peninsula's cultural heritage.</p>
<p>Access - Akaroa Museum cares for a collection of more than 20,000 objects of local and regional significance. Collections are protected by environmental control, pest monitoring and control, security and fire protection systems, all outsourced.</p> <p>A failure in any of these systems could result in damage or loss of some or all of the collections.</p>	<p>Ensure all systems receive scheduled maintenance and regular monitoring, that all Museum staff know who to contact in case of fault or failure of any systems and that action is taken urgently.</p> <p>The Museum's current operational budget does not adequately provide for scheduled and reactive maintenance of all systems. Actual expenditure has exceeded plan for the past three years (by \$20k in 2018/19).</p>
<p>Visitor Market - Akaroa Museum's increasing reliance on cruise ship visitors makes it vulnerable to changes to this market. Cruise ships have been calling at Akaroa since the earthquakes prevented berthing at Lyttelton, and cruise ship visitors now represent 25% of Akaroa Museum's total visitors.</p>	<p>Covid19 has illustrated for us how vulnerable the international visitor market is to disruption, in this case due to a pandemic. Visitor targets built on historic data mean nothing when borders are closed to international visitors. A slow and gradual easing of travel restrictions is anticipated, but international visitors made up 60% of Akaroa Museum's visitor total in 2019/20 so it will experience a significant drop in visitor numbers during 2019/20 and possibly beyond. The loss of international visitors will be mitigated to some extent by the tourism industry's promotion of travel within the country, and potentially with the eventual easing of restrictions on trans-Tasman travel, but a return to pre-Covid19 visitor numbers will be some years away.</p>

Risk	Planned Controls and Mitigation
Heritage Buildings - Lack of up-to-date conservation plans for heritage buildings	<p>Conservation plans are instrumental in guiding improved management of heritage buildings without the loss of heritage fabric or values. The conservation plans for the three heritage buildings managed by the Museum need to be updated, and funded.</p> <p>Conservation plans will contain a section which identifies the risks of climate change on the building. Once the full risks are identified, there are opportunities to plan for mitigation measures. We will continue to include heritage buildings in disaster planning, policy and response. This includes agreeing/developing criteria and priorities in conjunction with stakeholders (guided by national and international protocols, Heritage Team, Civil Defence etc).</p>