

**Long Term Plan 2021-31**  
**Activity Plan**  
**Parks Heritage Management**

**Adopted 21 & 23 June 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	Head of Parks	Andrew Rutledge		3/2/2021

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

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Christchurch and Banks Peninsula have a rich and diverse heritage from the stories of Ngāi Tahu, the early European settlers, Pasifika through to people of all ethnic and cultural backgrounds who have journeyed here over time. Our heritage contributes to our personal sense of identity and belonging, anchoring us to our communities and to the city.

The concept of heritage is incredibly broad. It includes built and natural places, objects, stories, memories and traditions that we inherit, care for and pass on, whether historic or recent. It includes values across all our cultures that contribute to our community identity and is continually being created.

**The Parks Heritage Management activity delivers management and maintenance of a range of places, buildings, public artworks, monuments, and artefacts and ornamental fountains held by the Parks Unit.** Some heritage items are scheduled in the District Plan affording them additional protection, many are not scheduled. By ensuring that these assets are conserved and maintained, these taonga are preserved for future generations.

Services are delivered by doing the following,

- Recognising and protecting heritage places and items (scheduled and unscheduled), including those of Ngāi Tahu value and other cultures, through Council ownership
- Developing and implementing conservation plans to support the management of scheduled heritage items managed by Parks.
- Applying the ICOMOS NZ Charter (2010) as best practice heritage asset management for all works undertaken, including maintenance, repairs, upgrades and alterations
- Facilitating the use of scheduled heritage buildings compatible with their heritage values
- Providing interpretation, storytelling opportunities and promotion of Council owned heritage, including the use of Te Reo and Te Ao Māori.

This activity supports the implementation of the Our Heritage, Our Taonga Heritage Strategy, the Our Future Together Multicultural Strategy, and the Toi Ōtautahi Strategy for Arts and Creativity. The Our Heritage, Our Taonga Heritage Strategy identifies that the Council has:

- a **leadership** role in ensuring a broad range of the district's built and natural, tangible and intangible heritage is recognised, protected and celebrated.
- a leading role as a **champion** of the value of heritage to our identity.
- a core area of responsibility as an **owner** of scheduled heritage buildings, places, objects, structures and spaces.

Note that this activity relates only to the management and maintenance of built heritage and cultural objects within the Parks portfolio. Other activities such as Transport, Water Supply and Community Facilities also provide a heritage management service for assets within their portfolio. Heritage advice, education and advocacy, strategy, policy and planning, grant funding, research and identification, and community partnerships is included in the Strategic Planning and Policy Activity.

## Snapshot of Provision and Use 2018/19

- We have circa 50 buildings scheduled in the District Plan. Some sites such as Canterbury Provincial Buildings (CPB) and Sign of the Takahe have several distinct building periods. Buildings range from complex such as CPB, to simple such as Yew Cottage in Akaroa. Also included are several Band Rotundas and clock towers, a water tower and a cavern
- Other scheduled items that are not buildings include a cannon, try pots, a culvert, park gates, victorian phone box and a horse watering ramp
- 58% of our scheduled heritage buildings have conservation plans in place and 28% of our non-building scheduled items
- We have another 489 assets that fall within the artwork grouping, ranging in size from a gnome called Henry (0.4m) to Fanfare (25m) on the northern motorway
- There is an extensive range of monuments from statues, war memorials, and monuments to boroughs and events

Note that Park buildings that have heritage value but are not scheduled in the District Plan are included in the Parks and Foreshore Activity Plan.

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

	Community Outcomes	Describe in 2-3 sentences how the activity effects the Community Outcome
<b>Primary Outcome 1</b>	Celebration of our identity through arts, culture, heritage and sport	<p>Heritage contributes 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 (<i>supporting implementation of the Heritage, Multicultural and Arts strategies and overarching strategic principle of wellbeing and resilience</i>), they provide a physical reminder of past events and a place to remember</p> <p>By recognising, protecting and celebrating our heritage, we promote:</p> <ul style="list-style-type: none"> <li>• <b>Manaakitanga</b> (celebrating and sharing our heritage and the connections and relationships it fosters),</li> <li>• <b>Wairutanga</b> (strengthening our spiritual connection to our past),</li> <li>• <b>Tohungatanga</b> (identifying, understanding and valuing our heritage),</li> <li>• <b>Rangatiratanga</b> (leadership through collaboration and respect for our heritage).</li> </ul> <p>We make heritage accessible to people of all ages and abilities. (<i>supporting implementation of the Disability Charter</i>)</p> <p>We promote our diversity through respecting and promoting the stories of all our cultures.</p> <p>The impact extends to the whole community and to future generations.</p>
<b>Primary Outcome 2</b>	21 <sup>st</sup> century garden city we are proud to live in	<p>We maintain and enhance the status of Christchurch as ‘The Garden City’ and enliven public spaces with artworks.</p> <p>We conserve heritage places, making this a unique and dynamic place to live.</p> <p>This contributes to social, cultural, educational and recreational benefits.</p>

	<b>Community Outcomes</b>	<b>Describe in 2-3 sentences how the activity effects the Community Outcome</b>
		Heritage and artworks attract visitors to the city and have both commercial and economic benefits. Protection and promotion of our diverse heritage will attract and support new residents and their cultures.
<b>Primary Outcome 3</b>	Vibrant and thriving city centre	Our wide range of heritage assets add interest and character to the city centre making it more appealing to residents and visitors. Artworks, monuments and buildings that mark significant events and history of the city are often the focal point of celebration or commemoration activities and events. Heritage assets provide opportunities for tours, festivals, and education.
<b>Secondary Outcome 1</b>	Strong sense of community	We are developing cohesive communities with higher levels of social connectedness, as heritage contributes to a common sense of belonging for all community members and provides a place for people to gather. This social connectedness will assist in building communities able to withstand adversity, whether caused by economic, social or environmental shocks ( <i>supports the strategic principles of partnership, and collaboration, trust and equity</i> ).
<b>Secondary Outcome 2</b>	Valuing the voices of all cultures and ages (including children)	By recognising, protecting and celebrating our heritage, we promote <b>Kaitiakitanga</b> (guardianship and stewardship of our heritage for the use, enjoyment and prosperity of present and future generations). We protect our heritage for future generations through provision for heritage in disaster planning, policy and response and the impact of climate change. We are implementing heritage conservation principles to safeguard the heritage values of our assets ( <i>supports the strategic principles of partnership, stewardship, resilience and wellbeing, innovation and collaboration</i> ).
<b>Secondary Outcome 3</b>	Great place for people, business investment	The Parks Heritage Management activity protects and maintains the City's heritage and culture. It allows opportunities for diverse arts and cultural expression through a variety of buildings and structures that contributes to our unique identity, sense of place, cultural awareness and understanding, and quality of life. Artworks are a key component in enlivening places and attracting people. Impacts extend to the whole community and are ongoing.

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

Strategic Priorities	Activity Responses
Enabling active and connected communities to own their future	<ul style="list-style-type: none"> <li>• Develop and maintain heritage places to provide spaces and opportunities for communities to meet for a variety of purposes</li> <li>• Connect with volunteer groups and trusts who wish to be actively involved</li> <li>• Increase accessibility to scheduled heritage buildings wherever possible without the loss of heritage fabric and values</li> <li>• Provide for interpretation, including community stories, and promotion of heritage by participating in heritage week</li> <li>• Provide opportunities for heritage, artworks and interpretation to be included in walks and cycleways.</li> </ul>
Meeting the challenge of climate change through every means available	<ul style="list-style-type: none"> <li>• Protecting and retaining our scheduled heritage buildings is inherently more sustainable than demolishing and rebuilding. There are opportunities to be pro-active in heritage management, e.g.:</li> <li>• Updated Conservation plans are to contain a section which identifies the risks of climate change on the heritage place/item . All conservation plans since 2015 have addressed risk and risk management and mitigation.</li> <li>• Continue to evaluate new assets such as artworks to determine risks of climate change and to minimise these risks through appropriate location and construction.</li> <li>• Continue to develop processes/ provision for heritage in disaster planning, policy and response. This includes agreeing/developing criteria and priorities in conjunction with relevant stakeholders (i.e. not alone – international protocols, national protocols, heritage team and civil defence etc.).</li> <li>• Conservation Plans are instrumental in guiding improved efficiency without the loss of heritage fabric or values.</li> </ul>
Ensuring a high quality drinking water supply that is safe and sustainable	Not applicable.
Accelerating the momentum the city needs	<ul style="list-style-type: none"> <li>• Continue to protect heritage assets through management and maintenance to contribute to stimulating growth in surrounding areas and be the key landmarks or anchors as the city develops.</li> <li>• Use interpretation, promotion, walks and trails to encourage visitors and promote areas as well as individual assets as a ‘unique point of difference’</li> <li>• Sustainable, appropriate and adaptive re-use that does not diminish heritage values can create exciting and innovative spaces and places.</li> </ul>
Ensuring rates are affordable and sustainable	<ul style="list-style-type: none"> <li>• Find a use for scheduled heritage buildings before repairing them, adequately maintain them until they are repaired.</li> <li>• Invest in seismic strengthening of scheduled heritage buildings now to minimise damage and repair requirements in an earthquake.</li> <li>• Seek partnership opportunities for heritage activities.</li> <li>• Phasing repair and strengthening programme</li> </ul>

## 4. Increasing Resilience

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The Parks Heritage Management activity plays a major role in the resilience driver of promoting cohesive and engaged communities by creating a sense of local identity, social networks and safe places, promoting features of inclusive local heritage, and encouraging cultural diversity while promoting tolerance and a willingness to accept other cultures.

Communities are engaged and brought together through heritage opportunities in parks that build a sense of belonging and pride in local communities. Opportunities for social interaction reduce social isolation. Heritage Management provides opportunities for cultural, historical and environmental awareness and appreciation. People are brought together in shared spaces that encourage community integration, tolerance of others, and offer opportunities for addressing social issues. People get involved in decisions about heritage.

These opportunities provide the resilience dividend of tourism opportunities, employment opportunities, , learning opportunities, skill development, and enhanced quality of life.

Shocks and stressors most likely to impact on the Parks Heritage Management activity include demographic changes, economic changes, climate change, earthquakes, flooding, tsunami, and fire.

There is an opportunity for building resilience into the development of every new heritage asset, particularly artworks and monuments. They can be constructed to building code and located away from areas at high risk of flooding or coastal inundation. They can be designed for low maintenance. Heritage assets being repaired post earthquakes are progressively being strengthened to a minimum target of 67% of new building strength, at the appropriate importance level according to the building code depending on the use, with the aim of making them more resilient to any future seismic events. The strengthening takes into account the impact on heritage fabric providing a balance between ensuring the safety of occupants and minimising the effect on heritage fabric. Once repairs are complete, the strengthening programme can be extended to undamaged items. Some investment now is likely to save on repair costs in the future in the case of another earthquake.

Having scheduled heritage buildings occupied increases their resilience through increased security and maintenance. Occupation ensures a stable rather than variable internal climate.



## 5. Specify Levels of Service

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service	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		
Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments and artefacts.										
6.9.1.8	C	Parks scheduled heritage buildings are repaired and managed in safe and operational order		Baseline 68% as at June 2020, 34 out of 50 scheduled heritage buildings have been repaired.	72% of Parks scheduled heritage buildings repaired	76% of Parks scheduled heritage buildings repaired	80% of Parks scheduled heritage buildings repaired	84% of Parks scheduled heritage buildings repaired	Annual review of total number of buildings that have been repaired and are in operational order.	Celebration of our identity through arts, culture, heritage and sport
6.9.1.5	C	To manage and maintain Public Artworks, Monuments and Artefacts	2019/20: 64% 2018/19: 71% Introduced in 2018/19		Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, & Artefacts ≥ 65%	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, & Artefacts ≥ 65%	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, & Artefacts ≥ 65%	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, & Artefacts ≥ 65%	Annual Residents Survey – General Satisfaction Survey	Celebration of our identity through arts, culture, heritage and sport
6.9.1.6	C	To manage and maintain Parks scheduled heritage buildings	2019/20: 51% 2018/19: 63% Introduced in 2018/19		Resident satisfaction with presentation of Parks scheduled heritage buildings: ≥ 55%	Resident satisfaction with presentation of Parks scheduled heritage buildings: ≥ 55%	Resident satisfaction with presentation of Parks scheduled heritage buildings: ≥ 55%	Resident satisfaction with presentation of Parks scheduled heritage buildings: ≥ 55%	Annual Residents Survey – General Satisfaction Survey	Celebration of our identity through arts, culture, heritage and sport

<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.

LOS number	C/M <sup>1</sup>	Performance Measures Levels of Service	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		
6.9.1.1	M	To manage all Parks Heritage items scheduled on the District Plan	3-4 plans per year depending on complexity		Prepare new or review existing conservation plans for Council-owned Heritage items scheduled in the District Plan : 2-4 plans per annum	Prepare new or review existing conservation plans for Council-owned Heritage items scheduled in the District Plan : 2-4 plans per annum	Prepare new or review existing conservation plans for Council-owned Heritage items scheduled in the District Plan : 2-4 plans per annum	Prepare new or review existing conservation plans for Council-owned Heritage items scheduled in the District Plan : 2-4 plans per annum	Annual review of total number of Conservation plans completed for Heritage items and buildings scheduled in the District Plan.	Celebration of our identity through arts, culture, heritage and sport
6.9.1.9	M	All heritage assets (exculding buildings) are managed and maintained in a clean, tidy, safe, functional and equitable manner.			90% or greater of key performance indicators (KPI's) in the maintenance plan are achieved	90% or greater of key performance indicators (KPI's) in the maintenance plan are achieved	90% or greater of key performance indicators (KPI's) in the maintenance plan are achieved	90% or greater of key performance indicators (KPI's) in the maintenance plan are achieved	Scheduled maintenance completed according to programme.	Celebration of our identity through arts, culture, heritage and sport
6.9.1.2	M	To maintain Parks scheduled heritage buildings	2018/19: 95%		95% or greater of key performance indicators (KPI's) in the annual maintenance programme are completed	95% or greater of key performance indicators (KPI's) in the annual maintenance programme are completed	95% or greater of key performance indicators (KPI's) in the annual maintenance programme are completed	95% or greater of key performance indicators (KPI's) in the annual maintenance programme are completed	The annual maintenance programme is completed in accordance with service agreement requirements, specifically the SMP's (monthly maintenance) and PPM's (maintenance taking longer than one month)	Celebration of our identity through arts, culture, heritage and sport

## 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 changed from the LTP 2018-28 and why?

Previous Level of Service LTP 2018-28	Previous Target (2020/21)	Proposed Level of Service	Proposed Target (2021/31)	Reason	What will be done differently	Options for consultation
<b>AMEND</b> 6.9.1.1 and 6.9.1.2 To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance.	6.9.1.1 Percentage of public monuments, sculptures, artworks with Conservation Plans in place: 2018/19 : 20% 2019/20 : 24% 2020/21 : 28 %	6.9.1.1 To manage Council-owned Heritage items scheduled on the District Plan.	Prepare new or review existing conservation plans for Council-owned Heritage items scheduled in the District Plan – 2-4 plans per annum	Public sculptures, monuments and artworks do not have conservation plans unless they are scheduled heritage items.  Combine previously separated targets and define the group as “Heritage items scheduled on the District Plan”	Service delivery remains the same.  Improved definition of levels of service for management of distinct types of assets.  Separate levels of service for <ol style="list-style-type: none"> <li>1) Heritage items</li> <li>2) Heritage Buildings</li> <li>3) Public Monuments, Sculptures and Artworks.</li> </ol>	None required
	6.9.1.2 Percentage of Park heritage buildings with Conservation Plans in place: 2018/19 : 50% 2019/20 : 52% 2020/21 : 54%	6.9.1.2 To maintain Parks Heritage Buildings scheduled in the District Plan	95% or greater of KPIs in the annual maintenance programme is completed			
<b>DELETE</b> 6.9.1.3 To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance.	Maintenance plan Key performance indicators >= 95% achieved	<b>New</b> 6.9.1.8 Parks scheduled heritage buildings are repaired and managed in safe and operational order.	72% of Parks heritage buildings	Focus on the output of service delivery that the community will receive for heritage buildings.		
<b>DELETE</b> 6.9.1.4 To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance.	Public Monuments, Sculptures, Artworks & Parks Heritage Buildings Asset of above average condition: 80%	<b>New</b> 6.9.1.9 All heritage assets are managed and maintained in a clean, tidy, safe, functional and equitable manner.	90% or greater of KPIs in the maintenance plan is achieved			

Previous Level of Service LTP 2018-28	Previous Target (2020/21)	Proposed Level of Service	Proposed Target (2021/31)	Reason	What will be done differently	Options for consultation
<b>AMEND 6.9.1.5</b> To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance	Resident satisfaction with presentation of Public Monuments, Sculptures & Artworks: >= 90%	6.9.1.5 To manage and maintain Public Artworks, Monuments and Artefacts	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, & Artefacts ≥ 65%	Target changed to a realistic level as baseline resident satisfaction was established in the last 2 years.	No change in service delivery	None required
<b>AMEND 6.9.1.6</b> To manage and maintain Public Monuments, Sculptures, Artworks and Parks Heritage Buildings of significance.	Resident satisfaction with presentation of Parks Heritage Buildings: >= 70%	6.9.1.6 To manage and maintain Parks scheduled heritage buildings	Resident satisfaction with presentation of Parks scheduled heritage buildings: ≥ 55%			

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

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Parks Heritage assets are the Council's taonga, 187 of these assets have been valued at over \$55 million. This portfolio grows year on year primarily through the addition of artworks and monuments.

On a scale of 1-5, we aim to maintain assets at a condition of 2 (Good) or better. Any less than this and heritage fabric and values are being lost. Achieving this requires

- improving our asset data to ensure it is complete and correct,
- robust preventative maintenance programme,
- regular assessment and recording of asset condition and works.

Heritage asset management focuses on monitoring actions and maintenance work. The portfolio is maintained through external contractors and specialist professionals.

Key management challenges include

1. Understanding heritage assets do not fit the standard life-cycle model, conservation rather than replacement, they have an infinite life and renewal at failure means a loss of heritage values,
2. Recognition of heritage values when managing the asset to ensure these values are not compromised,
3. Difficulty of making investment decisions in a global recession, the high cost of repairing several major scheduled heritage buildings,
4. Affordability of operational requirements resulting in vulnerability, deterioration of assets and loss of heritage values,
5. Adapting to climate change and improving the resilience of our assets, and
6. Increased compliance and regulatory requirements

Looking forward, ensuring each heritage asset has an up to date conservation plan and condition assessment will guide Council investment and provide a framework for responding to community requests. Parks heritage is significant to build strong communities particularly the celebration of our identity, through arts and heritage. This provides local and community sense of place and city identity, which our Council owned assets are critical to telling the story of.

Please refer to [Parks Heritage Asset Management Plan](#) for more details.

## 9. What financial resources are needed?

<b>Heritage Management</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>											
Heritage Buildings and Structures	1,260	1,210	1,037	1,243	1,263	1,594	1,582	1,621	1,665	1,238	1,270
	1,260	1,210	1,037	1,243	1,263	1,594	1,582	1,621	1,665	1,238	1,270
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	112	143	146	149	153	156	160	164	169	173	178
Direct Maintenance Costs	697	721	736	892	912	934	957	981	1,007	1,034	1,061
Staff and Contract Personnel Costs	451	346	154	202	197	503	465	477	489	31	31
Other Activity Costs	-	-	-	-	-	-	-	-	-	-	-
	1,260	1,210	1,037	1,243	1,263	1,594	1,582	1,621	1,665	1,238	1,270
<b>Activity Costs before Overheads</b>	<b>1,260</b>	<b>1,210</b>	<b>1,037</b>	<b>1,243</b>	<b>1,263</b>	<b>1,594</b>	<b>1,582</b>	<b>1,621</b>	<b>1,665</b>	<b>1,238</b>	<b>1,270</b>
Overheads, Indirect and Other Costs	664	688	737	783	801	828	841	865	898	913	937
Depreciation	628	1,006	1,102	1,261	1,390	1,484	1,557	1,667	1,842	1,901	1,954
Debt Servicing and Interest	55	84	98	121	153	180	217	246	286	295	305
<b>Total Activity Cost</b>	<b>2,608</b>	<b>2,987</b>	<b>2,974</b>	<b>3,408</b>	<b>3,607</b>	<b>4,086</b>	<b>4,196</b>	<b>4,399</b>	<b>4,691</b>	<b>4,347</b>	<b>4,466</b>
<b>Funded By:</b>											
Fees and Charges	271	320	327	334	342	350	358	367	377	387	397
Grants and Subsidies	-	-	-	-	-	-	-	-	-	-	-
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
<b>Total Operational Revenue</b>	<b>271</b>	<b>320</b>	<b>327</b>	<b>334</b>	<b>342</b>	<b>350</b>	<b>358</b>	<b>367</b>	<b>377</b>	<b>387</b>	<b>397</b>
<b>Net Cost of Service</b>	<b>2,336</b>	<b>2,667</b>	<b>2,647</b>	<b>3,074</b>	<b>3,265</b>	<b>3,736</b>	<b>3,838</b>	<b>4,032</b>	<b>4,314</b>	<b>3,960</b>	<b>4,069</b>
<b>Funding Percentages:</b>											
Rates	89.6%	89.3%	89.0%	90.2%	90.5%	91.4%	91.5%	91.7%	92.0%	91.1%	91.1%
Fees and Charges	10.4%	10.7%	11.0%	9.8%	9.5%	8.6%	8.5%	8.3%	8.0%	8.9%	8.9%
Grants and Subsidies	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
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	3,493	4,541	6,173	3,939	2,547	2,374	617	20,611	1,183	748	450
Improve the Level of Service	128	300	7,930	9,238	3,933	3,934	-	-	-	-	-
<b>Total Activity Capital</b>	<b>3,621</b>	<b>4,841</b>	<b>14,102</b>	<b>13,177</b>	<b>6,479</b>	<b>6,308</b>	<b>617</b>	<b>20,611</b>	<b>1,183</b>	<b>748</b>	<b>450</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>High</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>	• <b>Fees &amp; Charges (Low)</b>	• <b>General Rates (High)</b>

***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?

### Planned Capital Programme Detail by Activity

(\$000)

Activity	Driver	ID	Project Name	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
<b>Heritage</b>														
<b>Asset Renewal</b>														
		3368	Mona Vale Bathhouse								626			626
		3373	Old Municipal Chambers	3,738	4,800									8,538
		22167	Canterbury Provincial Chambers Works (Stage 1)	113						20,000				20,113
		61691	Heritage Buildings Reactive Renewals	150	153	79	64	66	68	70	72	74	76	872
		61692	Programme - Heritage Buildings Planned Renewals	123	270	691	490	286	169	209	179	368	189	2,974
		61693	Programme - Public Artworks, Monuments & Artefacts Planned Renewals (PAMA)	417	233	655	489	638	380	333	306	307	126	3,884
		61709	Parks Heritage Metropolitan Project (Former Council Stables)										60	60
		61821	Cunningham House Building Renewals (Heritage)		716	2,514	1,503	1,384						6,117
<b>Level of Service Improvement</b>														
		1469	Robert McDougall Gallery Weathertightness		1,053									1,053
		61694	Monuments, Sculptures & Artworks Acquisition (PAMA)	300										300
		65641	Robert MacDougall Gallery - Base Isolation			3,933	3,933	3,934						11,800
<b>Meeting Current Levels of Service</b>														
		45164	Robert McDougall Gallery Strengthening		6,877	5,305								12,182
<b>Heritage Total</b>				<b>4,841</b>	<b>14,102</b>	<b>13,177</b>	<b>6,479</b>	<b>6,308</b>	<b>617</b>	<b>20,612</b>	<b>1,183</b>	<b>749</b>	<b>451</b>	<b>68,519</b>

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

Negative Effect	Mitigation
<b>Social</b>	
Not all scheduled heritage buildings are accessible.	Provide accessibility where possible, develop digital virtual tours
<b>Economic</b>	
Negative public response associated to limited Council capacity to fund post-earthquake repairs to scheduled heritage buildings and items.	Explore alternative ownership, funding and building utilisation opportunities
High cost maintenance items, such as painting which can be \$100k plus, are difficult to fund in the opex programme	Increase operational budgets to effectively cover planned maintenance requirements
True value of heritage, artworks and monuments is not reflected in the return on its use, often this does not cover the maintenance cost	Importance of heritage assets in terms of their historical, aesthetic, educational, artistic and economic contribution is applied to valuation methods. These methods should be able to assess the monetary values for the protection and management of heritage from a societal point of view.
<b>Environmental</b>	
Production of waste from businesses operating in scheduled heritage buildings	Waste management and recycling
Travel requirements to access heritage, artworks and monuments	Location of artworks in public spaces such as walkways, cycleways and recreational areas
<b>Cultural</b>	
Loss of heritage through neglect or non repair	Maintain and repair

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

Risk / Uncertainty: (for each risk you identify, complete the following sections. You can have more than one cause or result/outcomes for each risk, we suggest a maximum of 5 items against each risk)			Assessed Risk Level		Controls and Mitigations
Risk Title There is a risk that/of:	Caused By:	Resulting In:	Inherent	Residual	
Covid-19 could impact on delivery of the Heritage activity.	Re-emergence of Covid-19 and it's wide-ranging economic and community effects.	Increased cleaning requirements, facility closures, budget implications. Loss of revenue.	high	high	Plan and prepare for working at different alert levels, modify delivery programmes, develop effective public and internal communication plans. Actions are dependent on alert levels and government instructions.
Inability to maintain heritage assets at current service levels or meet Level of Service expectations	Continued acquisition of heritage assets, especially artworks, largely through gifting, with insufficient increase in supporting operational and capital budget Expectation for the Council to own and maintain scheduled heritage buildings and sites that are no longer in service. Limited/inability to rationalise or limit heritage assets being received or currently owned. Lack of staff capacity and resources to respond to community aspirations and increasing expectations.	Required modification of management practices, Prioritisation of safety and critical works over other planned maintenance, Negative impact on staff wellbeing, Impact on Levels of Service, Impact on meeting public/community expectations.	high	moderate	Ensure budget requirements to maintain current Levels of Service are recognised and understood, prioritise works as budgets allow.
Non-compliance with regulatory requirements, e.g. wide ranging health and safety, environmental, archaeological and administrative regulations.	New regulations, burden of compliance, lack of staff knowledge, unsupervised and or non-compliant community actions in parks, damage of	Increased complexity and delivery costs, delayed or lengthy delivery timeframes, potential non-compliance and associated regulatory action/fine.	moderate	low	Staff training, global consents, regulatory requirements are identified early and adequately budgeted for in opex and capex. Improved monitoring, partnerships, training and information for volunteers.

Risk / Uncertainty: (for each risk you identify, complete the following sections. You can have more than one cause or result/outcomes for each risk, we suggest a maximum of 5 items against each risk)			Assessed Risk Level		Controls and Mitigations
Risk Title There is a risk that/of:	Caused By:	Resulting In:	Inherent	Residual	
	assets by vandalism and theft, negligence.				
Climate change, natural disasters and other shocks and stressors impacting heritage assets.	Floods, erosion, drought, fires, storm events, sea level rise, earthquakes.	Untenable heritage assets.	moderate	low	Manage heritage assets for resilience with carefully selected locations, earthquake strengthening. Inspect/awareness of existing asbestos/contamination and keeping unsafe buildings closed.
Discovery, disturbance and exposure of asbestos and other contaminants	Many scheduled heritage buildings contain asbestos, this can be easily disturbed during building repairs and refurbishment.	Health risks/impact.	moderate	low	Monitoring, testing, resources for planning, appropriate handling of asbestos, communication.
No use is found for scheduled heritage buildings	Lack of suitable uses and tenants	Buildings remaining unrepaired and/or vacant, security issues and further deterioration	moderate	moderate	Continue with programme of Expressions of Interest to seek suitable tenants for vacant buildings
Loss of heritage fabric	Lack of or delayed conservation plans, or not complying with conservation plans	Inappropriate methodology being applied to works	moderate	low	Prioritised programme of conservation plans, staff training and awareness of plans.