

Long Term Plan 2024-34 Activity Plan

Parks Heritage Management

- *Manage and maintain the network of Parks heritage buildings, public artworks, monuments, and artefacts.*

Draft Activity Plan adopted for consultation 14, 21, and 27 February 2024. Open for consultation and submissions 18 March – 21 April, 2024.

Approvals

Role	Position	Name	For Draft LTP	
			Signature	Date of sign-off
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Contents

1. WHAT THIS ACTIVITY DELIVERS	4
2. WHY WE DELIVER THIS ACTIVITY	7
2.1. COMMUNITY OUTCOMES: HOW THIS ACTIVITY CONTRIBUTES.....	7
2.2. STRATEGIC PRIORITIES - HOW THIS ACTIVITY SUPPORTS PROGRESS ON OUR PRIORITIES	8
2.3. CLIMATE RESILIENCE GOALS: HOW THIS ACTIVITY SUPPORTS CLIMATE RESILIENCE GOALS	9
3. HOW WE ARE PLANNING FOR FUTURE IMPACTS	11
3.1. ISSUES IMPACTING CURRENT AND FUTURE ACTIVITY DEMAND AND DELIVERABILITY	11
3.2. THE HIGH IMPACT ISSUES AND MITIGATIONS PLANNED	12
4. OUR LEVELS OF SERVICE	13
5. HOW ASSETS WILL BE MANAGED TO DELIVER THE SERVICES	14
6. CAPITAL EXPENDITURE AND KEY CAPITAL PROJECTS	15
7. FINANCIAL RESOURCES NEEDED	16
7.1. RESOURCES NEEDED.....	16
7.2. FUNDING CONSIDERATION AND OUTCOME	17
8. POSSIBLE SIGNIFICANT NEGATIVE IMPACTS ON WELLBEING	18
A. APPENDIX A: LEVELS OF SERVICE DETAIL	20
A.1. CONTINUOUS IMPROVEMENT REVIEW (S17A) – RECOMMENDATIONS FOR CHANGE	20
A.2. LEVELS OF SERVICE: PERFORMANCE MEASURES IN DETAIL	21
A.3. LEVELS OF SERVICE CHANGES FROM LONG-TERM PLAN 2021-31, AND WHY	22
B. APPENDIX B: POSSIBLE ISSUES IMPACTING THE ACTIVITY & THE MITIGATIONS PLANNED	23
B.1. CHANGING CUSTOMER NEEDS	23
B.2. TIRITI PARTNERSHIPS (MEDIUM IMPACT)	27
B.3. TECHNOLOGICAL GROWTH (HIGH IMPACT)	28
B.4. RESILIENCE AND ENVIRONMENTAL CONSIDERATIONS	29
B.5. INFRASTRUCTURE (LOW IMPACT)	30
B.6. REGULATIONS & REFORM (HIGH IMPACT).....	30
B.7. IDENTIFIED BUSINESS UNIT RISKS.....	31

1. What this activity delivers

Christchurch and Banks Peninsula boast a rich and diverse heritage encompassing the stories of Ngāi Tahu, early European settlers, Pasifika, and people of various ethnic and cultural backgrounds who have journeyed here over time. Our heritage plays a vital role in shaping our sense of identity and belonging, connecting us to our communities and city.

Heritage is a broad concept that includes built and natural places, objects, stories, memories, and traditions that we inherit, care for, and pass on, whether they are historic or more recent. It encompasses values across all cultures that contribute to our community identity, and it continues to evolve.

The Parks Heritage Management activity is responsible for the management and maintenance of a wide range of places, buildings, public artworks, monuments, ornamental fountains, and artefacts held by the Parks Unit.

While some heritage items are protected through scheduling in the District Plan, many are not. Preserving and maintaining these assets ensures that these precious taonga are conserved for future generations.

The services provided by this activity include:

- Managing and maintaining Council owned heritage places and items, both scheduled and unscheduled, including those of cultural significance to Ngāi Tahu and other cultures.
- Developing and implementing conservation plans to guide the management of scheduled heritage items under the Parks Unit’s care.

- Applying the ICOMOS New Zealand Charter for the Conservation of Places of Cultural Heritage Value 2021 (ICOMOS NZ Charter 2010) as best practice heritage asset management for all works, including maintenance, repairs, upgrades, and alterations.
- Facilitating the use of scheduled heritage buildings in a manner that aligns with their heritage values.
- Providing interpretation, storytelling opportunities, and promotion of Parks heritage, including the incorporation of Te Reo and Te Ao Māori.

This activity aligns with various strategies, including 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 recognises that the Council has a leadership role in recognising, protecting, and celebrating a broad range of the district’s built and natural heritage. It acknowledges the Council’s responsibility as an owner of scheduled heritage buildings, places, objects, structures, and spaces¹, and highlights its role as a champion of the value of heritage to our collective identity.

This activity includes the following service:

Services	Contributes to Community Outcomes
 <p>Management and maintenance of</p> <ul style="list-style-type: none"> • Scheduled heritage items • Non-scheduled heritage items 	<p>A cultural powerhouse city</p>

¹ 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, advocacy, strategy, policy and planning, grant funding, research and identification, and community partnerships is included in the Strategic Planning and Policy Activity.

A snapshot of provision and use:

- ✓ 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, 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 49% 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 including 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.



Where we came from

The Parks Unit has always had responsibility for scheduled heritage buildings. The number of these increased when the Christchurch City Council amalgamated with the Banks Peninsula District Council in 2006 and again around 2008 when the restricted asset portfolio was transferred from Property Consultancy. District Plan changes have extended the portfolio further.

The Canterbury Earthquakes of 2010 and 2011 caused varying degrees of damage, and work to repair these buildings and return them to a suitable use continues.

The Parks Unit became responsible for the recording and maintenance of Council owned outdoor statues, fountains, clocks, memorials and other public artworks and structures by Council resolution in 2001.

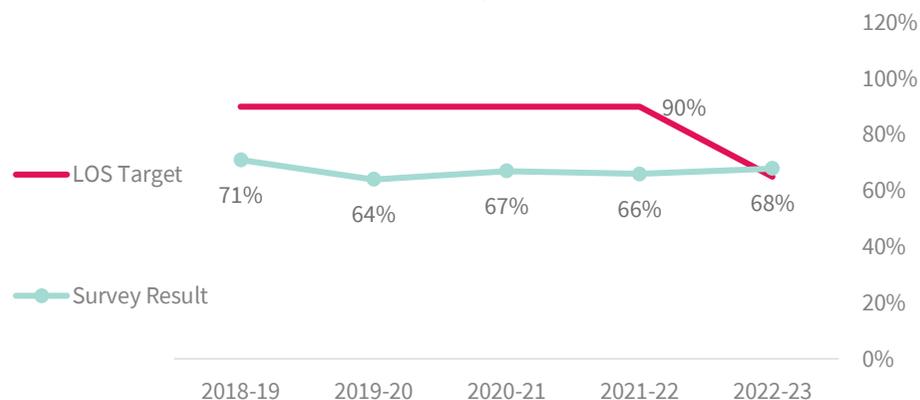
What our community is saying



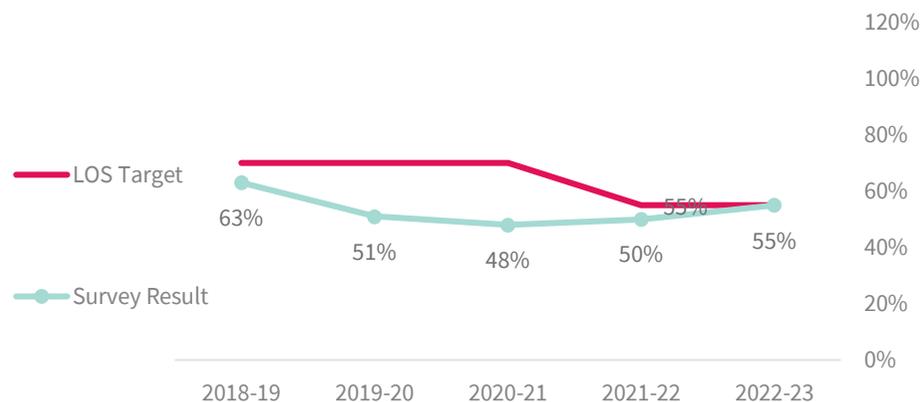
68% are satisfied with public artworks, monuments, and artefacts (PAMA)

55% are satisfied with scheduled heritage buildings

6.9.1.5 Resident satisfaction with presentation and maintenance of public artworks, monuments and artefacts



6.9.1.6 Resident satisfaction with presentation of Parks scheduled heritage buildings



Source: General Service Satisfaction Survey Report 2023

Who our key customers are: Local residents, community, cultural and arts organisations, event organisers, lessees, tourists and visitors, businesses, school and educational groups, heritage and art enthusiasts, researchers and historians, cultural and arts organisations

Who our key stakeholders are: Mana whenua, local community, Government authorities, Heritage New Zealand Pouhere Taonga, tenants, advocacy groups, cultural communities, artists and art organisations, academic and research institutions, philanthropic organisations and sponsors

What we do: We manage and maintain scheduled heritage in the Parks Unit portfolio and all Council owned artworks, monuments, artefacts and ornamental fountains across the District.

What residents think:

“With so much of our physical heritage fabric destroyed in the aftermath of the earthquakes, it is imperative to look after what is left.” *Public engagement, 2017.*

“It is important to be able to see the history of our city and its former inhabitants.” *Resident survey 2022*

“Great to see [...] heritage buildings being restored but shocking how long it’s taken to do so meaning it will cost more.” *Resident survey 2023*

Community outcomes:

- A cultural powerhouse city
- A collaborative confident city

2. Why we deliver this activity

2.1. Community Outcomes: How this activity contributes

Community Outcomes		Contribution*	Key contributions to achieving our community outcomes
	<p>A collaborative confident city Our residents have the opportunity to actively participate in community and city life, have a strong sense of belonging and identity, and feel safe</p>	★★★★	<p>The Parks Heritage activity plays a pivotal role in creating communal spaces that encourage social interaction, celebrate local history, and inspire a sense of pride and identity among its residents.</p> <ul style="list-style-type: none"> • Preserving cultural identity and promoting cultural tourism • Enhancing public spaces that are safe and inclusive • Encouraging creativity and expression • Facilitating dialogue and understanding
	<p>A green, liveable city Our neighbourhoods and communities are accessible and well-connected, supporting our goals to reduce emissions, build climate resilience and protect and regenerate the environment, especially our biodiversity, water bodies, and tree canopy</p>	★★	<p>The Parks Heritage activity contributes by enhancing green spaces, preserving natural and cultural heritage, promoting environmental awareness, and enhancing the overall quality of life for residents.</p> <ul style="list-style-type: none"> • Promoting sustainable practices through preservation and conservation • Beautifying green spaces and encouraging active transportation with artworks along cycle and walking routes • Celebrating biodiversity and natural heritage • Educating and inspiring residents
	<p>A cultural powerhouse city Our diverse communities are supported to understand and protect their heritage, pursue their arts, cultural, and sporting interests, and contribute to making our city a creative, cultural, and events 'powerhouse'</p>	★★★★★	<p>The Parks Heritage activity provides a platform for artistic expression, showcasing cultural diversity and traditions, attracting creative talent and visitors, and fostering cultural exchange and community participation.</p> <ul style="list-style-type: none"> • Preserving and promoting cultural heritage and cultivating a sense of pride and identity • Fostering artistic expression and boosting the creative economy • Supporting cultural and recreational interests in repurposed buildings and spaces • Supporting cultural events and festivals
	<p>A thriving prosperous city Our city is a great place for people, business and investment where we can all grow our potential, where enterprises are innovative and smart, and where together we raise productivity and reduce emissions</p>	★★	<p>The Parks Heritage activity enhances the city's aesthetic appeal, attracts tourism and investment, stimulates economic growth, fosters creativity and innovation, and provides opportunities for recreation, cultural activities, and community engagement.</p> <ul style="list-style-type: none"> • Enhancing quality of life and sense of place • Heritage-led regeneration and tourism supporting smart and sustainable development • Promoting economic diversification
*Level of contribution – what this means			
★★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		

2.2. Strategic Priorities - How this activity supports progress on our priorities

Strategic Priorities		Contribution*	How our strategic priorities influence the way we work
	Be an inclusive and equitable city which puts people at the centre of developing our city and district, prioritising wellbeing, accessibility and connection	★★★★	<ul style="list-style-type: none"> We encompass representation and diversity We engage and empower the community We incorporate accessible and inclusive design We provide opportunities for education and awareness
	Champion Christchurch and collaborate to build our role as a leading New Zealand city	★★★	<ul style="list-style-type: none"> Preservation and restoration to recognise and preserve our rich heritage and historical landmarks Promotion of local artists and creatives through public art installations Collaborative design and placemaking to integrate heritage into urban planning Cultural tourism and economic development that attracts visitors Partnerships and collaborative projects Innovation and forward thinking
	Build trust and confidence in the Council through meaningful partnerships and communication, listening to and working with residents	★★	<ul style="list-style-type: none"> Collaborative decision-making and consultation with residents and stakeholders Supporting community-led initiatives Transparent communication Education and awareness to foster a greater appreciation and understanding Long-term sustainability to foster a sense of security and assurance
	Reduce emissions as a Council and as a city, and invest in adaptation and resilience, leading a city-wide response to climate change while protecting our indigenous biodiversity, water bodies and tree canopy.	★	<ul style="list-style-type: none"> Sustainable design, preservation, adaptive re-use, and regeneration Climate resilience and adaptation Public awareness and education through artwork and heritage Integration with nature and biodiversity Collaboration with mana whenua
	Manage ratepayers' money wisely, delivering quality core services to the whole community and addressing the issues that are important to our residents	★	<ul style="list-style-type: none"> Requires sufficient funding for preservation, restoration, and maintenance Accessibility and inclusiveness for all Community engagement and participation in decision-making Value for money and transparency
	Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind	★★★	<ul style="list-style-type: none"> Sustainable preservation Integrating heritage and artworks for cultural continuity Accessible and inclusive, catering to a diverse range of residents Education and awareness Sustainable funding and resource allocation
*Levels of contribution – what this means			
★★★★	This activity is critical to the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service		
★★★	This activity strongly supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service for some elements		
★★	This activity supports the Council's contribution to achieving this community outcome – we measure our impact with specific levels of service if practicable		
★	This activity may provide incidental support to achieving this community outcome – it's not cost-effective to measure our impact		

2.3. Climate Resilience Goals: How this activity supports climate resilience goals

Net zero emissions Christchurch

	<p>Key sources of greenhouse gas emissions from this activity include:</p> <ul style="list-style-type: none"> • Energy consumption from heating, cooling, and lighting systems • Construction and restoration involving the extraction, processing, and transportation of construction materials as well as on-site energy use • Conservation and preservation processes that may involve the use of chemical and solvents <p>Parks Heritage Management is taking the following actions to reduce greenhouse gas emissions:</p> <table border="0"> <tr> <td data-bbox="212 399 1164 691"> <p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Energy efficiency improvements when restoring heritage buildings such as lighting and heating systems and improved insulation • Using environmentally friendly products • Education and awareness • Retaining and repurposing buildings rather than demolishing and rebuilding • Store and reuse materials on site or other sites where practical </td> <td data-bbox="1164 399 2112 691"> <p>Greenhouse gas emissions by users of heritage buildings</p> <ul style="list-style-type: none"> • Require tenants to recycle, compost, minimise waste, and report on the outcome of their actions </td> </tr> </table>	<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Energy efficiency improvements when restoring heritage buildings such as lighting and heating systems and improved insulation • Using environmentally friendly products • Education and awareness • Retaining and repurposing buildings rather than demolishing and rebuilding • Store and reuse materials on site or other sites where practical 	<p>Greenhouse gas emissions by users of heritage buildings</p> <ul style="list-style-type: none"> • Require tenants to recycle, compost, minimise waste, and report on the outcome of their actions
<p>Operational/embedded greenhouse gas emissions</p> <ul style="list-style-type: none"> • Energy efficiency improvements when restoring heritage buildings such as lighting and heating systems and improved insulation • Using environmentally friendly products • Education and awareness • Retaining and repurposing buildings rather than demolishing and rebuilding • Store and reuse materials on site or other sites where practical 	<p>Greenhouse gas emissions by users of heritage buildings</p> <ul style="list-style-type: none"> • Require tenants to recycle, compost, minimise waste, and report on the outcome of their actions 		

We understand and are preparing for the ongoing impact of Climate change

	<p>Key climate risks for the Parks Heritage Management activity include:</p> <ul style="list-style-type: none"> • Extreme weather events that cause damage to heritage assets, increased soil water may result in salt mobilisation and surface deterioration, historic rainwater systems may not handle heavy rain events, flooding and post flooding growth of damaging micro-organisms • Rising sea levels and coastal erosion affecting vulnerable assets • Temperature and humidity fluctuations and extremes may influence the stability and condition of artworks and heritage fabric • Increased pest infestation due to migration of pests • Cultural landscape changes such as shifts in vegetation patterns and water availability that affect the character and integrity of heritage sites and availability of materials for maintenance (timber) • Wildfires • Other impacts on assets and infrastructure (see the Parks Heritage Asset Management Plan for more details). <p>Options being considered to reduce the risks to the Parks Heritage Management activity and the community posed by those climate risks include:</p> <ul style="list-style-type: none"> • Consideration of climate change impact on an item as part of its evaluation for listing and not listing if the risk is high or reduces its life • Conservation and preservation practices such as identifying, evaluating, and determining strategies to address the risks • Retrofitting and adaptation of heritage buildings such as raising or relocating buildings and artworks • Investigate flood protection options where necessary • Maintain and improve drainage systems associated with heritage items • Emergency preparedness and response disaster management, first responders • Careful consideration of placement of new artworks to avoid vulnerable sites
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We are guardians of our natural environment and taonga



We will be undertaking a pilot project in the next three years to further support energy efficiency.

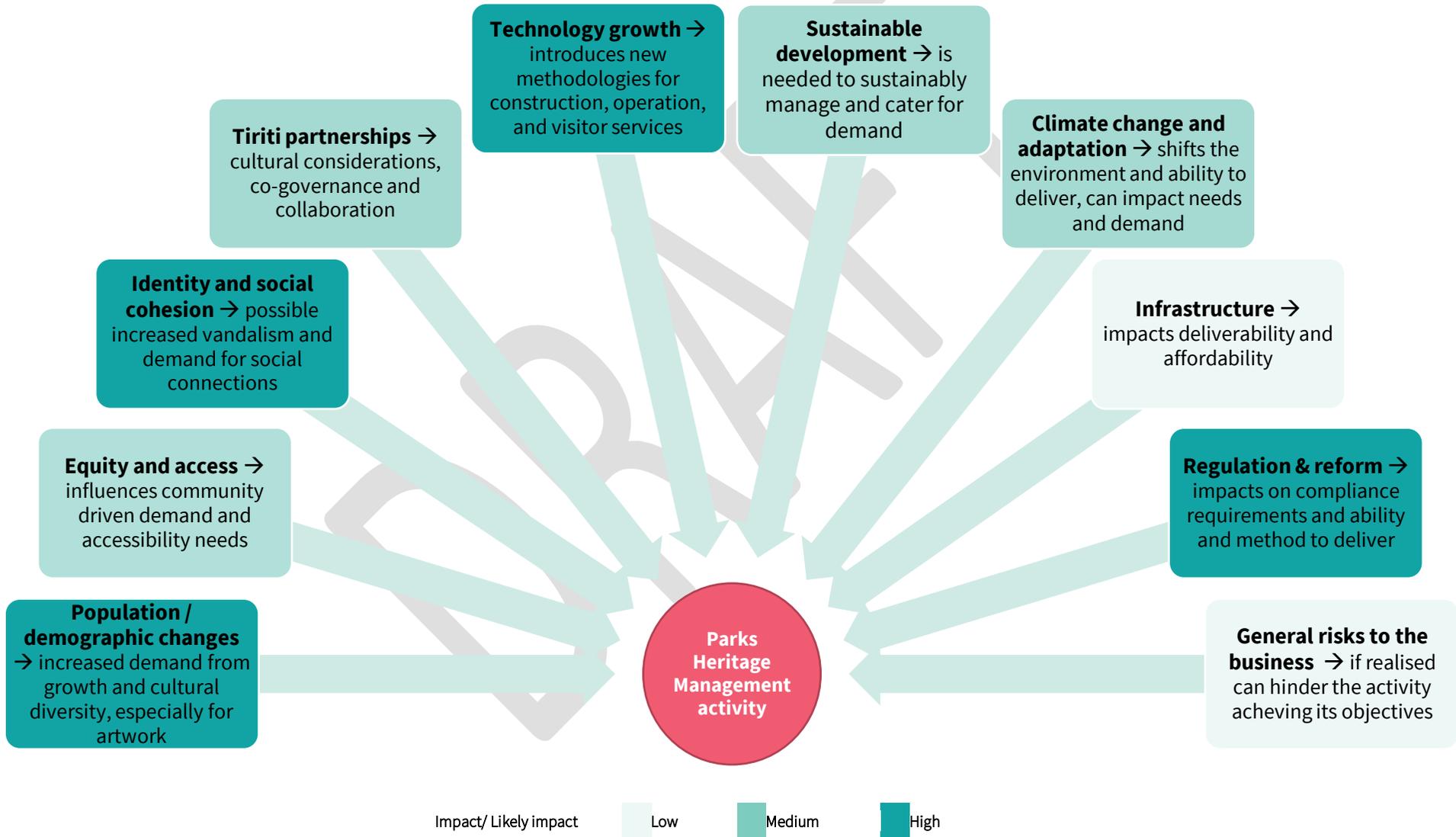
- Cunningham Glass House energy efficiency – incorporating energy efficiency methods into the repair and restoration of Cunningham House such as automated heat management and lower carbon fuel (ground source heat)
- Repairs to heritage buildings such as Kukupa Hostel and Yew Cottage take into consideration passive building design and retrofit
- While work will be undertaken to support climate resilience goals, no specific changes to LoS are expected in this LTP period as a result of climate change.

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3. How we are planning for future impacts

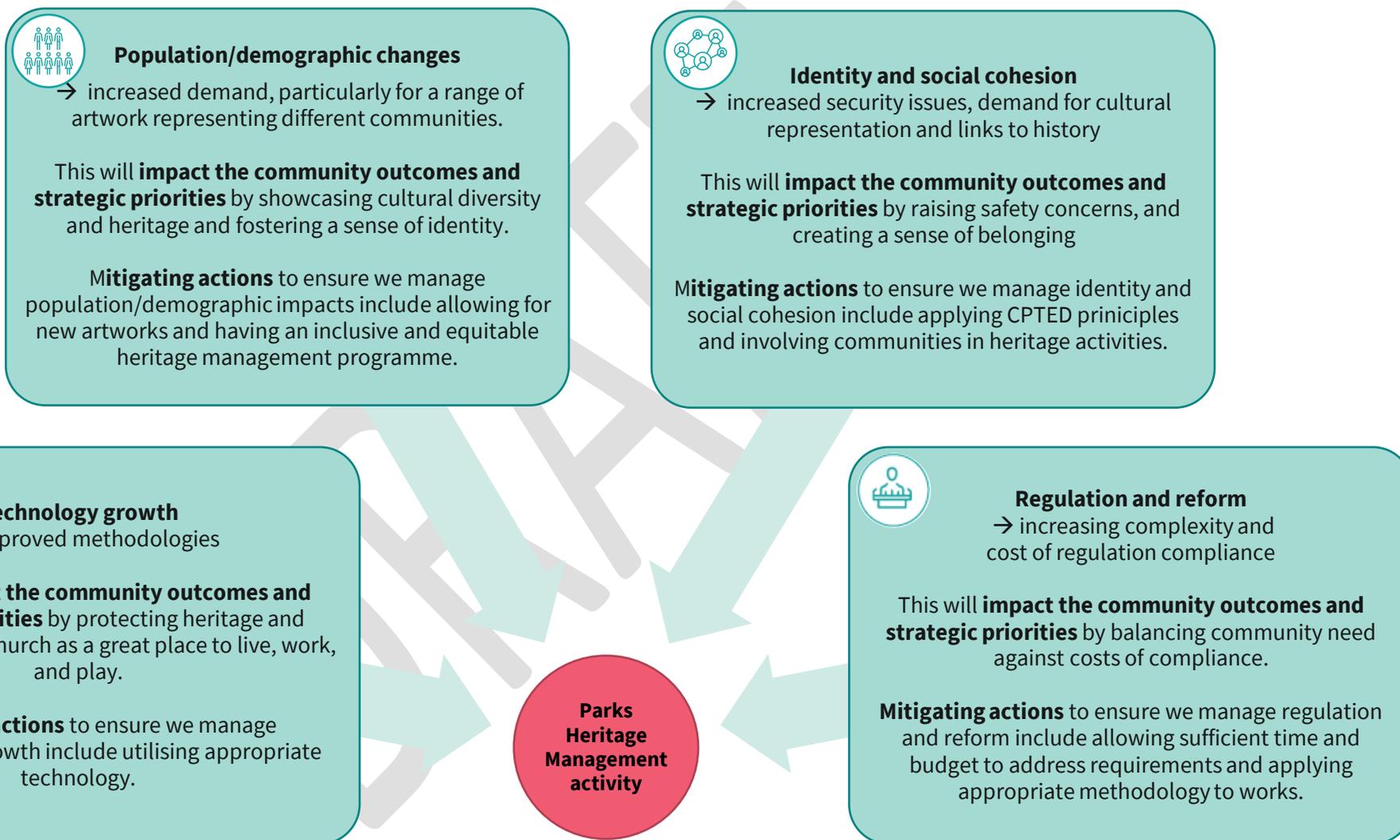
There are various factors influencing current and future demand for Parks Heritage activities and services and the ability to deliver them. These are listed below.

3.1. Issues impacting current and future activity demand and deliverability



3.2. The high impact issues and mitigations planned

The more prominent ones that in particular effect our Community Outcomes or Strategic Priorities are summarised on this page. For further details on issues, including the current status, future projections, likely impact and mitigations please see Appendix B.



4. Our levels of service

Council's Levels of Service (LoS) measures enable us to monitor and report against our outcomes and service performance. See Appendix A: Levels of Service Details for more detail.

Services & Level of Service Statements, with Measures of Success and future year Targets

Level of Service statement (What we will provide)	Measures of success (What our community can expect)	Performance Targets/Outputs			
		2024/25	2025/26	2026/27	2027 - 34
Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments, and artefacts					
Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments, and artefacts	Parks scheduled heritage buildings are repaired (6.9.1.8)	79% of Parks scheduled heritage buildings repaired	80% of Parks scheduled heritage buildings repaired	81% of Parks scheduled heritage buildings repaired	81% - 84% of Parks scheduled heritage buildings repaired
	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, and Artefacts (6.9.1.5)	>=65%			

5. How assets will be managed to deliver the services

The Parks Heritage portfolio is made up of buildings, artworks, monuments, ornamental fountains and artefacts. The Asset value of this Activity is \$84 million, representing approx. 0.61% of total Council Assets.

Managing our assets

The Parks Heritage portfolio comprises scheduled and unscheduled heritage buildings, artworks, monuments, ornamental fountains, and artefacts. The portfolio continues to grow, largely through the acquisition of new artworks or District Plan changes.

It is critical to maintain heritage assets to a high standard as the heritage values are irreplaceable. Given resource limitations, maintenance and renewal activities for heritage assets are prioritised based on condition, risk level, and significance.

The maintenance of monuments, ornamental fountains, and artworks became an internal service in early 2021 following a s17A service review in 2017. Maintenance of heritage buildings and clock mechanisms is still outsourced to external contracts.

In late 2022 an internal service was established to handle limited building maintenance and repair. A combination of both internal staff and an external contractor are involved in a graffiti removal programme.

Most of the capital expenditure is dedicated to repairing earthquake damaged heritage buildings. It is challenging to find a viable use for the building before allocating repair funds. Buildings that remain unrepaired are at a high risk of deterioration and loss of heritage values.

Looking forward

The primary goal for the next 10 years is to strengthen and repair earthquake-damaged buildings and renew the worst condition deteriorated assets. This is crucial to preserve our heritage for future generations. Efforts will focus on assessing structural integrity, implementing tailored strategies, and improving seismic resilience. 12 earthquake-damaged buildings are yet to be repaired once a suitable future use is identified.

Looking after our Taonga and safeguarding their heritage values relies on the implementation of effective and robust maintenance programmes. By prioritising and allocating resources to planned maintenance, we can reduce long term costs and prevent the loss of heritage values. Our maintenance planning is guided by condition assessments, focussing efforts where they are most needed.

To enhance our asset information, we are actively completing asset data capture and records for public artworks, monuments, and artefacts. This information will become available on our asset management system and improved.

To enhance resilience, we evaluate capital projects in relation to climate change, emissions, and potential hazards. We are considering the potential relocation of vulnerable buildings like Yew Cottage and the Akaroa Immigration Barracks. We strive to incorporate energy efficient measures into our renewal and repair projects.

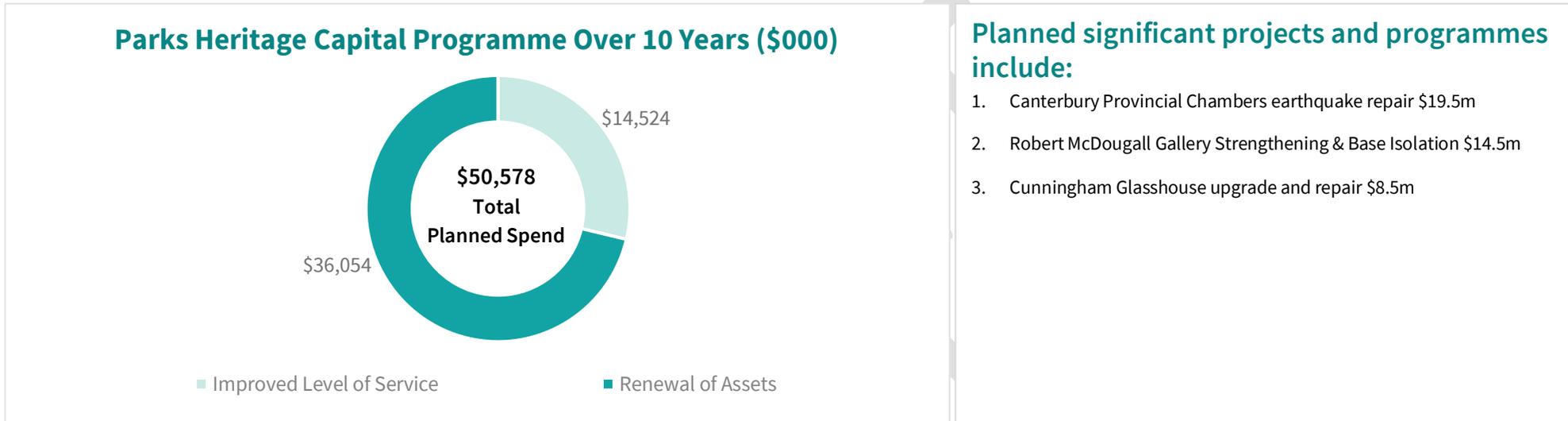
To meet the demands of a growing and evolving community we collaborate with communities to enhance the environment through the installation of artworks and murals. We consider heritage items identified by the community for potential scheduling to ensure their significance is appropriately recognised and protected.

We will conduct Disaster Planning for heritage buildings in collaboration with emergency management organisations like FENZ (Fire and Emergency NZ) to identify and implement enhanced protection measures, improve resilience, and develop disaster response plans.

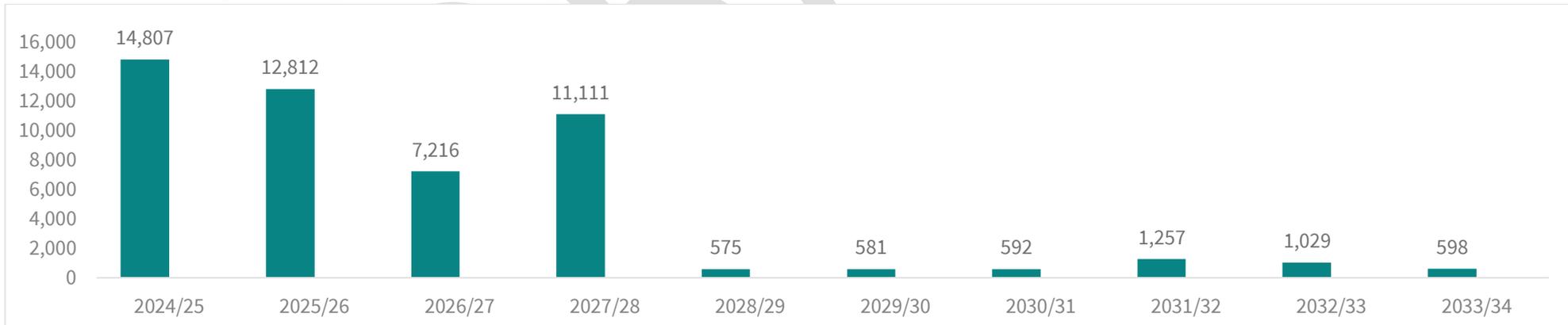
Please refer to the [Parks Heritage Asset Management Plan](#) for more information on these assets.

6. Capital expenditure and key capital projects

To ensure the continued ability to deliver on our activities and services, and contributing to our community outcomes and strategic priorities, projects have been planned and budgeted for the next 10 years.



Total Planned Capital Programme summary (\$000)



See the [Parks Heritage Asset Management Plan](#) for more detail on the Planned Capital Programme.

7. Financial resources needed

7.1. Resources needed

Financial projections reflect the direction from Council as at the adoption meetings of 14, 21, 27 February 2024.

Heritage Management

000's	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31	LTP 2031/32	LTP 2032/33	LTP 2033/34
Activity Costs Before Overheads by Service										
Heritage Buildings and Structures	1,327	1,368	1,399	1,432	1,467	1,500	1,533	1,566	1,598	1,627
	1,327	1,368	1,399	1,432	1,467	1,500	1,533	1,566	1,598	1,627
Activity Costs by Cost Type										
Direct Operating Costs	171	176	179	184	188	192	196	200	204	208
Direct Maintenance Costs	966	994	1,016	1,040	1,064	1,087	1,110	1,132	1,155	1,177
Staff and Contract Personnel Costs	190	198	203	209	215	221	227	234	239	243
Other Activity Costs										
Overheads, Indirect and Other Costs	1,186	1,296	1,243	1,269	1,304	1,319	1,342	1,376	1,390	1,413
Depreciation	1,178	1,293	1,377	1,437	1,953	1,991	2,038	2,085	2,053	2,100
Debt Servicing and Interest	156	194	225	257	359	367	375	381	367	370
Total Activity Cost	3,847	4,150	4,243	4,396	5,083	5,177	5,288	5,408	5,408	5,511
Funded By:										
Fees and Charges	237	244	249	255	261	266	272	277	283	288
Grants and Subsidies										
Cost Recoveries										
Other Revenues										
Total Operational Revenue	237	244	249	255	261	266	272	277	283	288
Net Cost of Service	3,610	3,906	3,994	4,141	4,822	4,911	5,016	5,131	5,125	5,222
Funding Percentages										
Rates	94%	94%	94%	94%	95%	95%	95%	95%	95%	95%
Fees and Charges	6%	6%	6%	6%	5%	5%	5%	5%	5%	5%
Grants and Subsidies	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Cost Recoveries	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other Revenues	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Capital Expenditure										
Improved Service Levels	9,112	5,412								
Replace Existing Assets	5,695	7,400	7,216	11,111	575	581	592	1,257	1,029	598
Total Activity Capital	14,807	12,812	7,216	11,111	575	581	592	1,257	1,029	598

7.2. Funding consideration and outcome

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

Council funds the Parks Heritage Management Activity predominately through the general rate. This means that most funding comes from ratepayers, mostly on the following basis of:

- **Operating expenditure** is largely funded through general rates as the Parks Heritage Management Activity benefits the community as a whole, and the benefits are received mostly in the same year the expenditure is incurred.
- **Capital expenditure** is largely funded from rates in the year the expenditure occurs as the capital expenditure is mostly on asset renewals.

This funding approach is based on applying the following main funding principles to determine the funding policy.

Funding principles considered for operating costs

Consideration for funding method	Result	Implication
User-Pays <i>the degree to which the Activity can be attributed to individuals or identifiable groups rather than the community as a whole</i>	Low	Mostly funded from rates
Exacerbator-Pays <i>the degree to which the Activity is required as a result of the action (or inaction) of individuals or identifiable groups</i>	Low	Fund from rates
Inter-Generational Equity <i>the degree to which benefits can be attributed to future periods</i>	High	Funded in the year costs are incurred
Separate Funding? <i>the degree to which the costs and benefits justify separate funding for the Activity</i>	Low	Fund from rates

Outcome: Funding for operating costs

Source	Proportion funded*	Funding Mechanisms
Individual / Group	Low	• Fees & Charges (Low)
Community	High	• General Rates (High)

Funding of net capital expenditure

Net means after specific capital grants/subsidies/funding

Category of capex	How it is funded initially - Refer also to Financial Strategy	Proportion*
Renewal/replacement	<i>Mix of rates and debt, but mostly rates – because the renewal / replacement programme is continuous. In future years, debt repayment is funded by rates.</i>	High
Service improvement	<i>Debt – because the benefits of capital expenditure on service improvement are received in future periods. In future years, debt repayment is funded by rates.</i>	Medium
Growth	<i>Development contributions and debt – because the benefits of capital expenditure relating to growth are received in future periods. In future years, debt repayment is funded by a mix of development contributions and rates.</i>	-

Outcome: Initial funding for capital

Initial funding source	Proportion of capex funded*
Rates	Medium
Borrowing	Medium
Development Contributions	-
Grants and Other	-

* Low = this source provides 0%-25% of the funding for this Activity, Medium = this source provides 25%-75% of the funding for this Activity, High = this source provides 75%-100% of the funding for this Activity

More information on the Council's Finance and Funding Policies can be found in the [Financial Strategy](#) and the [Revenue and Financing Policy](#)

8. Possible significant negative impacts on wellbeing



This activity may have significant negative effects on social, economic, environmental, or cultural wellbeing of the local community, now or in the future.

Negative Effect	Mitigation
Social	
Not all scheduled heritage buildings are accessible.	Provide accessibility where possible, potentially develop digital virtual tours.
Vandalism and theft.	Apply CPTED principles, enhance security measures where practical, ensure proper maintenance and conservation practices are in place to preserve the integrity of the items.
Economic	
Negative public response to applying limited Council funding to repairing damaged heritage buildings and items. Negative public response to not repairing heritage buildings and items.	A use for buildings is sought before a repair programme is approved. 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.	Ensure adequate operational budgets are in place to effectively cover planned maintenance requirements.
The true value of heritage, artworks, and monuments is not reflected in the return on its use, often this does not cover the maintenance cost.	The 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.
Environmental	
Production of waste from businesses operating in scheduled heritage buildings.	Waste management and recycling programmes.
Travel requirements to access heritage, artworks, and monuments.	Location of artworks in public spaces such as walkways, cycleways, and recreational areas where they can be easily accessed.
Cultural	
Loss of heritage values through neglect or non-repair	Ensure high level of maintenance so heritage values are not compromised, and repair damaged assets.

Appendices



A. Appendix A: Levels of Service detail

A.1. Continuous Improvement Review (S17A) – Recommendations for change

In response to Council’s decision to undertake a s17A review in 2023 options were presented to Council regarding ongoing maintenance service for community parks and a decision made to implement general parks maintenance services through internally resourced teams, to become effective from the 1st of July 2024. Future options will be prepared for Council to consider.

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A.2. Levels of Service: Performance measures in detail

Level of Service statement (What we will provide)	LOS	Measures of success (What our community can expect)	Performance Targets/Outputs				Method of Measurement	Community Outcome	Historic Performance Trends	Benchmarks	C/M
			2024/25	2025/26	2026/27	2027 - 34					
Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments, and artefacts											
Manage and maintain the network of Parks scheduled heritage buildings, public artworks, monuments, and artefacts	6.9.1.8	Parks scheduled heritage buildings are repaired	79% of Parks scheduled heritage buildings repaired	80% of Parks scheduled heritage buildings repaired	81% of Parks scheduled heritage buildings repaired	81% - 84% of Parks scheduled heritage buildings repaired	Annual review of total number of buildings that have been repaired and are in operational order.	A cultural powerhouse city	2023: 77% 2022: 72% New with LTP 2021	Baseline 68% as at June 2020, 34 out of 50 scheduled heritage buildings have been repaired.	C
	6.9.1.5	Resident satisfaction with presentation and maintenance of Public Artworks, Monuments, and Artefacts	>=65%	>=65%	>=65%	>=65%	Annual Residents Survey – General Satisfaction Survey	A cultural powerhouse city	2023: 68% 2022: 66% 2021: 67% 2020: 64% 2019: 71% Introduced in 2018/19		C
	6.9.1.1	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.	A cultural powerhouse city	2023: 2 - Achieved 2022: Achieved Amended with LTP 2021		M			
	6.9.1.9	All heritage assets (excluding buildings) are managed and maintained in a clean, tidy, safe, functional, and equitable manner	90% of scheduled maintenance completed according to planned programme	90% of scheduled maintenance completed according to planned programme	90% of scheduled maintenance completed according to planned programme	90% of scheduled maintenance completed according to planned programme	Scheduled maintenance completed according to programme.	A cultural powerhouse city	2023: Achieved 2022: 90% or more New with LTP 2021		M
	6.9.1.2	Maintain Parks scheduled heritage buildings	65% of scheduled heritage buildings that are open or occupied are maintained at condition level 1 or 2.	70% of scheduled heritage buildings that are open or occupied are maintained at condition level 1 or 2.	75% of scheduled heritage buildings that are open or occupied are maintained at condition level 1 or 2.	75%- 85% of scheduled heritage buildings that are open or occupied are maintained at condition level 1 or 2.	Condition assessment records	A cultural powerhouse city	2023: 65% 2022: Achieved Amended with LTP 2021		M

A.3. Levels of Service changes from Long-term Plan 2021-31, and why

Deletions

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
6.9.1.6 (C) To manage and maintain Parks scheduled heritage buildings – Resident satisfaction with presentation of Parks scheduled heritage buildings 55%	Delete	Respondents are challenged in identifying Council-owned scheduled buildings. This confusion is exacerbated by the presence of notable buildings that do not belong to the Council such as the Cathedral and the Arts Centre. This lack of clarity undermines the meaningful interpretation of survey results.	No specific consultation required. Change also noted in the Statement of Service Provision.

New

This Activity has no new levels of service.

Amendments

Activity / Level of Service	Change from 2021-31 LTP	Reason/Rationale	Options for Consultation
6.9.1.2 (M) To maintain Parks scheduled heritage buildings Target: 95% or greater of key performance indicators (KPI's) in the annual maintenance programme are completed	Change target to: Scheduled heritage buildings that are open or occupied are maintained at condition level 1 or 2 – target 65%	Better reflects the desired outcome to maintain heritage items to a high level to prevent deterioration of heritage values which cannot be replaced.	Management measure, no consultation required.
6.9.1.8 (C) Parks scheduled heritage buildings are repaired	Measure of success change with the 2024-34 LTP: Wording changed from “Parks scheduled heritage buildings are repaired and managed in safe and operational order” to “Parks scheduled heritage buildings are repaired” Target changed from “80% in 2023/24” to “79% in 2024/25”	This change clarifies that this LoS is about repair of damaged buildings and differentiates against 6.9.1.2 which is about maintenance. The updated target more accurately reflects the planned capital programme.	No specific consultation required. Change also noted in the Statement of Service Provision.
6.9.1.9 (M) All heritage assets (excluding buildings) are managed and maintained in a clean, tidy, safe, functional, and equitable manner	Change target to: Scheduled maintenance completed according to planned programme – target 90%	Maintenance is delivered inhouse. The new target reflects that there is a planned programme of work rather than a contract with KPIs.	Management measure, no consultation required.

B. Appendix B: Possible issues impacting the Activity & the mitigations planned

B.1. Changing customer needs

Population / demographic changes (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans/actions
Population growth	396,200 in 2023	Christchurch growth 2018–2054 <ul style="list-style-type: none"> • 2054 low projection: 394,900 (+11,100) • 2054 medium projection: 473,140 (+89,340) • 2054 high projection: 555,220 (+171,420) 	<ul style="list-style-type: none"> • Increased pressure on resources • Wear and tear from higher volume of visitors • Increased opportunity to raise awareness and educate more people about the importance of heritage • Increased public interest and demand 	<ul style="list-style-type: none"> • Develop and implement improved maintenance and management plans • Accept additional artworks and seek additional opex to manage them • Ensure well planned operational and capital budgets
Population growth (general and in specific areas)	In 2022 the estimated population in the Central City was 7,760	<ul style="list-style-type: none"> • Central city population ambition of 20,000 by 2028. (data tbc) 	<ul style="list-style-type: none"> • Increased demand in specific areas 	<ul style="list-style-type: none"> • Accept additional artworks and seek additional opex to manage them
Ageing population	<ul style="list-style-type: none"> • Median age in 2021 37.3 years • 0–14 years: 17% (65,300) • 15–39 years: 37% (145,200) • 40–64 years: 31% (120,500) • 65 years and over: 16% (61,200) 	<ul style="list-style-type: none"> • Population aged 65 years and over is expected to increase by 56% between 2018 and 2048 (from 56,600 to 88,300). As a proportion of the population, will increase from 15% to 20% over the same time period. 	<ul style="list-style-type: none"> • Decreased physical visitation due to declining ability • Changing visitor preferences • Need for accessibility and amenities • Potential workforce challenges • Risk of losing wealth of knowledge, cultural memory, and historical perspectives • Potential for additional volunteers, community organisations, advocacy 	<ul style="list-style-type: none"> • Increase provision of accessible pathways, seating, toilets, interpretation etc to meet visitor needs

Family/household structure	Average of 2.4 people per household	<ul style="list-style-type: none"> This has been trending down for some time and may be closer to 1.8 in the future. 	<ul style="list-style-type: none"> Visitor patterns and preferences Methods of community engagement and involvement Educational opportunities Social cohesion and community building through gathering places and events for families 	<ul style="list-style-type: none"> Adapting heritage to meet diversifying community needs and preferences. Reviewing the spaces and different programmes and activities
Diversity	<p>Ethnicity breakdown (2018)</p> <ul style="list-style-type: none"> European: 78% (287,300) Asian: 15% (55,000) Māori: 10% (36,600) Pacific Peoples: 4% (14,200) Middle Eastern, Latin American and African (MELAA): 2% (5600) Other ethnicity: 1% (5000) 	<ul style="list-style-type: none"> Becoming more ethnically diverse. 	<ul style="list-style-type: none"> Cultural representation and inclusivity Interpreting and preserving diverse narratives Broader range of creative expression and artistic diversity Social cohesion and community engagement Cultural tourism and economic impact Learning opportunities and cultural exchange Preservation of intangible heritage such as traditions and customs 	<ul style="list-style-type: none"> Ensure new heritage items are representative of diversity Provide interpretation information in different languages and cater to different abilities such as blind, deaf, and physically disabled.
Shifts within city (e.g., growing communities, possible future managed retreat)	<ul style="list-style-type: none"> Residential growth is occurring in greenfields areas in the north and south areas of the city, and in increased density areas Communities in low-lying and coastal areas exposed to flooding and rising groundwater 	<ul style="list-style-type: none"> Increased demand in some areas Changing usage patterns Potential neglect and disrepair Cultural loss or enrichment Potential for revitalisation Connectivity and integration through urban planning Community engagement and stewardship 	<ul style="list-style-type: none"> Additional artworks in new subdivisions Consider adaptation, relocation, or disposal of artworks from retreat areas 	

Equity and access (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Incomes/discretionary income	<p>In 2019, the city's median equivalised household income was \$62,300</p> <p>In the Quality of Life survey, 15% of Christchurch respondents reported they did not have enough money to meet their everyday needs.</p>	<ul style="list-style-type: none"> No data projected 	<ul style="list-style-type: none"> Accessibility and visitation, financial barriers to users Funding support and contributions Inequality in representation and participation Philanthropic contributions Commercialisation and privatisation of some public assets such as heritage buildings 	<ul style="list-style-type: none"> Ensure heritage assets are publicly available for all to enjoy at no cost Seek sponsorship and external funding for new artworks
Growing gap rich and poor	<p>The bottom 20% of households had a median income of \$32,300. The top 20% of households had a median income of \$105,700.</p>	<ul style="list-style-type: none"> No data projected 	<ul style="list-style-type: none"> Differential access and affordability Inequality in representation and participation Availability of funding and resources 	<ul style="list-style-type: none"> Ensure heritage assets are publicly available for all to enjoy at no cost
Physical access		<ul style="list-style-type: none"> Likely increase in physical disabilities in ageing population 	<ul style="list-style-type: none"> Extent of inclusion and participation Visitor rates and engagement Educational opportunities Economic impact from access for more people Ease of preserving and maintaining assets Impacts level of community connection and social cohesion 	<ul style="list-style-type: none"> Increase provision of accessible pathways, seating, toilets, interpretation etc to meet visitor needs
Equity access across city	<p>Some parts of the city are better served</p>	<ul style="list-style-type: none"> Demand for new artworks in some areas 	<ul style="list-style-type: none"> Inclusivity and diversity 	<ul style="list-style-type: none"> Engage with communities on priorities for heritage provision

	with heritage items than others, some culture's are better represented than others	<ul style="list-style-type: none"> • Demand for protection of cultural values 	<ul style="list-style-type: none"> • Empowerment and social justice by addressing historical inequities • Educational opportunities • Community well-being • Cultural preservation • Economic benefits for local communities 	
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Identity and social cohesion (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Cultural identity	78% European, 15% Asian, 10% Māori, 4% Pacifica, 3% other - less ethnically diverse than North Island cities	<ul style="list-style-type: none"> • Becoming more ethnically diverse. 	<ul style="list-style-type: none"> • Preservation and conservation • Sense of belonging and identity • Opportunities for cultural expression and representation • Cultural tourism and economic benefit • Intergenerational knowledge and traditions • Social cohesion and identity • Cultural exchange and understanding 	<ul style="list-style-type: none"> • Restore and maintain heritage items • Ensure new artworks represent different cultural identities
Sense of place and community	68% of Christchurch respondents consider it is important to feel a sense of community with people in their neighbourhood, although only 48% actually reported feeling a sense of	<ul style="list-style-type: none"> • No projected data 	<ul style="list-style-type: none"> • Preservation and stewardship fosters a deep connection and attachment • Cultural continuity and identity • Gathering points for social connection • Artistic expression and community representation • Memory and storytelling, connections to history • Sense of pride and wellbeing 	<ul style="list-style-type: none"> • Restore and maintain heritage items • Ensure new artworks represent different cultural identities

	community (Quality of Life Survey, 2022)			
Rising crime, rallies, protests (safety)	Heritage items are sometimes targeted for protests and crime	<ul style="list-style-type: none"> No projected data 	<ul style="list-style-type: none"> Vandalism and damage Loss of cultural heritage through destruction or damage Public safety concerns Interruption of cultural activities Perception and reputation of sites Impact on community engagement and participation Social and political discourse can polarise opinions Increased security requirements 	<ul style="list-style-type: none"> Increased security measures Increased maintenance Apply CPTED principles to provision and management of heritage assets
Safety staff and public	Unsafe buildings awaiting repair are currently fenced off	<ul style="list-style-type: none"> Progressive repair of buildings 	<ul style="list-style-type: none"> Safety measures and protocols Emergency response and disaster management Compliance with regulations and legal requirements 	<ul style="list-style-type: none"> Apply CPTED principles to provision and management of heritage assets Continue earthquake repair programme

B.2. Tiriti Partnerships (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Tiriti Partnerships	<ul style="list-style-type: none"> We partner with Ngāi Tahu as our mana whenua partner We acknowledge the six Papatipu Rūnanga in the greater Christchurch area. 	<ul style="list-style-type: none"> Enhance partnership and acknowledgment 	<ul style="list-style-type: none"> Recognition and preservation of Māori heritage Co-governance and collaboration through partnership arrangements Cultural interpretation and storytelling Economic development and tourism through authentic cultural experiences Reconciliation and healing 	<ul style="list-style-type: none"> Co-governance and co-management of heritage where relevant Cultural recognition and integration in planning and operations

			<ul style="list-style-type: none"> • Cultural revitalisation • Cultural exchange and understanding 	
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B.3. Technological growth (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Changing technology	In the 2018 Census, 81% of Christchurch households had access to the internet.	<ul style="list-style-type: none"> • A high percentage of the population now have access to digital technology, with devices rapidly advancing in capability and use. • New technology available for construction, maintenance, and restoration of heritage assets 	<ul style="list-style-type: none"> • Improved conservation, restoration, and maintenance practices • New and innovative artworks • Documentation and mapping innovations • Innovative interpretation and visitor engagement options • Improved access and public outreach, including online • Improved security options 	<ul style="list-style-type: none"> • Keep up to date with technology advances and apply them appropriately to improve services
Digital divide	There were 1,250 households (1%) that had no access to telecommunication systems (i.e. internet, cellphone, telephone or fax machine)	<ul style="list-style-type: none"> • No projected data 	<ul style="list-style-type: none"> • Limited access to information and resources for some • Some communities may struggle to document and preserve cultural heritage • Reduced public engagement 	<ul style="list-style-type: none"> • Ensure heritage information is available in a variety of formats
Digital security		<ul style="list-style-type: none"> • Increasing security threats 	<ul style="list-style-type: none"> • Preservation of digital archives • Protection of intellectual property 	<ul style="list-style-type: none"> • Work with IT as required to understand and respond to security threats

B.4. Resilience and environmental considerations

Climate change & adaptation (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Increasing numbers of extreme weather events change utilisation of physical assets	Many of our heritage assets are already subject to the physical impacts of climate change, increasing the costs associated with repairing damage from severe weather events.	<ul style="list-style-type: none"> Increased frequency and intensity of storms Sea level rise Rising temperatures Changed rainfall patterns <p>See section 2.3</p>	<ul style="list-style-type: none"> Park closures Increased demand for all weather facilities Increased repair requirements Heightened safety risks Disaster response and recovery <p>See section 2.3</p>	<ul style="list-style-type: none"> Avoiding vulnerable development Ensuring existing and new infrastructure is resilient to climate change impacts Enhancing natural defences to increase resiliency <p>See section 2.3 for further details</p>
Increased community expectations of information and engagement	The Council has declared a climate change and ecological emergency, set a strategic priority to meet the challenge of climate change through every means possible, and has a target of becoming carbon neutral by 2030.	<ul style="list-style-type: none"> Consumption of natural resources, pollutants, and environmental impacts in the development and operation of our parks is under increasing public scrutiny together with their resilience to the effects of climate change. 	<ul style="list-style-type: none"> Increased community expectations and scrutiny of park services to positively contribute to the climate change and adaptation 	<ul style="list-style-type: none"> Transparency and accountability – public visibility of decision making processes and access to plans, policies and data Public participation and involvement – opportunities for community to have input Communication and information Collaboration and partnerships Align with community expectations

Sustainable development (medium impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Managing GHG emissions	See section 2.3			
Natural hazards	Some buildings require strengthening	<ul style="list-style-type: none"> Buildings are strengthened when they are repaired 	<ul style="list-style-type: none"> Non compliant buildings may be closed 	Repair and strengthening programme

B.5. Infrastructure (low impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Delivering on what we say and looking after what we've got	Limited resources means that maintenance and renewals continue to be deferred.	<ul style="list-style-type: none"> Limited repair and renewal programme within resources available 	<ul style="list-style-type: none"> Potential loss of irreplaceable heritage values if left to deteriorate 	<ul style="list-style-type: none"> Prioritised maintenance and renewal plans
Resilience to impacts of climate change	Climate change is affecting resilience of some assets.	<ul style="list-style-type: none"> Increasing threats to heritage assets from climate change 	<ul style="list-style-type: none"> Increased risk of asset damage and closures 	<ul style="list-style-type: none"> Design for climate change resilience Avoid development in vulnerable areas Prioritised maintenance and renewal plans
Planning and investing for growth	New artworks are accepted	<ul style="list-style-type: none"> Continued demand for more diverse artworks 	<ul style="list-style-type: none"> Limited resources and capacity to maintain additional artworks 	<ul style="list-style-type: none"> Prioritised maintenance and renewal plans Increased operational resources
Understanding and maintaining the condition of our infrastructure	Some incomplete or outdated asset data	<ul style="list-style-type: none"> Improving asset data and information 	<ul style="list-style-type: none"> Limited data affects decision making for maintenance and renewals 	<ul style="list-style-type: none"> Asset data improvement programme Prioritised maintenance and renewal programmes

B.6. Regulations & reform (high impact)

Issue/driver	Present Position	→ Projection	Impact on services	Mitigating plans
Legislation, regulations, industry guidelines	There is current uncertainty around the future of these reforms.	<ul style="list-style-type: none"> Possible changes in District Plan and consenting requirements, building requirements etc 	<ul style="list-style-type: none"> Uncertain 	<ul style="list-style-type: none"> Allowing sufficient time and funds to address requirements and applying appropriate methodology to works.

B.7. Identified Business Unit Risks

Business risks that could impact this activity have been considered. A summary of risks currently assessed as most relevant to the activity are listed below. Risks are recorded and periodically reported to the Executive Leadership Team and the Audit and Risk Management Committee.

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind	Maintenance and conservation costs If we don't maintain heritage assets in good condition, then heritage values may deteriorate resulting in irreplaceable loss of heritage, reduced community enjoyment, and potential safety hazards.	Major	Likely	High	<ul style="list-style-type: none"> Ensure there is sufficient funding and capacity to maintain heritage assets at condition level 1 or 2 to avoid deterioration of heritage values that cannot be replaced. 	Medium
Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind	Damage or loss If a natural disaster, vandalism, or theft occurs then a valuable artwork or heritage item/s may be damaged or destroyed resulting in significant costs involved in restoration or replacement and/or loss of the cultural significance or aesthetic value of the asset.	Major	Likely	High	<ul style="list-style-type: none"> Insurance Robust security measures Resilient construction and management 	Medium
Manage ratepayers' money wisely	Regulatory compliance If we don't comply with increasing regulatory requirements then we may face fines, legal actions, reputational damage, or potential closure resulting in reduced ability to operate and increased costs to rectify.	Moderate	Likely	Medium	<ul style="list-style-type: none"> Ensure all regulatory requirements are known and budgeted for Train staff to ensure they are working to compliance standards Maintain accurate records of compliance activities 	Low

Strategic priorities risk is associated with	Risk Description	Impact	Likelihood	Inherent Risk Rating	Controls / Mitigations	Residual Risk Rating
Actively balance the needs of today's residents with the needs of future generations, with the aim of leaving no one behind	<p>Inappropriate maintenance and repair processes, alterations, and incremental demolition</p> <p>If specialised heritage maintenance and repair processes are not followed then heritage values may be diminished or lost.</p>	Moderate	Likely	Medium	<ul style="list-style-type: none"> • Ensure conservation plans are in place • Ensure heritage professionals control or approve methodologies for works • Principles of the ICOMOS NZ Charter 2010 are adhered to 	Medium

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