

Asset Management Plan Summary

Parks heritage

Asset management plans

Together, our 14 asset management plans present a detailed description of all the things – roads, cycleways, footpaths, pipes, buildings, vehicles, parks and so on – that the Christchurch City Council owns, across all areas of work, and how these ‘assets’ are planned, managed, operated and funded.

All our assets, collectively worth \$16.8 billion, belong to ratepayers and are managed and operated on their behalf. Ensuring our assets are appropriate for the city’s needs

enables us to deliver the services that make Christchurch and Banks Peninsula a great place to live, work and visit.

Asset management plans are technical documents. The summary documents give an overview of how we manage our assets through their lifecycles to ensure we deliver services in cost-effective ways.

For the first time, we have published these documents online as part of our commitment to transparency.

What we do



We are responsible for managing and maintaining the city’s taonga, its heritage treasures.



Some of these are places and objects scheduled under the Christchurch District Plan, including buildings, monuments, ornamental fountains, parks and green spaces, cemeteries, wharves and other items.



We also manage and maintain public artworks (sculptures and murals), statues, war memorials and other monuments, ornamental fountains, community-based museum collections, archaeological artefacts, and plaques.

Why we do it

The community has told us that heritage is important. Having lost many of our heritage buildings and other items in the Canterbury earthquakes of 2010 and 2011, taking care of our remaining heritage is even more important.

In setting our levels of service and how we measure them, we are driven by:

- Community and stakeholder expectations
- Council strategies, plans and policies
- Legislation and regulations
 - Resource Management Act 1991 (RMA)
 - Christchurch District Plan
 - Building Act 2004
 - Construction Act 1959
 - Construction Regulations Act 2014
 - Heritage New Zealand Pouhere Taonga Act 2014
- Industry guidelines and standards

Our assets

The book value of the Parks Heritage portfolio is \$55,354,055 at 30/06/2019.

Asset category	Book value	Number
Buildings	\$16,699,310.71	26
Land improvements	\$576,877.55	4
Fountain	\$1,487,059.11	9
Monument	\$20,388,909.45	64
Public art	\$16,081,566.33	78
Chattels	\$120,332.09	6
TOTAL	\$55,354,055.24	187

When valuing heritage assets we consider:

- Historic, cultural, environmental, educational values, which may not be fully reflected in a financial value based purely on a market price
- Legal and/or statutory obligations, which may impose restrictions on sale
- Irreplaceable items, where value may increase over time even if the condition deteriorates
- Difficulties estimating useful lives, which could be hundreds of years
- Inability to use objects to generate cashflows for legal or social reasons
- Future economic benefits or service potential

Where we've come from

Parks have 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. 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 or managed outdoor statues, fountains, clocks, memorials and other public artworks and structures by Council resolution in 2001.

Our issues and risks

In this asset management plan we provide a snapshot of the greatest risks recorded for Parks Heritage and summarise the main mitigations.

Our assets are vulnerable to a range of risks, from climate change, earthquakes and tsunami to vandalism, graffiti and lack of resources. These are outlined in the asset management plan, along with the planned mitigations.

Risk area	Description of risk	Risk rating
Archaeological sites	Prosecution if an archaeological assessments is not done. Finding archaeological items may add to project costs.	High
Scheduled heritage resource consents	If works are not recorded or monitored, the Council could be fined, future understanding of the building could be affected, and heritage values may be reduced. There is reputational risk to the Council.	High
Asbestos	Asbestos could be widespread in some heritage assets, affecting the cost and complexity of management.	Medium to high
Damaged underground infrastructure	Some underground infrastructure servicing building assets has been damaged by the earthquakes but not inspected or repaired.	Medium to high
Unbudgeted artworks and memorials	The increasing number of unbudgeted works affects asset management costs.	High



What it costs

Our proposed budget for the activity that uses these assets in Year 1 of the LTP is \$8.72 million (total activity net cost of service plus capital spend for 21/22), with the net operational expenditure projected at \$2.67 million (net cost of service) and capital expenditure at \$6.05 million (total capital spend). Tables for each area of spending are included in our activity plan.

**The proposed operational and capital programme is indicative only. It will be updated through the LTP 2021-31 capital prioritisation process.*

How we're funded

The Council's Revenue and Financing Policy sets out how our activities are funded, based on who benefits. This policy is being reviewed as part of the Long Term Plan 2021-31.

- Operating expenditure is funded by rates (targeted, general, separate and differential) and through fees and charges.
- Capital expenditure is funded by borrowing and repaying over several years.
- Private developer contributions – where park assets are unable to be created in new subdivisions then a parks contribution is paid to the Council.

How it's delivered

Delivery is via a combination of Council staff and tendered contracts with specialist providers.

- Parks and Heritage teams plan and manage operational and capital programmes, maintenance of heritage sites, artworks and monuments, specialist advice and strategic planning.
- Other teams across Council provide administration and contract management support and advice, capital works delivery, procurement advice and legal advice.
- Various external contractors provide maintenance of heritage buildings, clock mechanisms and graffiti removal which requires prescribed methods and training.
- External experts in areas such as conservation are engaged as required.
- Other delivery partners
 - Heritage New Zealand Pouhere Taonga
 - SCAPE Public Art
 - ECan
 - Te Runanga o Ngāi Tahu
 - Council and Community Boards
 - Lessees and trusts



Our functions and services

We apply design, financial and management practices to achieve the agreed levels of service, for the most cost-effective expenditure. This means optimising investment and outcomes within the constraints of finance, service levels and resources.

The lifecycle stage of the assets is a useful indicator of whether the portfolio is healthy and balanced, however, with heritage assets, the age profile is not applicable. Heritage is cared for in perpetuity for future generations.

Best practice is to ensure a robust preventative maintenance programme is in place – once deterioration of the building occurs heritage fabric and values are being lost.

Good heritage management requires recognition of the heritage value of the building or place and a process to ensure that this value is not compromised when alterations or maintenance to the place are undertaken.

An increasing number of artworks are entering the portfolio. These may or may not have a pre-determined life expectancy and can be managed using the full asset lifecycle approach.

Asset maturity assessment

The maturity assessment for our assets is included in the Parks and Foreshore maturity assessment management plan.

2021 Parks Heritage Asset Management Plan

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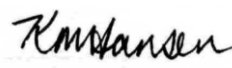

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1 Summary of the Activity

1.1 Activity Description

1.1.1 What do we do?

The Parks Heritage Management activity manages and maintains the Council's taonga that is located on Council Parks or has been resolved by Council decision to be managed and maintained by the Parks Unit. These are items that are inherited and are to be preserved for the future. The items this activity covers are outlined in Table 1-1.

Table 1-1: Parks Heritage Asset Groups

Asset Group	Description
District Plan Scheduled Items	<p>Items scheduled in the District Plan ensure places and landmarks that are important to the community are retained and protected. These items have significant meaning providing connection to people, place, culture, identity and the past. The range of heritage assets managed by Parks include:</p> <p>Buildings: these are located throughout the district and across all parks type.</p> <p>Monuments: commemorate a person or an event.</p> <p>Ornamental Fountains: a pool and reticulated water, e.g. Bowker Fountain</p> <p>Other items: Cannon, try pots, lamps, horse watering ramp</p> <p>The following scheduled items are covered in detail in the Parks and Foreshore Asset Management Plan.</p> <p>Parks and green spaces: e.g. Elmwood Park, Rhododendron Island and High Street Triangles.</p> <p>Cemeteries: Barbadoes, Addington and Woolston Cemeteries.</p> <p>Wharfs: Akaroa and Daly's Wharf.</p>
Artworks	<p>Items to enhance public spaces and promote the city as a centre of artistic and cultural excellence. Parks manage public artwork belonging to Council that is located outside buildings. Indoor artworks are the responsibility of the Christchurch Art Gallery.</p> <p>Artworks are either Sculptures (three-dimensional) or Murals (painted).</p>
Monuments	<p>Items that represent the community's desire to remember an event or a person, some of these are scheduled and some are not. Monuments include statues and war memorials.</p>
Clock Mechanisms	<p>Mechanisms contained within clock towers or buildings serving to inform of the time and enhance public spaces. The Parks and Foreshore Asset Management Plan includes the non-scheduled clock towers. A contract for clock mechanism maintenance is administered from the Heritage Properties operational budget.</p>
Ornamental fountains	<p>Ornamental fountains contain a pool and a reticulated or flowing water system as opposed to drinking fountains and ponds. Some are scheduled, eg Bowker Fountain.</p>
Museum Collections	<p>These are community-based collections, e.g. Belfast Museum at Kapuatohe Reserve</p>
Archaeological Artefact Collections	<p>Artefacts from excavations as part of works carried out on sites. This may include sites not listed in this plan. A number of heritage items are in storage. Grubb and Stoddart Cottage have archaeological collections.</p>
Plaques	<p>Commemorating events, trails, trees and individuals (Parks record seat plaques but do not maintain them).</p>

1.1.2 Why do we do it?

The community has told us that heritage is important and that they want what is remaining after the Canterbury Earthquakes to be looked after¹. This activity contributes to the Community Outcomes of Strong Communities, Livable City and Prosperous Economy.

1.1.3 How much does it cost?

Table 1-2: Opex and Capex cost for Parks Heritage Assets (uninflated figures)

	Total	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Opex (net cost)	million	\$2.67	\$2.55	\$2.85	\$2.94	\$3.28	\$3.25	\$3.25	\$3.26	\$2.91	\$2.91
Capex (total capital)	million	\$6.05	\$7.99	\$10.32	\$7.31	\$2.15	\$0.54	\$0.52	\$6.75	\$0.61	\$0.37
Total		\$8.72	\$10.54	\$13.18	\$10.25	\$5.44	\$3.79	\$3.77	\$10.01	\$3.52	\$3.27

1.1.4 How is it funded?

Operational management and maintenance of Parks Heritage is funded through rates. Capital renewals are funded through borrowing. New items such as artworks can be funded internally through a capex programme but more often new works are acquired through gifting or fundraising. Monuments are generally community initiated and funded.

1.1.5 How is it delivered?

Heritage building and clock mechanism maintenance are delivered by external contracts. A s17A service review in 2017 resulted in a Parks restructure that agreed to provide for the maintenance of monuments, ornamental fountains and artworks as an internal service. This is forecast to be put in place in 2020. In the meantime a programme of maintenance and graffiti removal is undertaken by two separate external contractors.

1.1.6 What are the functions and services provided?

Levels of service (LoS) revolve around the management and maintenance of heritage. This includes having Conservation Plans in place to guide management, and maintaining a minimum condition rating and resident satisfaction with presentation of the asset. Changes to LoS through the Heritage Management Activity Plan have aimed to clarify the measure and to ensure that it is measurable.

¹ Our Heritage, Our Taonga Heritage Strategy 2019-2029

1.1.7 Overview of assets



Figure 1-1: Parks Heritage Assets Overview

1.2 The past, the future

1.2.1 Background

Parks have always had responsibility for buildings that are scheduled heritage buildings. There have been two key occasions where the number of buildings has increased. Firstly, when amalgamation with Banks Peninsula occurred in 2006 and, secondly, when the *restricted asset* portfolio was transferred from Property Consultancy to Parks circa 2008. The Canterbury Earthquakes caused varying degrees of damage and the programme of repair and returning the scheduled heritage buildings back to a compatible use continues.

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

1.2.2 Looking Forward

Managing and maintaining Parks Heritage so that these taonga are available for future generations is the essence of this activity. The incorporation of all Parks scheduled heritage items into one activity is vital for ongoing care, management and reporting.

Parks Heritage is supported by the Our Heritage, Our Taonga Heritage Strategy 2019-2029 and the Toi Ōtautahi Christchurch Arts Strategy 2019-2024. Both strategies are new and their impact on the direction of the Parks Heritage activity requires further exploration.

1.3 Successes, Issues, Opportunities and Risks

1.3.1 Success Factors

Success is measured by our heritage buildings being repaired, actively used and maintained as this is the best way to ensure their longevity. This requires a higher maintenance rather than capex funded programme of works.

Artworks engage the public, increasing peoples wellbeing. Success is denoted by a wide range of works representing a variety of artists.

Opportunities exist to engage with community groups who have a passion and interest in heritage and the arts.

1.3.2 Strategic Issues and Risks

There is potential loss of heritage fabric (parts of buildings) due to a directive to not repair unless the building has a use. Adaptive reuse potentially incrementally destroys heritage fabric.

Static maintenance budgets do not allow for fluctuations in routine maintenance works such as repointing, painting that occurs in 5, 10 or 50 year in cycles rather than annually. New artworks transferred to the Council in 2019 are estimated to require \$30k in annual maintenance. Without an aligned increase in operational budget many artworks will not be maintained and may deteriorate, often irreversibly.

There is increasing awareness of issues with additional earthquake damage that was not investigated, such as underground infrastructure, and deferred maintenance work not undertaken during strengthening and repair works.

Maintenance planning to forecast budget requirements is not well advanced.

2 Introduction

2.1 Background

This asset management plan (AMP) provides the basis for Parks Heritage Management activity planning. The purpose of this plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding requirements to achieve agreed LoS over a 30-year planning period.

The objective of asset management is to:

“Deliver the required level of service to existing and future customers in the most cost-effective way.”

In this context the specific objectives for this AMP are:

- To define the services to be provided, the target service standards that the Council aims to achieve, and the measures used to monitor the performance of the Parks Heritage Management activity.
- To translate the Council’s Strategic Vision and Goals into activity strategies and action plans. The plan identifies forward works programmes based on strategic outcomes sought and financial forecasts required to meet agreed service levels and cater for growth.
- To demonstrate responsible management of the Parks Heritage Management activity infrastructure to stakeholders, ensuring that public funds are optimally applied to deliver cost effective services to meet customer expectations.
- To document current asset management practices used by the Council based on clear evidence as part of a sustainable and optimised lifecycle management strategy for Parks Heritage, and identify actions planned to enhance management performance.
- To comply with the requirements of relevant legislation.

The key outputs of this AMP are to inform the 2021-2032 10 Year Long Term Plan process, which will be the subject of a special public consultative procedure. The intention of this AMP is to set out how the Council manages Parks Heritage assets and services in a way that is appropriate for a readership including elected members of the Council, executive management, interest groups and business partners associated with the Parks Heritage Management activity along with interested members of the community. It covers the services provided through ownership and management of the associated assets.

This AMP covers a period of 30 years commencing 1 July 2021. Operational, maintenance and renewal programmes for the first three years are well defined with reasonable certainty of being implemented to budget as planned. Beyond this period, work programmes are based on projected trends and demands and there is less certainty with respect to scope and timing of the projects. All expenditure forecasts are based on unit costs as at 1 July 2020.

2.2 Scope of the Assets and Services Covered

The following assets and services are covered in this AMP.

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

In Scope	Out of Scope
Parks District Plan Scheduled Heritage buildings	District Plan Scheduled Heritage items managed by other Council Units that are in Parks or within Park settings, e.g. Risingholme Homestead

Artworks	Artworks inside Council buildings and the outdoor artworks on the Christchurch Art Gallery site
Monuments and Artefacts	Plaques and artefacts on or inside Council buildings managed by other Council Units
Parks District Plan Scheduled Heritage items	District Plan Scheduled Heritage items managed by other Council Units that are in Parks or within Parks settings, e.g. Worcester Bridge

2.3 Relationship with other plans

Many of the asset planning activities undertaken by the Council are applied to all infrastructure assets. For this reason, the Council has developed AMPs in two parts. A strategic asset management plan (SAMP) document that provides an overview of asset management planning at the Council, and an AMP document for each asset group describing the assets and how the principles contained within the SAMP are applied to their management.

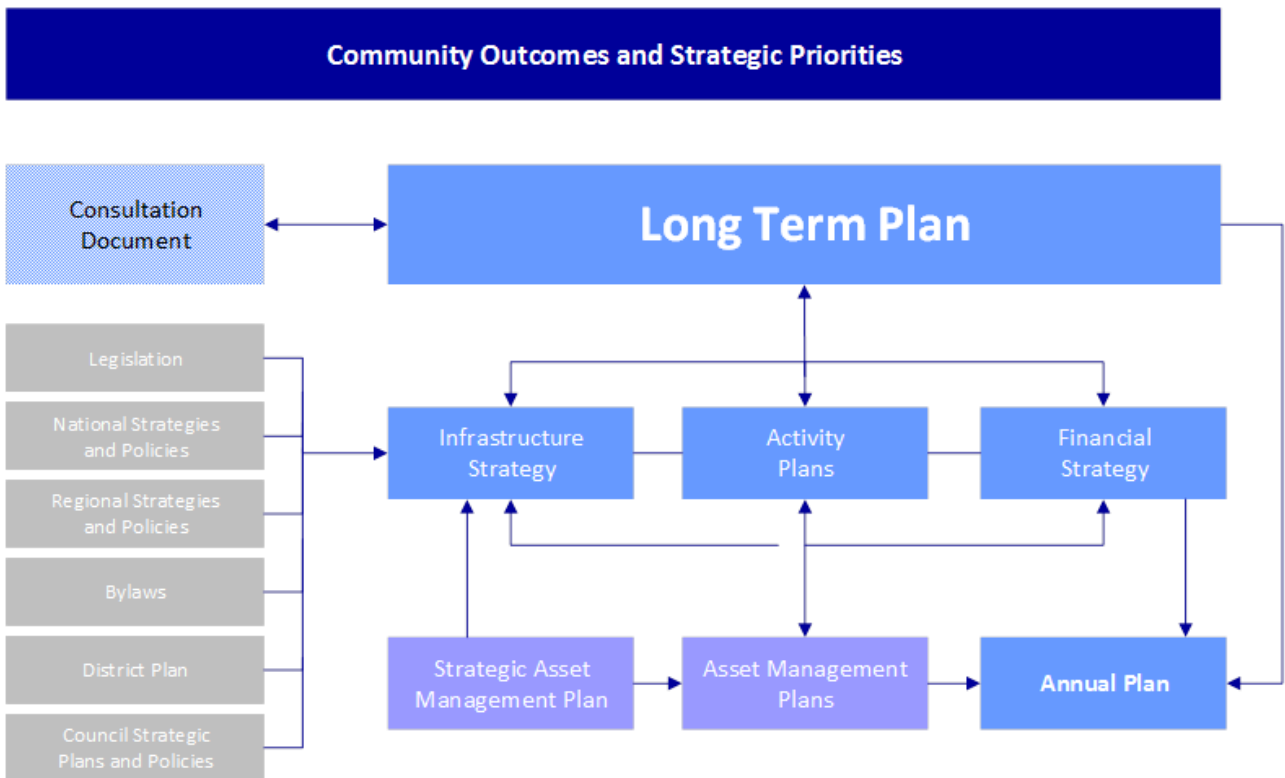


Figure 2-1: Council's Planning Framework

The SAMP provides an overview of the linkages between asset management planning and the other Council business processes such as strategic planning, risk management, financial management and compliance. Throughout this AMP references to the SAMP are frequently made.

The SAMP also describes the linkages between AMPs and other corporate plans and documents. In addition to these corporate documents, the following documents are specifically relevant to this AMP:

Our Heritage, Our Taonga Heritage Strategy 2019-2029

Arts Policy and Strategy 2001

Toi Ōtautahi Christchurch Arts - Strategy for Arts and creativity in Ōtautahi Christchurch 2019-2024

2.4 Delivering Council’s Strategic Framework

2.4.1 Alignment of Outcomes, Priorities and Activity Objectives

The SAMP presents the Council’s strategic framework and general implications for the activities. The table below summarises key responses by the Parks Heritage Management activity to contribute to the community outcomes and strategic priorities.

Table 2-2: Alignment of Outcomes, Priorities and Activity Objectives

Community Outcome	Community Outcome(s) for this Activity.
Celebration of our identity through arts, culture, heritage and sport	<p>Monuments, artworks and heritage contribute to our personal and community sense of identity: Christchurch and Banks Peninsula have a rich and diverse heritage, which is a significant part of our identity (<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"> • Manaakitanga (celebrating and sharing our heritage and the connections and relationships it fosters), • Wairutanga (strengthening our spiritual connection to our past) and • Tohungatanga (identifying, understanding and valuing our heritage) • Rangatiratanga (leadership through collaboration and respect for our heritage). <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. The impact extends to the whole community and to future generations.</p>
21st 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. This contributes to social, cultural, educational and recreational benefits.</p> <p>Heritage and artworks attract visitors to the city and have both commercial and economic benefits.</p> <p>Protection and promotion of our diverse heritage will attract and support new residents and their cultures.</p>
Vibrant and thriving city centre	<p>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.</p>
Strong sense of community	<p>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.</p> <p>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>).</p>
Valuing voice of young people (managing for the next generation)	<p>By recognising, protecting and celebrating our heritage, we promote Kaitiakitanga (guardianship and stewardship of our heritage for the use, enjoyment and prosperity of present and future generations).</p> <p>We protect our heritage for future generations through provision for heritage in disaster planning, policy and response and the impact of climate change.</p> <p>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>).</p>

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.
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2.4.2 Activity Responses to Strategic Priorities

The Council has confirmed the following strategic priorities requiring specific focus for the next LTP. In response to these priorities, this AMP includes a number of responses as tabulated below, with reference to the relevant section in the AMP where there is further detail. Responses to natural hazard risks and building resilience are dealt with in Section 5.

Table 2-3: Contribution of the Activity to the Strategic Priorities

Strategic Priorities	Possible activity responses
Climate change leadership	<ul style="list-style-type: none"> • Protecting and retaining our heritage buildings is inherently more sustainable than demolishing and rebuilding • There are opportunities to be pro-active in heritage management • Conservation plans are to contain a section which identifies the risks of climate change on the heritage place/item • Identify risks and plan for mitigation measures across the portfolio. • Proposed new assets such as artworks are evaluated to determine risks from climate change and to avoid or minimise these risks • 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 in isolation – use international protocols, national protocols, heritage team and civil defence etc.) • Conservation Plans are instrumental in guiding improved efficiency without the loss of heritage fabric or values
Safe and sustainable water supply and improved waterways	<ul style="list-style-type: none"> • Heritage buildings may contain contaminant materials – e.g. lead, asbestos and copper. Identification and mitigating measures are developed and implemented • Evaluate and ensure proposed artworks and memorials are non-contaminating
Enabling active citizenship and connected communities	<ul style="list-style-type: none"> • Further develop some heritage places to provide spaces and opportunities for communities to meet for a variety of purposes • Connect with volunteer groups and trusts who wish to be actively involved • Seek ways to support social enterprise • Increase accessibility to heritage buildings wherever possible without the loss of heritage fabric and values • Provide for interpretation including community stories • Seek increased community use and access to heritage places and buildings • Provide opportunities for heritage assets to be included in walks/trails, actively support and take part in heritage week • Increase promotion of heritage, e.g. a communications or marketing plan for parks heritage
Maximising opportunities to develop a vibrant, prosperous and sustainable 21st century city	<ul style="list-style-type: none"> • 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 • Use interpretation, promotion, walks and trails to encourage visitors and promote areas as well as individual assets as a ‘unique point of difference’ • Provide opportunities to use heritage places as ‘hubs’ for diversity to celebrate the different stories of different and diverse communities in an area by bringing them together to a common place • Sustainable and appropriate adaptive re-use can create exciting and innovative spaces and places

Informed and proactive approaches to natural hazard risks	<ul style="list-style-type: none"> • As per climate change, above: • There are opportunities to be pro-active in heritage management • 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.) • Design for hazards • Develop emergency protocols for the heritage portfolio broadly, or at a place specific level, according to agreed/developed criteria and priorities
Increasing active, public and shared transport opportunities and use	<ul style="list-style-type: none"> • Include heritage on cycle ways and trails with appropriate promotion and interpretation

2.5 AMP Development Process

Led by the Asset Management Unit (AMU) asset managers carried out a Council- wide AMP review. The broad timeline is shown below.

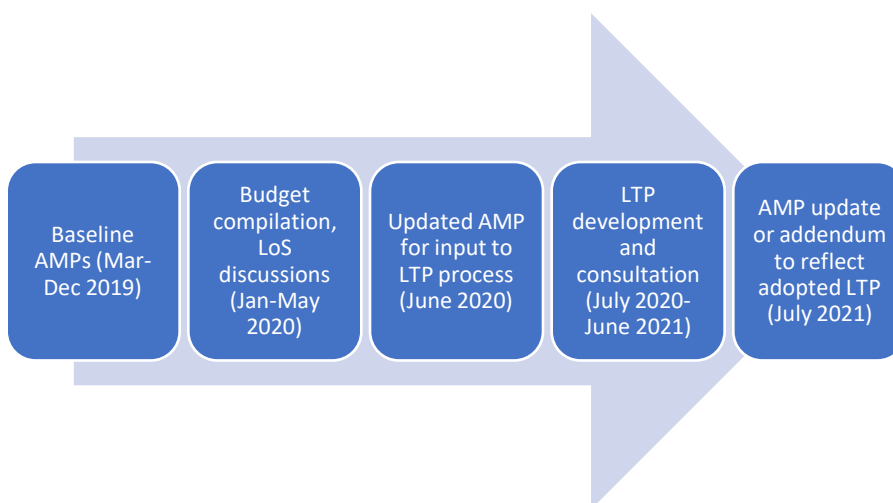


Figure 2-2: AMP Development Timeline

This AMP has been prepared by officers dedicated to and trained in asset management planning. This team has been supervised and the AMP internally reviewed by professional Council staff having over 10 years' experience in preparing AMPs with guidance from an external asset management specialist.

2.6 Navigating the AMP

The AMP follows the general format for AMPs recommended in Section 4.2.6 of the International Infrastructure Management Manual. It comprises a series of logical steps that sequentially and collectively build the framework for sustainable asset management for the activity it serves.

Key elements of the plan are

- LoS – specifies the services and LoS to be provided by the organisation,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how the Council will manage its existing and future assets to provide defined LoS,
- Financial summary – what funds are required to provide the defined services,
- Asset management improvement plan – the current and desired state of asset management practices and how the plan will be monitored to ensure it is meeting Council objectives.

3 The Services We Provide

This section outlines the drivers for the LoS requirements, sets out the proposed LoS and performance measures, provides information on how the Council has been performing in recent years against those requirements and identifies projects and programmes aimed at addressing any LoS gaps. (LoS gaps are where performance results achieved are consistently different from performance targets).

3.1 Level of Service Drivers

3.1.1 Customers and Stakeholders

Understanding service expectations from customers and stakeholders helps to inform what is important to customers and therefore the aspects of performance to measure.

Table 3-1: Customer Expectations

Parks Heritage Customers and their expectations		
Park Heritage Users	Recreation, social, community and volunteer groups and individuals e.g. Reserve Management Committees, Trusts, Friends of Linwood Cemetery	Opportunities to contribute to management, protection and enhancement of cultural, arts and heritage items. Good communication.
	Research organisations e.g. Tertiary institutions, NIWA, Landcare.	Opportunities to undertake research on cultural, arts and heritage items.
	Education organisations, e.g. schools and tertiary institutions	Access to various education opportunities to learn about our heritage, culture and arts.
	Event organisers	Access to a range of suitable locations serviced for a variety of events. Good communication.
	Lessees and licensees.	A fit for purpose space to undertake their activity. Sound and fair process. Good communication. Up-holding owners' responsibilities in a fair and timely manner.
The Community	Residents and ratepayers	Safe and well-conserved items and opportunities to interact that contribute to quality of life and enhance neighbourhoods. Protection and repair of heritage buildings. Education and interpretation of heritage.
	Visitors	Information about and access to our heritage, culture and arts and an attractive city.
	Christchurch businesses	A city that attracts people to live, work, and visit and is conducive to good business.
	Iwi	Protection and enhancement of cultural values and landscapes. Opportunities for cultural activities.
Internal Customers	Council staff (Asset Management, Planners, Project Managers, Operational staff)	Good quality data and asset information, work programmes, planning documents, and advice.
	Elected Representatives, Councillors and Community Boards	A cost effective and well-managed range of assets to be proud of. Good quality communications to keep them informed of significant events. Open and helpful staff that provide good quality, well-reasoned and timely advice.
	Units with assets located on Parks, e.g. Community Facilities, City Water & Waste	A fit for purpose space to undertake their business. Sound and fair process. Good communication.
External Customers	Regulators, e.g. Canterbury Regional Council (ECan)	Good quality information to demonstrate adherence to statutory requirements. Open and helpful staff that provide good quality, well-reasoned and timely advice.
	Contractors / Consultants / Equipment suppliers	Well-planned and scoped works programmes to bid for. Fair processes and good contract management. Fair and transparent opportunities to supply services.

Central Government, Office of the Auditor General, Ministry for the Environment, Department of Conservation, Heritage New Zealand, ICOMOS New Zealand	Good quality information to demonstrate adherence to statutory requirements. Open and helpful staff that provide good quality, well-reasoned and timely advice.
Local authorities neighbouring Christchurch City Council; Selwyn and Waimakariri District Councils	Informed joint strategic planning and collaboration on all levels to ensure synergy in service provision and future proof greater district interaction.
Emergency Services	Convenient access when required during an emergency, e.g. firefighting or ambulance services. Access to suitable spaces during civil emergencies, e.g. earthquakes.

The Council has several ways in which it identifies customer expectations and the extent to which these are met. These include:

- Community initiated ideas that develop into proposals, e.g. monuments, artworks, items for scheduling during and outside of District Plan reviews.
- Residents' Survey Programme – a series of annual surveys targeted at users of Council services and facilities involving point of contact surveys. For the first time two questions on Heritage (parks assets) performance were included in the 2019 survey.
- Consultation through the Annual Plan and LTP process – the community have an opportunity to make submissions or comment on proposed expenditure on heritage items and LoS during the consultation process.
- Consultation process for the Heritage Strategy 2019-2029 and the Strategy for Arts and Creativity in Ōtautahi Christchurch 2019-2024
- Specific park project consultations – consultation on specific planned projects provides an opportunity (unsolicited) for residents to raise other concerns in their community
- Complaints and customer service requests, e.g. vandalism, graffiti
- Media conversations
- Urban design projects, e.g. village master plans, suburban initiatives

There were 19 comments in the customer feedback from the 2019 Annual Residents Satisfaction Survey specifically relating to artworks and heritage. In summary, some residents are not satisfied with the spending of money on artworks and found the artwork process difficult. They were, however, satisfied with the maintenance of monuments and the organisation of memorial events. Some residents expressed a concern with the loss of heritage buildings and wanted more protection, preservation and promotion of heritage buildings.

3.1.2 Legislation/Regulation

Alongside customer expectations, we consider legislation, regulation and standards that impose LoS standards for the Parks Heritage Management activity. These are summarised in Table 3-2 and 3-3. A full list of each Table is included in Appendix 1.

Table 3-2: Legislative and Regulatory LoS Service Drivers

Legislation / Regulation	Impacts on LoS
<i>Resource Management Act 1991 (RMA)</i>	<i>Imposes consenting requirements.</i>
<i>Christchurch City Council District Plan</i>	<i>Conservation covenants to be observed.</i>

	<p><i>Professional heritage expertise to be engaged when undertaking works on scheduled heritage items</i></p> <p><i>Provides direction, focus and rules relevant to the planning and management of Heritage, open spaces, reserves and park assets.</i></p>
<p>Building Act 2004</p> <p>Construction Act 1959</p> <p>Construction Regulations Act 2014/181</p>	<p><i>Requires full compliance with building consent conditions.</i></p> <p><i>Code compliance certificate to be obtained on completion of new or upgraded building.</i></p> <p><i>Buildings to have a current Warrant of Fitness.</i></p> <p><i>Under S3, as owners of buildings we are responsible for ensuring that building work complies with the building code.</i></p>
<p>RMA92028348 Maintenance and repair works on headstones and other structures</p>	<p><i>Imposes compliance requirements for maintenance and repair works on headstones and other structures and alterations to Scheduled Cemeteries.</i></p>
<p>Heritage New Zealand (Pouhere Taonga) Act 2014</p> <p>(repeals the Historic Places Act 1993)</p>	<p><i>Provides a set of principles to guide adherence to rules and regulations for managing affected sites. Sets out requirement for assessment of archaeological sites prior to works being carried out.</i></p> <p><i>Under S42 the modification or destruction of an archaeological site requires an authority.</i></p> <p><i>Under S74 local authorities must have particular regard to recommendations made by Heritage New Zealand regarding an activity on an entry on the New Zealand Heritage List.</i></p>
<p>Canterbury Provincial Buildings Vesting Act 1928</p>	<p><i>Provides for management of the Canterbury Provincial Buildings on behalf of the Crown with any alterations to the buildings requiring the Minister of Conservation's approval.</i></p>
<p>Christchurch City Council (Robert McDougall Gallery) Land Act 2003</p>	<p><i>Requires adherence to prescriptions relevant to the use of the building.</i></p>

3.1.3 Industry Guidance

Table 3-3: Industry Guidelines and Standards LoS Drivers

Industry Document	Impacts on LoS
<p>NZ Standard NZS4242:1995 'Headstones and Cemetery Monument'.</p>	<p><i>Sets out standards for the securing of cemetery monuments</i></p>
<p>Transit NZ Code of Practice for Temporary Traffic Management</p>	<p><i>Compliance to standards prescribed when working on / adjacent to public roads.</i></p>
<p>Mahaanui Iwi Management Plan 2013 (IMP)</p>	<p><i>Consideration to be given to identified issues and objectives relevant to heritage planning</i></p>
<p>ICOMOS New Zealand Charter for the Conservation of Places of Cultural Heritage Value</p>	<p><i>Establishes principles to guide the conservation of places of cultural heritage value in New Zealand.</i></p> <p><i>Adopted by the Council in the Heritage Conservation Policy 2007, 1.1</i></p>

Conservation Plans	<p><i>Provide an understanding of the place and what is important, and contains policy and objectives followed in the management of the heritage place so that heritage values are not lost.</i></p> <p><i>Policies and objectives implemented in managing the item, in collaboration with community groups.</i></p>
Contextual Historical Overviews (Thematic Studies)	<p><i>Christchurch City and Banks Peninsula thematic studies provide an overview of each area's development that are thematically organised and discussed. They identify possible candidates for scheduling.</i></p> <p><i>Raises awareness of importance of elements of the district within the context of managing park assets.</i></p>

3.1.4 Strategic Framework

LoS areas for Parks Heritage Management identified through analysis of the strategic framework include:

- Improve resilience, e.g. seismic strengthening
- Retain Heritage values, e.g. identify and manage values through Conservation Plans and maintenance plans
- Community engagement, e.g. community satisfaction with heritage

Measures to monitor progress towards those priorities are included in the following section.

3.2 Defining and Measuring Levels of Service

3.2.1 Measuring our Levels of Service

Key LoS targets and performance measures linked to community outcomes and consistent with the resources available are presented in the Parks Heritage Activity Plan.

Table 3-4: Alignment of LoS objectives and performance measures

LoS Objective	Performance Measure	Type of Measure
Manage Parks scheduled Heritage items	Conservation plans completed for scheduled items	Management
Maintenance of Parks Heritage items	Maintenance Plans achieved Condition Assessment thresholds	Technical Technical
Community satisfaction	Presentation of heritage items meet set level of satisfaction	Management

3.2.2 How we are / should we be performing?

Long term trends are not available as 2018/19 was the first year LoS were set for Parks Heritage. Revised measures in the [Parks Heritage Activity Plan](#) better reflect outcomes. Performance Framework, 2021-2031

The expectation is that performance will meet or exceed targets for each LoS, with some having improvement built in each year. Updating the customer survey question to specifically measure feedback on presentation rather than the wider aspects of heritage is required.

New measures are expected to be met.

3.3 Level of Service Projects and Programmes

Table 3-6: Key projects to meet Levels of Service

Major Initiatives to address LoS gaps	Description	Strategic and LoS Drivers	Indicative \$	Year (if in existing budget)
Future Use programme	Repair and strengthening of heritage buildings with an approved future use	Required to meet condition assessment rating	CAPEX \$32.8m	2021 -2026
Heritage Metropolitan Projects	Repair and strengthening of three key Heritage buildings: Our City Canterbury Provincial Buildings Robert McDougall Art Gallery	Required to meet condition assessment rating	CAPEX \$55.8m	2021 onwards

4 Demand for our Services

4.1 Demand Drivers

The key factors influencing demand for heritage, artworks and monuments are the earthquake loss of heritage and associated need for recovery and a return to normal, changing demographics, customer expectations, technology and economic drivers.

4.1.1 Earthquake Loss

The Canterbury Earthquakes have had a devastating impact on the built heritage. What remains has become more valuable and precious to the community. The loss has been reflected in an increased importance placed on education and interpretation as a means of maintaining an awareness of the past¹.

In contrast, artworks and monuments have increased post-quake as quick wins to assist recovery of the city and to remember and heal. This environment of recovery has been culturally reflected in the rebuild so that both heritage and arts have become entwined.

4.1.2 Changing Demographics and Customer Expectations

Trends that drive demand for heritage assets are inextricably linked to changing community structures, values, and leisure and work patterns. As the Christchurch community continues to change, awareness of what is important to and valued by the community is critical. This may influence future proposed scheduling of items in the District Plan.

In general Christchurch's population is growing, shifting, ageing and becoming increasingly ethnically diverse. Christchurch's population declined by 2% from 2006-13² due to an exodus after the Canterbury Earthquakes. It is projected that from 2021 to 2031 there will be a population increase of nearly 34,000 people and over the next 30 years 104,500 people³.

There has been a population shift to the west. New subdivisions have been developed, many of which are enhanced with artworks. Correspondingly, there is demand for memorialisation and artworks in the redevelopment of the vacated residential red zone.

The ageing population has more time and interest in heritage leading to increased demand for information and interpretation. What people value may change along with understanding the dimensions of heritage that are important to the community such as the layers of history, stories, memories and traditions⁴.

Increasing ethnic diversity, while possibly not a major influence for heritage assets in the next 30 years, has become increasingly important in community memorials and arts. Māori heritage and arts is progressively more visible in the central city recovery.

Traditional sculptural art has diversified as young people have expressed themselves through street art, graffiti art and performing arts.

The loss of heritage has increased demand for remaining heritage values to be preserved. These values are not only the built heritage but objects, stories and memories. There is community expectation that these items be well maintained

² Statistics New Zealand

³ <https://greaterchristchurch.org.nz/ourspace/> note figures based on a medium projection and adjusted to align with the LTP timeframe.

⁴ Our Heritage, Our Taonga. Heritage Strategy 2019-2029

and that those that are not yet repaired do not deteriorate any further. New memorials are sought by the community to assist with community remembering and healing.

Businesses and tenants demand modern conveniences such as wifi, insulation, increased heating. The community and community boards⁵ are seeking increased accessibility to view heritage buildings.

4.1.3 Technology

Technology changes the way we do things including how we construct and/or strengthen assets, how we maintain them, and how we use them. Traditional practices need to be maintained for heritage assets, where practicable, to retain the integrity of the item and retention of artisanship. The introduction of new technology needs to be robustly researched and evaluated before being applied to heritage assets. For example strengthening of buildings can be intrusive with potential loss of heritage fabric or the addition of graffiti protection products can have a long term effect causing delamination of stone.

Improvements in products such as paints (uv resistance, longer lasting) may provide more effective and efficient maintenance practices. Advances in foundation technology, such as ability to relevel artworks, and base isolation enables futureproofing of assets.

Technology provides many new and creative options for interpretation and promotion of heritage and artworks

4.1.4 Economic

The Council is under financial pressure requiring prioritisation of spending as a result of Covid-19. There is an increased reliance on external funding and community involvement in the provision and ongoing management of artworks and heritage. Elected members have directed heritage properties to have a viable use before repairing. These properties require increased monitoring and maintenance to minimise further deterioration and loss of heritage fabric. Heritage values can be compromised when adaptive reuse requires changes to the asset to meet new use business needs. An understanding of significance through Conservation Plans and heritage professional input is important to safeguard values.

The community has demonstrated a willingness to fund additional artworks and gift them to the Council. However, the Council has limited operational capacity for the ongoing maintenance of these artworks and needs to increase operational resources if it is to continue to accept new artworks.

4.1.5 Impact of Demand Drivers

Table 4-1: Potential impact of demand drivers on services

Demand Driver	Impact on services
Loss of heritage	Increasing protection of heritage, new items scheduled (Council owned items are easier to schedule than private items), increasing heritage to maintain. Finding new ways to form connections with places, the past, community and identity. Increased cost and risk of loss of heritage values if a viable use is not found, conversely a viable use decreases costs as it prevents deterioration. Increased numbers of artworks and memorials leading to increased requirement for maintenance and renewal programmes which must be resourced. Increased diversity of heritage and arts requires an understanding of the differing values of groups.
Demographics	With aging population, there is an Increased interest in heritage and arts. This tends to translate into increased customer service for information and collaborative

⁵ Fendalton - Waimari Community Board and Mona Vale Gate House use as an Artist in Residence rather than private residential tenancy.

	working. Art in diverse forms will require specialist skills or management to maintain.
Customer expectations	Wider view on heritage and creativity to deliver an intangible heritage service. Increased monitoring to avoid deterioration and loss of heritage values required for those heritage items that have an uncertain future.
Technology	Maintaining traditional methods requires specialist skills that are diminishing. There may be a premium cost where those with traditional skills move to find work elsewhere as work decreases. Improved products may result in the lengthening of maintenance cycles.
Economics	Repairs are delayed as partnerships are negotiated resulting in increased monitoring and stabilisation works. Static operational budgets and increasing numbers of gifted items will reduce the Council's ability to maintain each asset at current levels.

4.2 Demand Forecasts

There is ongoing demand for a diverse range of heritage and artworks. Demand for heritage is difficult to quantify. It is reactionary or opportunistic in nature, usually in response to threats to heritage and a desire to retain it, e.g. opportunity to protect Bill Sutton House.

Demand for artworks is also difficult to quantify. It is specific to a particular site or situation and often driven by a small segment of the community. It is highly subjective, and varied. There is no one-size-fits-all formula; diverse opportunities are required to meet the widest range of preferences.

4.2.1 Historic Demand Changes

There is no data to determine historic demand use and trends.

4.2.2 Forecast Future Demand

The demand for fountains and clocks has remained static with no new items in the last 10 years. There is no expected future demand for more.

New artworks and monuments continue to be gifted to the Council and it is predicted that this will continue to increase. In particular, as new walkways and the residential red zone is developed there will be a demand to incorporate these types of items. As these items are provided by and express community identity, their maintenance is important. Increasingly donors are asked to include or be responsible for the maintenance of the item for the first 12 months. This has enabled provision for the maintenance of the gift to be included in the annual plan and enable an understanding of the annual cost to maintain.

A number of temporary/transitional artworks and memorials will be seeking permanent locations as the rebuild continues and infrastructure changes. As the city redefines itself there is greater focus on incorporating Māori identity and history.

The community may demand highly significant heritage at risk to be purchased, protected and managed by the Council, however, this has not yet been experienced. It is more likely that items within Council ownership are identified by the community and Heritage Team for scheduling in future District Plan reviews.

The Heritage Strategy has identified that the community concept of heritage is encompassing of a diverse range of concepts. That heritage is 'everything' may see an increased demand for protection of intangible and tangible aspects of the community.

4.3 Impact of Changing Demand

The impact of the forecast change in demand is that there will be an increased number of assets, particularly artworks, and there is a community expectation they will be well-maintained, including providing interpretive information. The impact is that operational budgets will need to increase to match the increasing asset base. If this is not adequately resourced maintenance and LoS may not be achieved.

Any change in demand could have an impact on the LoS and condition of each asset involved, potentially leading to differing maintenance requirements and/or the need for non-asset solutions. For example, artwork trails create an increased demand for instant information, interpretation at sites are likely to increase as the community continues to rebuild. Key dates such as 50th and 100th anniversaries see requests for additional memorialisation plaques. Additional demand may result in diversion of maintenance resources from existing assets.

An increasing artwork collection is impacting on maintenance budgets. We expect to maintain more artworks and monuments by delivering the service in-house. Monitoring and reporting is to be used to determine the extent of the increased capacity to maintain these assets and if further resources are required.

Within the last 10 years some new artworks are received that have a defined life or have been transitional artworks. The community becomes attached to these works and may wish for them to be renewed or retained permanently, for example the *Bailer* a transitional artwork in Cashel Mall was relocated permanently to the High Street Triangle opposite.

Heritage buildings that are in the 'Future Use' programme, where a future use is required before repair and strengthening works are undertaken, require ongoing monitoring and maintenance without a corresponding income. In some cases water ingress has led to rot and mould that has required extensive treatment. Future uses may or may not be compatible with the heritage fabric, such as cafes that may require intrusive alterations. Financial revenue may be less than market value in order to provide a community service, such as an artist in residence programme at the Mona Vale Gate House. Heritage buildings are maintained through scheduled maintenance programmes, reactive works and planned works through the Facilities Maintenance Contract. Specialist contractors are engaged where required.

The level of asset utilisation is unknown. Methods to determine this need to be developed so that trends, issues and solutions can be identified to respond to demand changes.

4.4 Demand Management Plan

Demand for heritage and arts assets is managed through Council strategies and policies that set direction and criteria for acquiring new assets. The Council must be clear on what it aims to achieve with these assets and budget for the whole of life costs before accepting new assets. For example, a new artwork needs to be evaluated on what it will cost over its life, including inflation, not only on its annual maintenance cost.

It is accepted that there will always be customer demand for more, but the Council is constrained by limited resources in what it can deliver. However, the Council is not the sole provider of heritage and arts. It contributes to a much wider network and additional demand may be met by other providers. The Council has a role to play in co-ordinating or partnering with, and supporting these providers for the most efficient provision and ongoing management of heritage and artworks, e.g. Art in Public Places Fund.

Opportunities identified to date for demand management are shown in Table 4-2. Further opportunities will be developed in future revisions of this AMP.

Table 4-2: Demand Management Initiatives and Impacts

Current initiatives			
Initiative that influences demand	Effect of initiative on demand	Quantified/Assumptions	Potential impact on asset planning
Strategies and policies	↑	The Our Heritage, Our Taonga Heritage Strategy increase in community engagement and partnership	Increase in operation
Coordinating with, partnering with and supporting other Arts providers (Toi Ōtahtahi Christchurch Arts)	↔	No	Spreads the load to other providers, not just the Council
Future planned initiatives			
Update of Art in Public Places Five Year Plan (2004)	↑	Not until the plan is updated	Increase in asset planning, possible new capex programme for new artworks
Avon River Trail	↑	No	Increase in asset planning, possible new capex programme for new artworks

4.5 Growth Related Projects and Programmes

Acquisition of heritage assets has not historically been planned. New heritage assets are the result of new District Plan listings. New artworks and memorials are driven by ad hoc and often opportunistic community initiatives. Political desire and art providers such as SCAPE Public Art provide for larger artworks. Some are acquired free of cost from land developments and gifting. The Council has contributed to gifted assets through the Art in Public Places fund in the past, however, the budget is currently unfunded. The Art in Public Places Five Year Plan (2004) which identified opportunities for and a programme of new art installations is now out of date. Some internal capital works include a component of art in their projects.

Currently there is no plan, strategy or direction for the Heritage, artwork and memorial assets. This leads to uncontrolled and unbudgeted growth. Tracking of new artworks and memorials is undertaken through a spreadsheet that records proposals and monitors them through to installation. Some do not move past the proposal stage and others take years to come to fruition. It is critical that a review and update of the Art in Public Places Five Year Plan (2004) is undertaken to direct and enable future planning for artworks.

It is expected that Art Trails may form part of the future growth of artworks, in particular the Coastal Pathway and the Ōtākaro Avon River Corridor.

New assets constructed/acquired by the Council are discussed in Section 5. High value heritage and arts projects that are proposed or in process are summarised in Table 4-3.

Table 4-3: High Value projects for Parks Heritage

Major Initiatives to meet growth	Project Driver	Capex (\$)
CNC Alliance Iconic Public Artwork	NZTA/SCAPE, Northern Motorway Cranford Street intersection. Transport Unit/NZTA Funded.	\$800,000
New Brighton Artwork by clock tower	Transport Unit, Marine Parade Street upgrade	\$190,000
Ōtākaro Avon River Corridor Heritage and Cultural Trail	OARC Regeneration Plan	TBC
Bill Sutton House (gifted)	LINZ	\$0
Metropolitan Heritage buildings strengthening and repair	Future Use Programme, buildings are not repaired unless they have a future use	\$55m
Heritage building strengthening and repair	Earthquake/future use repair	\$2.9m

Acquiring these new assets will commit the Council to fund ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. Future costs are identified and considered in Section 9, operations forecasts, maintenance and renewal.

5 Managing Risk and Investing in Resilience

This section outlines the Council’s approach to managing risk and investing in resilience. It includes responses by the activity to build resilience across a number of identified ‘disruptors’. A risk register and schedule of proposed risk mitigation actions are also included.

5.1 The Council’s Approach

Investing in Resilience

The Resilience Greater Christchurch Plan (RGCP) provides a framework and multi-agency actions towards a more resilient City. All of the Council’s activities play a role in contributing to this Plan by becoming more resilient to ‘disruptors’.

To build resilience in our asset networks, we need to firstly understand the potential disruptors and the impacts on our assets and services. These are outlined in Section 5.2.1.

Key projects or activities to improve resilience that we have identified and defined sufficiently to be included in this AMP programme, are included in Section 5.2.2.

Where further investigation is required to understand the impacts of disruptors and ways to be more resilient, opportunities are identified in Section 5.2.3.

Risk Management

The Council’s corporate approach to managing risk is defined in its Risk Policy and assessment framework. The framework provides a means for consistently identifying, recording and assessing risks such that risk mitigations can be prioritised across the Council. The risk management framework and application to AMPs is summarised in Section 4.3.3 of the SAMP.

Whilst the resilience programme focusses on the big, strategic challenges such as natural hazards and globalisation, the Council’s risk register (recorded in ProMapp) is also intended to be used to manage higher frequency, lower probability events. For example, while another major earthquake would have very high consequences for many Council assets, lower consequence risks such as third-party damage may be so frequent as to also warrant attention.

In Section 5.3.1 we provide a snapshot of the highest risks recorded for this activity and in 5.3.2 summarise the major mitigation actions that have been included in this AMP.

Resilience Definitions

Acute Shocks: Sudden, sharp events that threaten us, e.g. the Canterbury earthquakes represent one of the most significant types of shock any place can endure.

Chronic stresses: Activity that weakens the fabric and functioning of a city on a day-to-day or cyclical basis.

Resilience is the capacity of individuals, communities, businesses, and systems to survive, adapt and grow, no matter what chronic stresses and acute shocks they experience. (100 Resilient Cities)

The Resilience Dividend: The practice of designing projects and policies to address multiple challenges at one time, improving services and/or saving resources i.e. the net social, economic and physical benefits achieved when designing initiatives and projects. (100 Resilient Cities).

Multiple Dividends accrue from investment in disaster risk reduction and can: (1) Avoid or minimise losses when disasters strike. (2) Stimulate economic activity in a zone as a result of reduced disaster risk; and (3) develop co-benefits, or uses, of a specific investment.

Absorption is the ability to absorb shocks or stresses without triggering non-linear, abrupt environmental change (in the wider sense of ‘environment’ not just the natural environment). *New Zealand Treasury Resilience and Future Wellbeing 2018.*

Adaptation changing something in order to make it suitable for a new use or situation. In a climate change context, the UN Development Program calls it a process by which strategies to moderate, cope with and take advantage of the consequences of climatic events are enhanced, developed, and implemented. (*Oxford Dictionary*).

Mitigation is the action of reducing or minimising the severity and seriousness of any harmful impact (*Oxford Dictionary*).

Resilient Qualities are the characteristics of resilient projects and systems. The 100 Resilient Cities define these characteristics as reflective, resourceful, robust, redundant, flexible, inclusive, and integrated.

5.2 Investing in Resilience

5.2.1 Understanding our Resilience Challenges

Section 4.3 of the SAMP details the ‘shocks and stresses’ (disruptors) that provide resilience challenges for Christchurch. Table 5.1 summarises how each of these has the potential to negatively impact our assets and services:

Table 5-1: Potential Impacts of Resilience Disruptors

	Disruptors	Potential Impacts on our Assets and Services
Chronic Stressors	Climate Change	Sea level rise and flooding will impact heritage items located in these hazard zones. In particular, sea level rise is affecting the Pigeon Bay War Memorial by eroding the coastal edge and the Little River Coronation Library is flooding in high rain events. The Pigeon Bay War Memorial requires planning to install increasingly robust sea protection or consider the relocation of the war memorial to higher ground. The earthquake repair work for the Little River Coronation Library is taking flooding into account and investigating raising this building out of the 50 year flood zone. There are approximately 23 heritage assets that have a high level of certainty of being impacted by climate change.
Acute Shocks	Seismicity	All Parks Heritage is at risk from earthquakes to varying degrees. Strengthening work is complete on a number of assets and there are others waiting to be repaired. Those in the repair programme or awaiting funding for repair such as Our City have a high risk of collapse and complete loss of heritage values. Table 5-2 identifies those buildings to be repaired and at high risk.
	Tsunami	There are a number of heritage assets along the Canterbury and Banks Peninsula coastline at risk of tsunami. There is a higher level of certainty of flooding occurring to the asset than total loss. There are 19 heritage assets in coastal areas identified as at risk from a tsunami. A continued programme of seismic strengthening and emergency response plans are key to minimising impact on and loss of heritage.

Table 5-2: Heritage Buildings scheduled for repaired

Heritage Building	Year repair to start
Chokebore Lodge	2020
Cob Cottage	2020
Edmonds Band Rotunda	2020
Robert McDougal Gallery Strengthening	2020
Former Council Stables	2021
Old Municipal Chambers	2021
Kukupu Hostel	2022
Little River Coronation Library	2022
Mona Vale Bathhouse	2022
Canterbury Provincial Chambers Stage 1 Works	2029

5.2.2 Resilient Projects or Activities in this Plan

The following projects and programmes to build the resilience of our assets are already underway and/or are included in this AMP programme. These projects will position Christchurch to be better prepared for, and more resilient to, the disruptions identified in the Resilient Greater Christchurch Plan as being most likely to impact community wellbeing.

Project: Repair and strengthening of Heritage Items

Project Description	Each post-earthquake repair on heritage, artwork and monument items strengthens the asset to a minimum target of 67% new building strength. All artworks, statues and memorials that were damaged by the Canterbury Earthquake have been repaired. There are six restricted asset buildings remaining in the Heritage Repair Programme to be completed between 2020 and 2024 with \$35,478,693 allocated. Canterbury Provincial Buildings, 2029-2048 for \$140,849,327 and five scheduled heritage buildings with \$2,290,824 allocated between 2020 and 2023.
Scope and Expected Impact	This project aims to repair and strengthen heritage, artwork and monument assets so they are resilient to future earthquakes. The project takes into account the impact on heritage fabric providing a balance between ensuring the safety of occupants and minimising the effect on heritage fabric.
The Case for Change	If we have a seismic event there is potential for complete or partial loss of a heritage asset and heritage values.
The Resilience Dividend	Strengthening and reopening heritage artwork and monument items provides for Strong Communities where they can actively celebrate their identity through arts, culture and heritage.
Further Opportunities	There is an opportunity for building resilience into the development of every new asset, in particular artworks and memorials. Once repair and strengthening of damaged items has been completed, investigating and adding resilience to items that were not damaged can be modelled on the knowledge that has been gained.

Building the case for Resilience Investment – 2021 LTP and beyond

Often, we will need to do further work to build a case for future investment in resilience e.g. information/data, policy directions, guidelines, modelling, etc. These opportunities are the basis for a potential investigatory programme of work to inform the 2024 and 2027 LTP's and are summarised in Table 5-3

Table 5-3: Opportunities to Improve Resilience

Disruptor	Opportunities	Timeframe	Resources
Climate change: Increased flood risk from sea level rise and extreme storm events	Locate new items in areas outside high risk of flooding or sea inundation during the lifetime of the asset or design to enable relocation.	Ongoing	Flood and sea level rise modelling maps
Seismic and tsunami	Identify assets at seismic risk and implement a strengthening programme.	2017 - 2024/2032 (7-15 years to strengthen or remove building)	Earthquake-prone Buildings Register

5.3 Managing Risks

The Council's approach to managing risk is detailed in its Risk Management Policy (including a risk assessment framework) which is summarised in Section 4.3 of the SAMP as a background to the content in this Section.

5.3.1 Strategic Risks

Business unit leads have the responsibility for identifying, recording and monitoring business risks using 'Promapp' that are rated as high or very high. The reporting within Promapp ensures that there is visibility of the risks the Council is managing. The Council risk framework sets out the levels at which residual risks are escalated, reported and governed.

A complete register of 'extreme' to 'low' risks for the Council's Heritage assets is still to be developed. This register should allow for risks to be compared across a range of assets against the following;

- Planning Risks;
- Management Risks;
- Delivery Risks; and
- Physical Asset Risks.

The strategic risks identified in relation to this activity include:

Table 5-4: Strategic Risks for this Activity

Risk Area	Description of Risk	Risk Rating
Archaeological Sites	Pre 1900 sites and buildings may provide information about our past. These sites are subject to the Heritage New Zealand Act 2014. Artefacts have been discovered when replacing post 1900 toilet blocks (Place de la Poste). If an archaeological assessment is not undertaken and archaeological authority or protocols are not applied the Council could be prosecuted. There is the risk that a discovery adds additional costs to the project through delays and archaeological investigation and reporting.	High
Scheduled Heritage Resource Consents	The Christchurch District Plan provides for alteration works on heritage buildings without a resource consent if a Heritage Professional is overseeing the works. There is risk of works being undertaken without being recorded or monitored, the Council being fined, future understanding of the building being impacted, and heritage values being diminished. There is reputational risk to the Council in its ability to manage heritage assets.	High
Asbestos	Asbestos is a material that is harmful to human health and has been found in a number of sites (Asbestos Management Survey Reports). There is a risk that asbestos is widespread in our Park buildings impacting the ongoing management (in cost and complexity) of these assets.	Medium to high
Damaged underground infrastructure	Some underground infrastructure (sewer, storm water) servicing building assets has been damaged by the earthquakes but not inspected or included in repair works, e.g. Sign of the Takahe sewer system. There is a risk that this is widespread at heritage building sites where there are clay pipe systems which will impact on costs at these sites.	Medium to high
Unbudgeted artworks and memorials	The majority of artworks and memorials are unplanned projects by external community groups or organisations. The continued increase in the number of artworks and memorials impacts on the ongoing management costs.	High

5.3.2 Asset Risks

The Parks Unit also identifies and records risks at a more detailed level, as shown in Table 5-5.

Table 5-5: High and very high inherent risk items

Risk Description	Treatments in place (today)	Proposed additional treatments
Climate Change - Sea level rise and flooding are the predominant risks.	Identify risks during strengthening and repair programme and address	Identify and address risks to those properties not in the strengthening and repair programme. Resource Efficiency Management Plan - to identify ways to reduce carbon footprint, taking any adaptation approach to heritage buildings. A reduce impact approach with new items such as artworks and memorials.
Seismic and tsunami	Strengthening and repair programme	Extend strengthening and repair to all buildings in the 33-65% strength range. Inspect non earthquake damaged artworks and memorials Emergency Response Plan - Specific response plan in conjunction with emergency services to ensure minimal loss of heritage values.
Archaeological Sites	Promapp process to identify archaeological sites and risk for all projects	None
Scheduled Heritage Resource Consents	Heritage Architect panel Temporary Protection Plans Specialist Tradespersons	None
Asbestos	Asbestos Management Survey Report Asbestos Management Plans	Online checking, reporting and monitoring for asbestos management plans
Damaged underground infrastructure	Reactive finding	Active condition assessment, planning and repair
Unbudgeted artworks and memorials	Reactive response	Art in Public Places Five Year Plan Review

5.3.3 Risk Mitigation Strategies

Risk management is inherent in all of the Council's asset management processes. Significant risk management strategies for this activity include:

Asset Design

Heritage, artwork and monument items are seismically strengthened when they are repaired. The approach is to minimise the alterations and, where practicable, ensure they are reversible in order to protect heritage values. Often solutions are not reversible and, therefore, integrated as much as possible while remaining identifiable as new work. Preference given to strengthening solutions with the least effect on heritage values.

New artworks and memorials are located to minimise risks such as flooding and utilities and are designed to be robust and protected from vandalism, particularly tagging. Designs are reviewed to ensure that any necessary future works are enabled such as the ability to relevel after a seismic event.

Moulds for artworks or heritage buildings such as the columns in the Bandsmen's Rotunda are retained in storage.

Insurance

Insurance of Heritage Buildings is based on a risk analysis undertaken by insurers. Excesses are generally high and may not cover minor damage such as small fires.

Artworks and memorials are insured based on risk and value. The Council self-insures (makes provision for damage, carries the risk of damage) lower value artworks and items, or packages multiple artworks items together under one value.

Plaques are not insured. Missing plaques are recorded and replaced through an annual capex programme of \$2,000. Plaques on memorial seats are excluded as they remain the responsibility of the donor.

Business Continuity and Emergency Response Planning

Draft Parks Unit Continuity plans

- 17/63310 Business Continuity Plan (BCP) Customer and Community Parks Unit Regional Parks
- 17/582997 Business Continuity Plan (BCP) Customer and Community Parks Unit - Civic Offices (including Neighbourhood and Sports Parks, Asset Planning, Conservation and Sustainable Development and technical Support)
- 17/594603 Business Continuity Plan (BCP) CCS Parks, Botanical Gardens and Garden and Heritage Parks Teams

Other specific initiatives:

Conservation Plans include a Risk Management Plan to identify specific risks to each item, risk level, prevention strategies and actions.

5.4 Summary of Risk and Resilience Projects

The following risk and resilience improvement projects or activities are included in the AMP programme and budgets.

Table 5.6: Risk and Resilience projects

Major Initiatives to improve resilience	Project Driver	Indicative \$	Year (if in existing budget)
Heritage Buildings Strengthening and Repair Programme	Seismic	CAPEX \$35.5M	2020-2024
Heritage Buildings Strengthening and Repair Programme (Canterbury Provincial Buildings)	Seismic	CAPEX \$141M	Not currently budgeted

6 How we deliver our Services

This section explains how the Council delivers the activity through its organisational structure, contracting partners and other agencies involved in service delivery.

6.1 Historical Context

Restricted Asset⁶ Heritage buildings were originally administered through the Property Unit but were later divested to Units that were responsible for the land on which the assets sat. The Parks Unit became the main owner of these assets. Scheduled Heritage buildings on parks have always sat with the Parks Unit. Historically, service delivery has been a combination of contractor provided Scheduled Maintenance Plans (SMP) and specialist providers for planned or conservation works.

*Statues, fountains, clocks, memorials and other public artworks and structures*⁷ were assigned to the Parks Unit to be registered and maintained in 2001. In 2006, with the amalgamation of Banks Peninsula and Christchurch City, the Parks Unit became responsible for these items under the Banks Peninsula Art in Public Places Policy 2000. This policy no longer exists and these assets are managed under the Christchurch City Council Policy.

Maintenance of these assets has been through a contractor and specialist providers. It is proposed to change this service and deliver it in-house through a newly formed Specialist Park Services under the Cemeteries, Monuments and Art Team. Specialist providers will continue to be engaged where expert advice is required.

6.2 Internal Business Structure

The main teams within the Council with a role in service delivery are shown below.

Table 6-1: Council teams involved in the Parks Heritage Activity

Team	Role
Parks Asset Management Team	Plan and manage operational and capital programmes
Parks Cemeteries, Monuments and Art Team	Maintenance of heritage sites, artworks, monuments
Facilities Team	Administer payment of SMP, Contract Management and advice
Heritage Team	Provide specialist advice, Heritage strategy
Capital Delivery Community Facilities Unit	Capital works delivery
Procurement Team	Advise on the procurement of services and products
Legal Team	Provide Commissioning Agreements for artworks, provide legal statements on issues and review contracts

The Parks Asset Management Team also interfaces with departments across the Council which support the asset management and service delivery functions.

⁶ Restricted Assets are a group of buildings managed and then transferred from the Property Unit to the Parks Unit because they were located on or next to parks.

⁷ Artworks in Public Places Policy 2001



Figure 6-1: Across Council interactions

6.3 External Contracts and Partners

The Council engages a number of contractors to deliver the maintenance, renewal and replacement of heritage, artworks, monuments, fountains, clock mechanisms and items. The rationale for the current service delivery approach is these assets require a range of specialist skills.

The main contracts are summarised in Table 6.2.

Table 6-2: Major Contracts for Service Delivery

Contract	Term / Type	Contract Management Approach
Facilities Maintenance Contract	2019-2021 Service Contract	NEC Contract
Clocks Contract	Expired	Agreement
Conservation Architects	2018-2020 Panel Agreement	Statement of Works

Specialists such as conservators, conservation architects or stained glass/leadlight experts are currently engaged on the Council's vendor's standard terms and conditions.

The Council's city-wide graffiti contract is not an appropriate vehicle for removing graffiti from heritage items, artworks or monuments due to the need to use prescribed methodologies which often involve repeat visits, detail recording and reporting of works and a high level of training required to perform these works. The graffiti removal is to be undertaken by in-house delivery though it is currently carried out by a specially trained contractor on an informal agreement. This change is likely to occur in 2021.

6.4 Other Service Delivery Partners

Table 6-3: Service Delivery Partners

Service Delivery Agency	Role
Heritage New Zealand Pouhere Taonga	Consulted as an affected party regarding any alterations to a listed Heritage building as per the Heritage New Zealand Pouhere Taonga

	Act 2014, Provide Archaeological Authorities for works on pre-1900 assets.
SCAPE	Commissioning and installing artworks
ECan	Involved in resource consents, harbour master, regional plans and strategies, coastal marine areas
Utility service providers	Involved in location and operation of utility services for heritage, art, monuments, fountains and clocks, e.g. Orion and telecommunications organisations
Te Runanga o Ngāi Tahu	Iwi Management Plan
Council and Community Boards	Wider community interest and initiatives
Lessees and Trusts	Protecting and promoting heritage

6.5 Business Reviews Undertaken

A section 17A⁸ review was undertaken to determine the best way to provide the Parks Service. A result of this review is a number of the services, including delivery of artworks, memorials, and fountains maintenance were proposed to be brought in-house. An internal restructure provided for this maintenance within the Specialist Parks Team.

6.6 Significant changes planned for the activity

Built Heritage will continue to be maintained under the FM contract until its expiry in 2021 and via specialist contractors such as conservators, stonemasons and conservation architects. A review of specifications for scheduled maintenance on heritage and sub-contractors is required.

An in-house maintenance programme is being developed for Artworks and Memorials. Clock mechanisms will continue to be maintained by a specialist maintainer.

⁸ s17a Review - Parks, TRIM 17/814174

7 Portfolio Lifecycle Management Plan

The lifecycle management plans detail how the Council plans to manage the network of assets at the agreed LoS (defined in Section 3) while optimising life cycle costs.

Section 7 provides the lifecycle management information and strategies at a portfolio level. Section 8 provides this information at an asset class level.

7.1 Asset Lifecycle Approach

The Council has established a lifecycle management framework, aligned to the *International Infrastructure Management Manual* as illustrated in Figure 7-1. Section 7 and 8 are structured to align to the lifecycle stages.

Asset Lifecycle Management

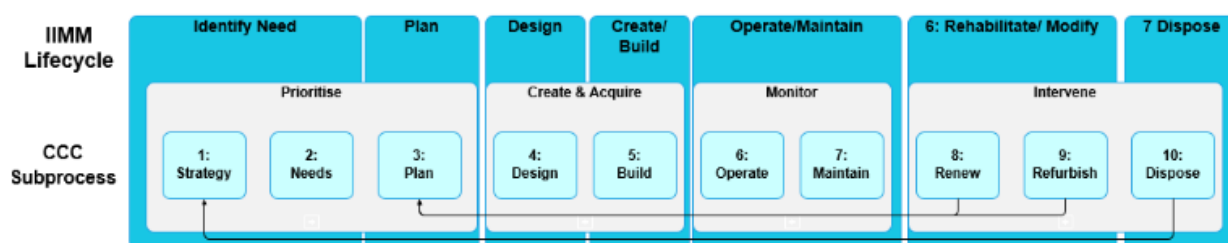


Figure 7-1: Asset Lifecycle Categories

7.2 Our Asset Portfolio

7.2.1 Location and Value

In June 2019, assets under direct Council control, including those under construction, carried a book value in excess of \$10 billion dollars. The current book value of the Parks Heritage portfolio is \$55,354,055.

Table 7-1: Book Value of Parks Heritage portfolio assets as at 30/06/19

Category	Book Value	Number
Buildings	\$16,699,310.71	26
Land Improvements	\$576,877.55	4
Fountain	\$1,487,059.11	9
Monument	\$20,388,909.45	64
Public Art	\$16,081,566.33	78
Chattels	\$120,332.09	6
Total	\$55,354,055.24	187

The following is to be noted:

- The buildings take into account only those buildings in the Restricted Assets Profit Centre. Two of these buildings are not scheduled heritage. There are circa 24 scheduled heritage buildings in the Community, Regional and Garden and Heritage activities that are not included in the above value.
- Monuments and Items have been combined together
- Statues are included under Public Art rather than monuments

- Impairments have been taken into account
- Assets under construction have not been taken into account in the book value, e.g. Vaka 'A' Hina and Mana Motuhake artworks
- The full extent of the asset has not been captured. Plaques, museum collections and archaeological artefacts have not been included.

When considering the value of heritage assets the following is taken into consideration:

- (a) Their value in cultural, environmental, educational, and historical terms is unlikely to be fully reflected in a financial value based purely on a market price;
- (b) Legal and/or statutory obligations may impose prohibitions or severe restrictions on disposal by sale;
- (c) They are often irreplaceable and their value may increase over time, even if their physical condition deteriorates; and
- (d) It may be difficult to estimate their useful lives, which in some cases could be several hundred years.
- (e) The Council holds heritage assets that have been acquired over many years and by various means, including purchase, donation, bequest, and sequestration. These assets are rarely held for their ability to generate cash inflows, and there may be legal or social obstacles to using them for such purposes.
- (f) Some heritage assets have future economic benefits or service potential other than their heritage value, for example, a historic building being used for office accommodation. In these cases, they may be recognised and measured on the same basis as other items of property, plant and equipment. For other heritage assets, their future economic benefit or service potential is limited to their heritage characteristics, for example, monuments and ruins. The existence of both future economic benefits and service potential can affect the choice of measurement base.

The maps below show the location of Parks scheduled heritage, artworks, monuments, and fountains, as we know it. Improvements are in place to capture all items as those not located in a park are not recorded in SAP. A list of all assets is in Appendix 2.

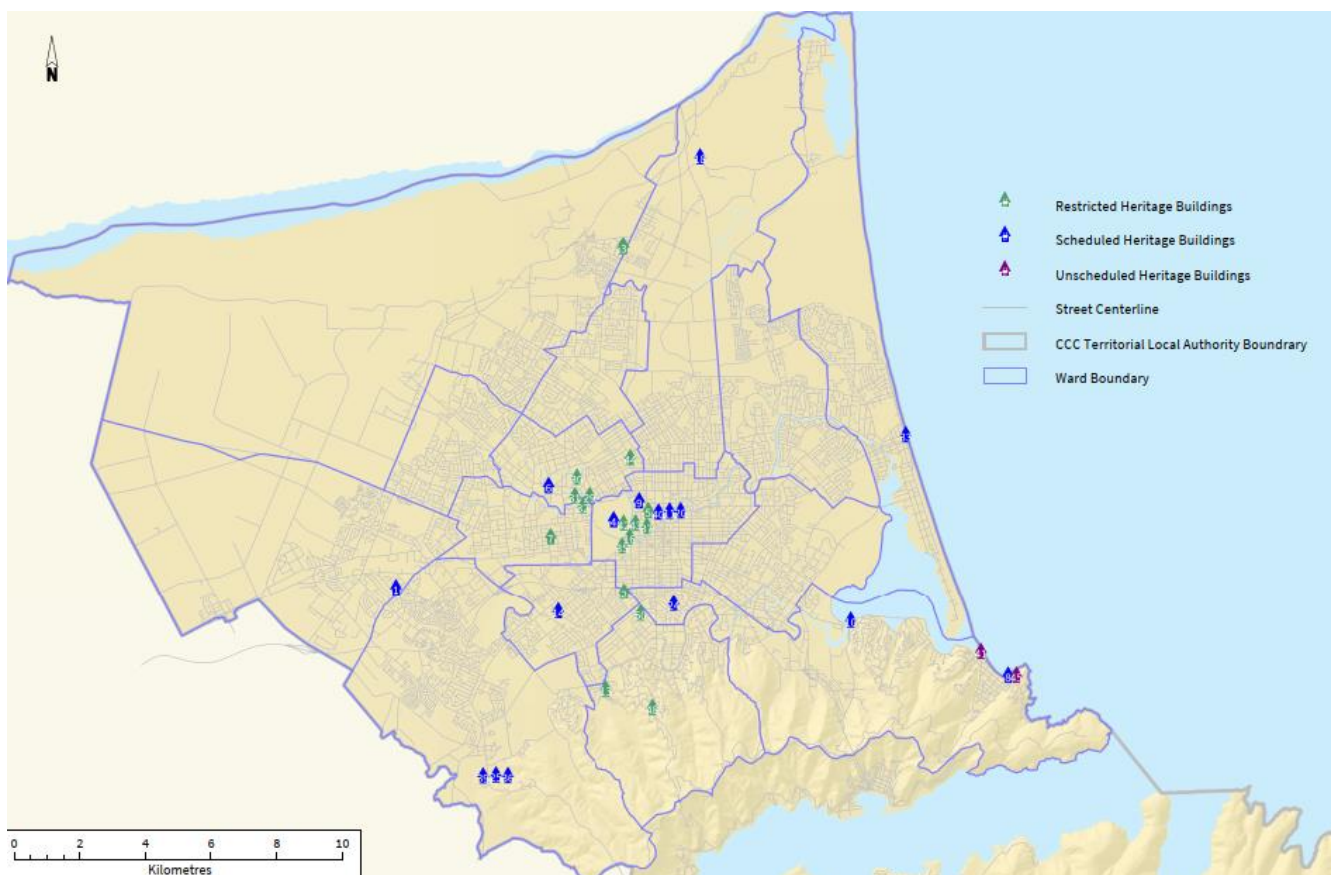


Figure 7-2: Heritage Buildings Christchurch City

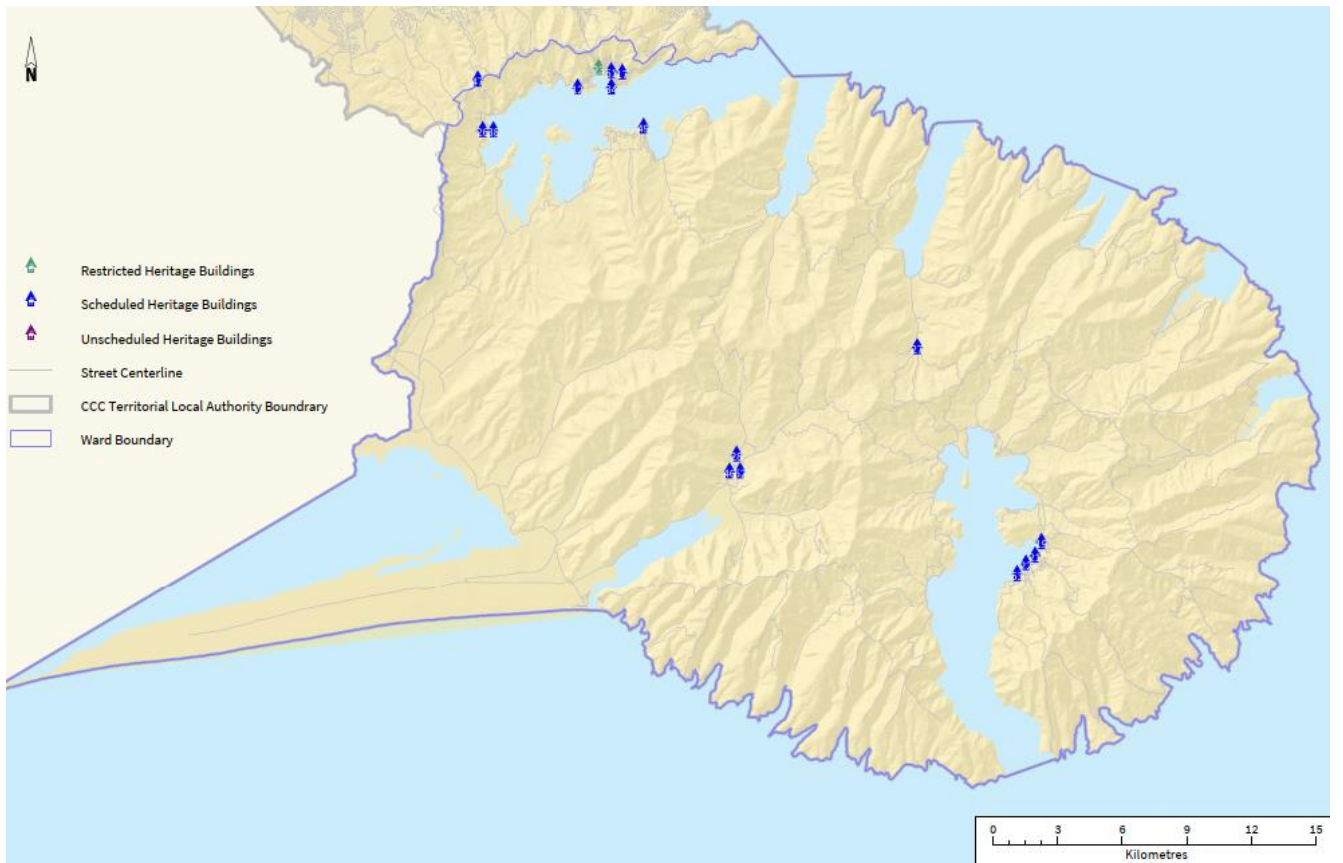


Figure 7-3: Heritage Buildings Banks Peninsula

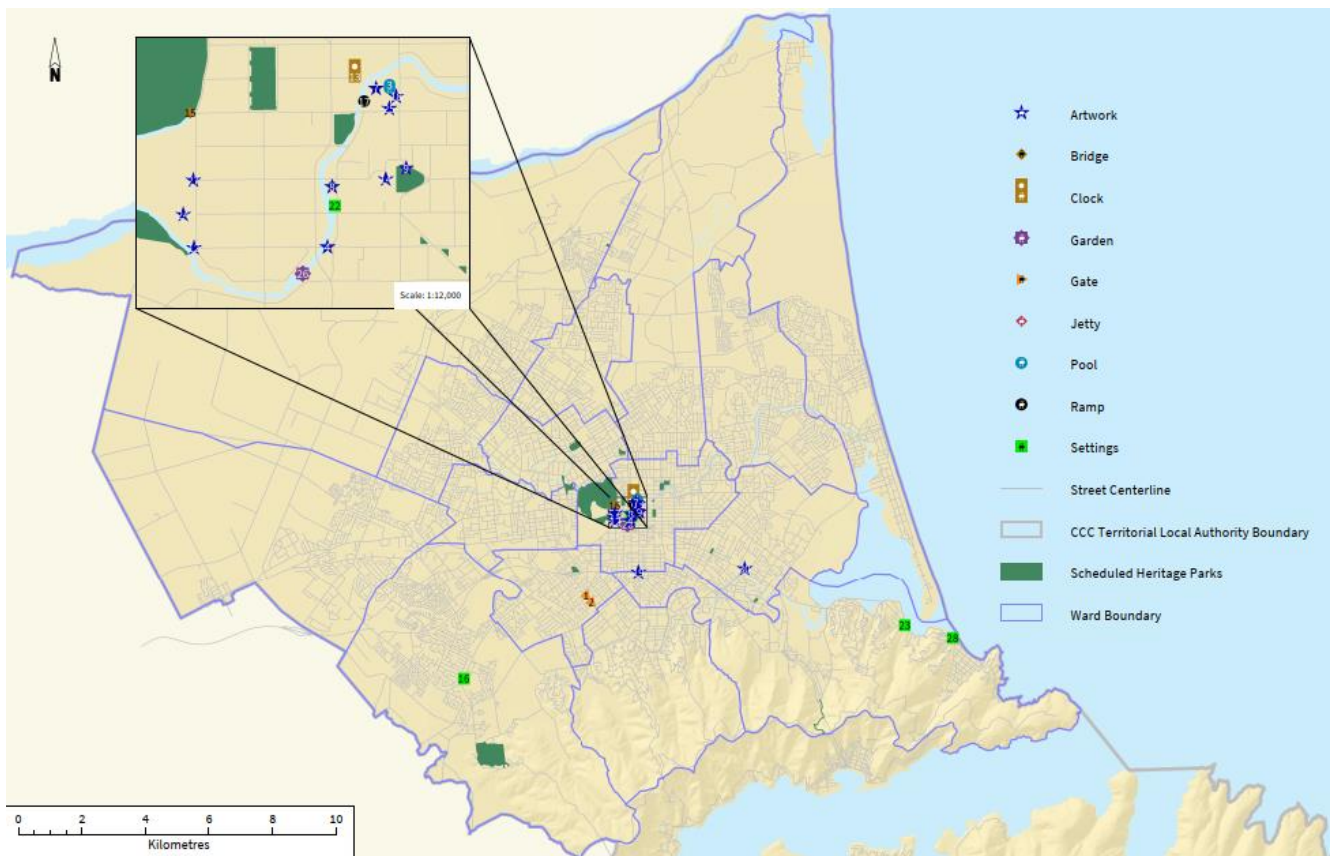


Figure 7-4: Heritage Assets Christchurch City

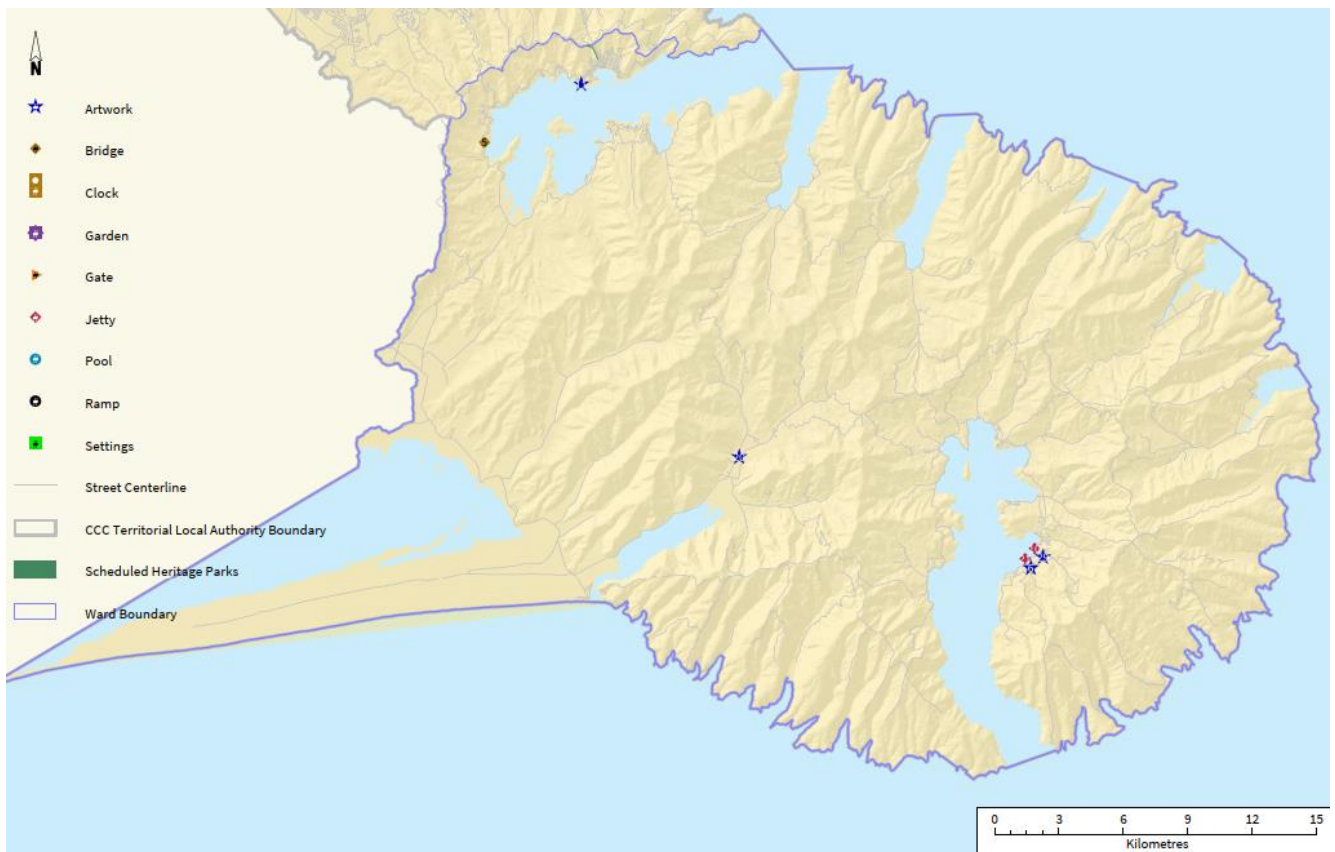


Figure 7-5: Heritage Assets Banks Peninsula

7.2.2 Critical Assets

Critical assets are those whose failure would likely result in a significant disruption in service and financial, environment and/or social cost, and therefore warrant a higher level of asset management.

The criteria used for assessing criticality for Parks Heritage assets are as follows.

- Inaccessibility to or closure of buildings impacts on tenants occupying them
- Buildings not in use
- Risk of failure

Using the above framework, the critical assets for this activity have been identified as follows:

Those that are tenanted by businesses or other agencies, those that are accessible to the public, e.g. Sign of the Takahe, Mona Vale Homestead, Avebury House and Nurses Memorial Chapel.

Critical artworks are those that have moving parts or high risk to public safety if they fail.

7.2.3 Network Age and Lifecycle Stage

One of the earliest scheduled Parks Heritage buildings is Chokebore Lodge which dates from c1855. The youngest, The Sign of the Takahe was completed in 1946. In contrast, artworks are later 20th century onwards and monuments represent both early Christchurch to modern day.

The lifecycle stage of the assets is a useful indicator of whether the portfolio is healthy and balanced, however, with heritage assets, age profile is not applicable. The standard renewals lifecycle approach is not applicable to heritage. Heritage is maintained in perpetuity for future generations. The approach to lifecycle management and conservation practice focuses on the following:

- Heritage service outcomes have a prejudice in favour of conserving the fabric over replacing it (ICOMOS NZ Charter 2010; 5 & 6)
- Standard renewals budgeting treats assets as having a finite life, which does not fit with heritage conservation outcomes
- Standard renewals models wait for components to fail before replacing them. This is not appropriate for Heritage, because deterioration and replacement means a loss of heritage fabric and thus heritage values.

Designing the lifecycle means making decisions that affect not only construction, but also management, maintenance, disposal, and having a long-term view for the property. The best protection of heritage in lifecycle planning is to ensure there is a robust preventative maintenance programme in place and that the asset has a use. Once deterioration of the building occurs heritage fabric is being lost.

Good heritage management requires recognition of the heritage value of the building or place and a process to ensure that this value is not compromised when alterations or maintenance to the place are undertaken.

An increasing number of artworks are entering the portfolio with a pre-determined life expectancy. This component of the Parks Heritage portfolio adheres to management of the full asset lifecycle - planning, investment/procurement, management-in-use and disposal.

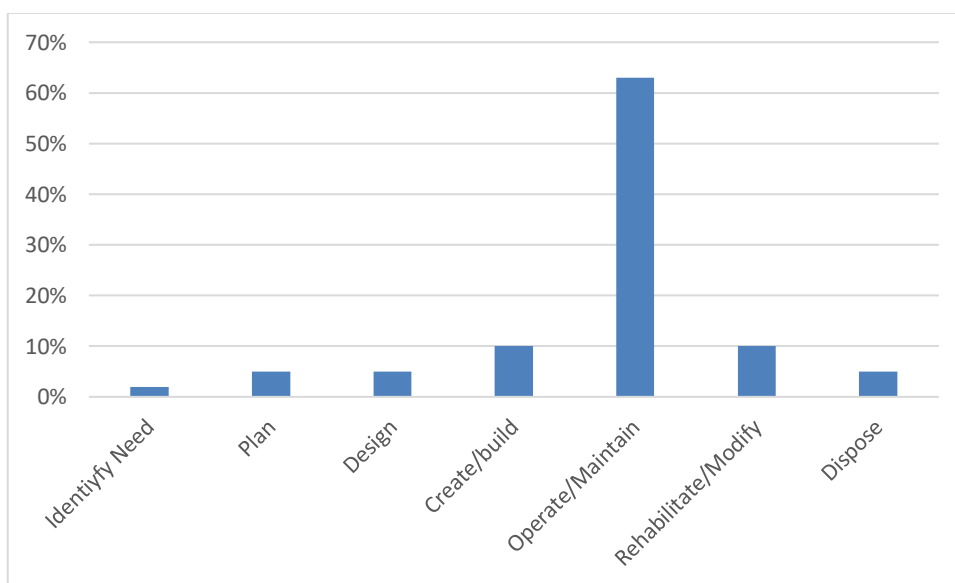


Figure 7-6: Artworks Asset portfolio by lifecycle stage.

7.2.4 Asset Data Confidence

Table 7-2 summarises the asset information available for the Parks Heritage assets both in terms of completeness (% of assets for which that data type is stored) and reliability (using the A-E grading below). Asset data is mainly held in SAP. Assets not located on a Park are held on a spreadsheet ready to be uploaded as part of the restructure of Artworks, Monuments and Artefacts in SAP.

Table 7-2: Asset Data Confidence

Asset Category	Asset Captured	Material /Size/type	Asset Value	Asset Age	Asset Condition
Heritage Buildings	100% A	80% B	90% B	90% B	50% C
Artworks	60% C	80% B	80% B	60% C	80% B
Monuments	70% C	80% B	80% B	60% C	60% C
Fountains	90% B	80% B	Unknown	80% B	80% B
Items	60% C	60% C	50% C	60% C	40% B
Plaques	20% C	20% C	0%	10% C	5% C

Key

Confidence Grade	Description
A - Highly reliable	Data based on sound records, procedure, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be $\pm 2\%$
B - Reliable	Data based on sound records, procedure, investigations and analysis, documented properly but has minor shortcomings for example some data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be $\pm 10\%$
C - Uncertain	Data based on sound records, procedure, investigations and analysis, which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially completed but up to 50% is extrapolated data and accuracy is estimated to be $\pm 25\%$
D - Very uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E - Unknown	None or very little data held

7.2.5 Asset Data Improvements

The following improvements to data quality are included in the AM Improvement Plan in Section 10.

- Continue data collection and verification
- Continue and extend asset condition programme

7.3 Asset and Network Planning

7.3.1 Asset planning strategies

Scheduled heritage, artworks, monuments and fountains are not coherently planned. Section 7.4.1 outlines the various ways in which these assets arrive in the Parks Unit portfolio.

Table 7-3: Key Strategies and Plans influencing Heritage Assets

Plan, Strategy, Model	Content	Next review
Our Heritage, Our Taonga Heritage Strategy 2019-2029	Provides for all aspects of heritage and taonga tuku iho in Christchurch and on Banks Peninsula.	
Arts Policy and Strategy 2001	Provides for the development of arts in Christchurch	Under review
Art in Public Places Five Year Plan 2004	Provides a process for identifying opportunities for artworks in public places, prioritisation and decision-making.	Requires reviewing and updating. This would form the main planning and forecasting for new artworks.

7.3.2 Asset Planning Improvements

The following improvements to asset planning processes are included in the AM Improvement Plan in Section 10.

- Develop a plan for artwork renewals

7.4 Asset Creation and Acquisition

7.4.1 Identifying and recording capital projects

New works are those that create a new asset that did not previously exist. Renewal works upgrade or improve an existing asset beyond its existing capacity. Assets may be created by the Council, or by developers and then handed over on completion of the development. In this AMP, a number of projects have been identified in response to:

- LoS requirements (Section 3).
- Growth and demand requirements (Section 4).
- Investment in network resilience (Section 5).
- Other asset planning initiatives described in Section 7.2.

Identification of potential new heritage items, both Council and non-Council, for scheduling (protection with particular rules) in the District Plan is undertaken by the Strategy and Transformation Unit as part of District Plan reviews. Selection is based on a thematic approach with Council assets that meet the heritage criteria being easier to schedule than privately owned assets. Two thematic studies have been done, one for Christchurch (urban) and the other for Banks Peninsula (rural). Each study identifies and explains the major factors and processes, expressed as historical themes influencing the history of an area. The studies make general and specific recommendations for further research and assessment potentially identifying items for future scheduling in the District Plan.

Acquisition is occasionally through the community identifying and requesting the Council protect items. For example Grubb Cottage in Lyttelton was acquired by Banks Peninsula District Council after the Lyttelton community expressed an interest to see the cottage conserved and retained. Similarly the protection of Bill Sutton's House from demolition in the red zone was secured by LINZ and has been transferred to the Council.

The third way in which Parks receive scheduled heritage items is through Council Unit transfer. This may occur when the responsible unit decommissions an item from service, such as the Bangor Pump Station (imminent transfer from Water and Waste) or an item has a better fit with Parks than an alternative unit, e.g. Avebury House (past transfer from Community Facilities).

Heritage assets are not considered for complete renewal due to their heritage status. They are maintained in perpetuity. However, where the cost of maintenance becomes uneconomical, and/or when the risk of failure of critical assets is sufficiently high, the management strategies may change. In some cases the asset can be managed as a ruin or isolated. This is particularly relevant when the remaining fabric is of considerable or high heritage significance. For example, the out-house at Grubb Cottage is stabilised and fenced off.

Artworks can be commissioned by the Council as an enhancement part of a capital project, however, if the project cost escalates these items are removed from the project. The Council enters into three-way agreements with external parties such as SCAPE, to commission large artworks. The Council contributes to these works but a large portion is fundraised by the external party. Some artworks, usually smaller community works, may be gifted. Some artworks are transferred to the Council as part of a subdivision development.

Fountains are rarely commissioned, the last being a living streets project in Speight Street in 2007. Monuments are mainly initiated by the community seeking to memorialise an event or person. Non-scheduled items are a mix of maintain in perpetuity and fixed life. Artworks, in particular, have their lifetime identified in the commissioning agreement. They are reviewed at the end of that period at which time they may be retained, replaced or decommissioned.

Replacement or replication is not an acceptable conservation process for heritage. Replacement of other non-scheduled heritage buildings that are within the setting of heritage buildings is decided case-by-case with regard to the setting in which they are located. In some cases the building may be seen as intrusive and not replaced at the end of its life. Alternatively, the building may be critical to the operation of the site and any replacement should be sympathetic to the setting. All replacement buildings and objects must be built in accordance with the Building Act, Resource Management Act and any other relevant statutory requirements.

7.4.2 Selection criteria

Projects are prioritised for inclusion in the capital works programme mainly through condition assessment and planning. Items such as pointing renewal are included in long-term maintenance plans.

Table 7-4: Capital Works Programme Priority Ranking Criteria

Criteria	Weighting
Condition assessment and remedial maintenance	40
Planning	20
Asset Performance	10
Risk	10
Political and Community driven	20
Total	100%

Heritage buildings are prioritised for earthquake repair/capital investment based on whether it has a future use or not. Once a use is identified the capital funding for the repair/strengthening is released. If no use is found the asset is maintained in a stabilised condition. In this environment priority ranking for scheduled buildings is 100% based on future use.

7.4.3 Asset Design

The design phase is where value can be added to the project. The aim is to report whole-of life costing (Capex + Opex) for the whole project when considering design options. We use today's dollars to report, for the purposes of simplicity.

New artwork and memorial designs are reviewed using a cross discipline approach through a Project Working Party. The evaluation from an asset viewpoint is on engineering, robustness for the environment and ease/cost of maintenance. Information is provided to the Public Art Team to make a final selection decision. Often the artistic aspects of the proposal takes priority over the maintenance/technical aspects.

7.4.4 Management of Vested Assets

Vested assets are generally politically and community driven. Additional scheduled heritage buildings are rarely vested, however, post-quake one building has been added to the Parks Heritage portfolio. The Bill Sutton House is to be vested from the Crown.

Post-quake Christchurch has seen a marked increase in the requests for the installation of artworks and memorials as a means for people to engage with and enhance their communities, particularly large legacy artworks gifted from SCAPE and central city enhancements by Ōtākaro. The process is to work with the gifting party to review and contribute to the selection and development of the artwork. The Artwork in Public Places commissioning process is followed with the Council making the final decision on whether to accept the gift. Gifting and vesting documents are reviewed through the legal team. Asset information is completed and transferred before final acceptance of the gift or vested asset.

Control over the quality of the asset, other than through engineering and certification, is limited in the process. Often the artistic element overrides the robustness, ability to maintain and asset life aspects.

7.4.5 Asset Creation and Upgrade Improvements

The following improvements to asset creation processes are included in the AM Improvement Plan in Section 10.

- Updating of the Art in Public Places Plan

7.5 Operations and Maintenance

7.5.1 Portfolio-level O&M Strategies

The maintenance strategy for heritage assets is to achieve best practice maintenance in accordance with the ICOMOS New Zealand Charter 2010.

This maintenance strategy requires:

- Conservation plans or reports are in place, asset condition reports are updated regularly and continue to detail and cost the work required on heritage assets,
- Analyse historical reactive spend to allow for good future forecasting of reactive spend,
- Analyse work required to maintain the asset in a stable condition so that it does not deteriorate,
- Complete all outstanding maintenance and move towards a proactive maintenance approach.

Non-scheduled items are maintained using the same conservation based approach. Artworks are maintained under an artist agreed maintenance plan. Additional maintenance works require consultation with the artist or a conservator. New technologies such as water treatment systems in fountains are approached using industry best practice or manufacturers recommendations.

7.5.2 Operations and Maintenance Improvements

The following improvements to operations and maintenance processes are included in the AM Improvement Plan in Section 10.

- Review existing maintenance plans in SAP (mainly heritage buildings)
- Create maintenance plans in SAP for those assets that do not have them (all other assets in this portfolio other than heritage buildings)

7.6 Renewals

7.6.1 Portfolio Renewal Strategies

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Component renewal of scheduled heritage assets is based around best practice conservation practices.

Conservation plans provide policies around the level of intervention for conservation purposes. These processes include, in increasing degrees of intervention:

- (i) Preservation, through stabilisation, maintenance, or repair;
- (ii) Restoration, through reassembly, reinstatement, or removal;
- (iii) Reconstruction; and
- (iv) Adaptation.

A similar approach is used for the non-scheduled items. Treatment of artworks is undertaken in consultation with the artist. The commissioning agreements specify the level of notification and agreement required from the artist and in some cases a third party such as SCAPE.

7.6.2 Renewal Process Improvements

No improvements to asset renewal processes have been identified.

7.7 Asset Disposal

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Revenue gained from asset disposals is accommodated in the LTP.

Council's Disposal Policy and District Plan process governs the disposal or demolition of scheduled heritage assets or unscheduled assets in a heritage setting. All scheduled heritage assets are "Strategic Assets". Section 97 of the Local

Government Act 2002 dictates that any decisions to transfer the ownership or control of these assets or a decision to construct, replace or abandon these assets, can only be taken if it is provided for in the LTP. A special consultative procedure (not withstanding emergency health and safety disposal of assets following the earthquakes) is required.

The disposal of significant assets is referred to the Council and the community for their consideration and comment and must comply with relevant Council Policies and Strategies.

Artworks that are subject to a commissioning agreement will require the terms of that agreement to be met for decommissioning.

To date no formal programmes have been developed to dispose of scheduled heritage assets. In the current financial climate discussions have been initiated to 'gift' selected heritage buildings to groups who occupy the building long-term. The building would revert back to the Council if the group ceased to exist. There are objects and heritage fabric in storage. Heritage material removed from heritage assets/components at the Pages Road Council depot are catalogued, checked and updated annually. Their long term retention, care and disposal requires further consideration. The majority of material is from the Canterbury Provincial Buildings which is not forecast to be repaired within the next 10 years.

An improvement task is to prepare a plan for future retention and/ or disposal and ongoing management of all assets in this portfolio.

8 Lifecycle Management Plans

8.1 Heritage Assets Lifecycle Management Plan

8.1.1 Heritage Assets Issues and Priorities

Table 8-1: Key issues and priorities

Key Issue	Priority for this Plan
Deferred works (buildings and artworks). This is particularly relevant for artworks and monuments where operational budgets have not increased at the same rate as assets.	Addressing deferred works through condition assessments, asset maintenance plans and robust annual plan submissions
Incomplete Asset Data, especially for artworks, monuments and plaques that have been installed and asset data has not been captured.	Capturing and verifying data
Maintenance Plans, few of the assets have robust maintenance plans in place	Complete annual and long term maintenance plans for all the assets

8.1.2 Heritage Assets Age and Condition

Asset Condition

Asset condition is measured using a 1 – 5 grading system. The general meanings of the grades are as follows:

Table 8-2: Asset Grading System

Grade	Condition	General Meaning
0	Non-existent	Asset absent or no longer exists
1	Excellent	Sound physical condition. <i>No work required</i>
2	Good	Acceptable physical condition; minimal short-term failure risk but potential for deterioration. <i>Only minor work required (if any)</i>
3	Average	Significant deterioration evident; failure unlikely in near future but further deterioration likely. <i>Work required but asset is still serviceable</i>
4	Poor	Failure likely in short term. <i>Substantial work required in short term, asset barely serviceable</i>
5	Very Poor	Failed or failure imminent/ safety risk. <i>Major work or replacement required urgently.</i>

Condition assessment is a key driver for maintenance of scheduled heritage buildings. There are various renditions of condition assessment capture for parks heritage buildings. Assessments have been undertaken more recently in combination with Conservation Plans and following strengthening and repair. The former informs an immediate and long-term plan of works, however, does not follow the grading scale. The latter follows the grading scale and captures the condition to the room and component level of the building. This informs immediate and long term works, forms the basis of the overall building condition and is included in tenancy agreements.

The data from scheduled Heritage building condition assessments has not been formulated into a single rating. Ratings to the component level are to be stored in SAP. An overall rating based on staff knowledge and the condition scale is shown in Figure 8.1. 19 scheduled buildings are in the 4-5 condition. Above 3 condition indicates heritage fabric/values are being lost.

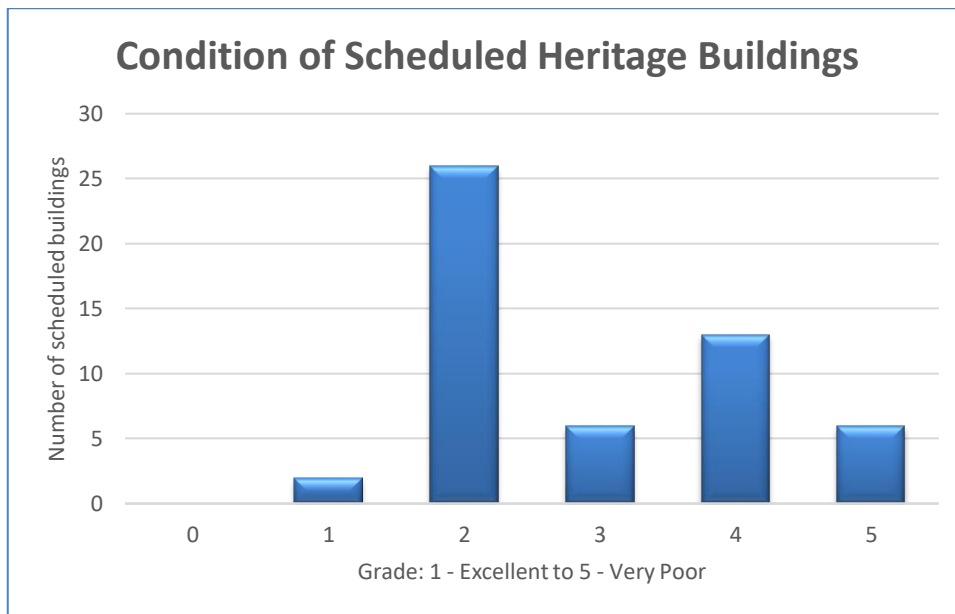


Figure 8-1: Condition Rating for Scheduled Heritage Buildings

Council staff and the facilities contractor monitor building condition and notify the Council as to reactive repairs and/or maintenance required. There are a number of scheduled heritage buildings to be repaired. These buildings require increased inspections to monitor for any further deterioration.

There are, from time to time, high cost maintenance activities that are required, for example the renewal of pointing to ensure ongoing weather proofing.

Artworks are in a condition assessment programme that rotates every 2, 6 or 10 years based on the criticality of the asset. A person familiar with artworks is engaged to undertake this work. The last assessment was in 2015 and assets graded 4 and 5 were programmed for works.

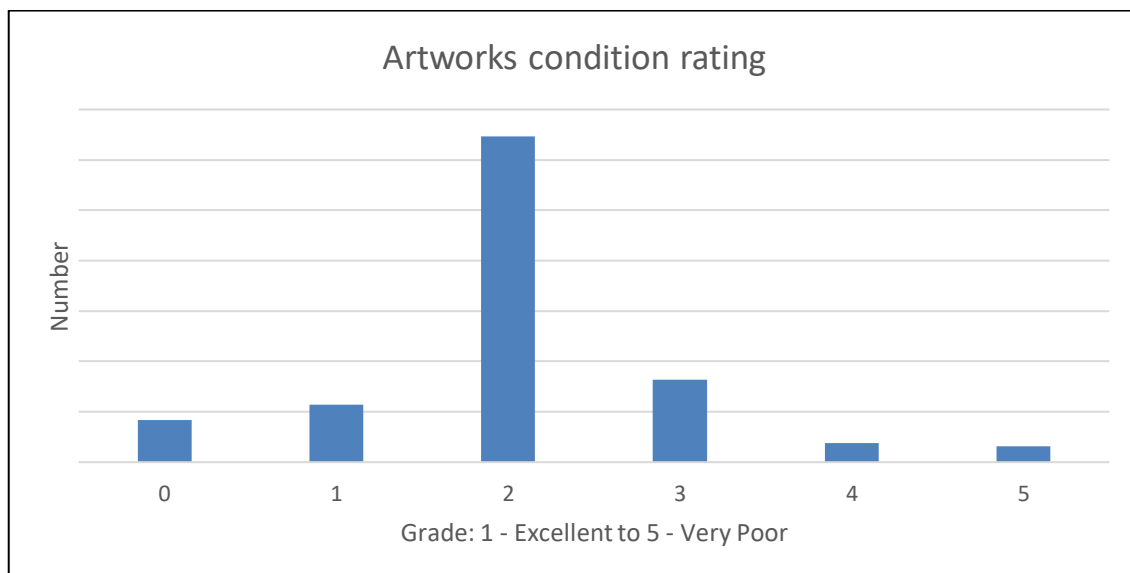


Figure 8-2: Artworks and monuments Condition Assessment 2015

There is currently no assessment programme for other objects in this asset group other than visual inspections at the time of cyclical maintenance and reporting and when staff are in the field. A condition assessment programme is required to cover the full range of objects in this portfolio such as caves, cannons, horse watering ramps.

8.1.3 Heritage Assets Capital development plan

The heritage building strengthening and repair programme accounts for the majority of the CAPEX expenditure over the next 30 years. Those projects in excess of \$1m are tabled below.

Table 8-3: Heritage Building Assets Capital expenditure for next 30 years

Project name	Project funding source (Capital, Vesting, Other)	Whole of life estimated cost	Expected start date	Expected delivery date
Restricted Heritage Assets				
Chokebore Lodge	Capital	\$1.2M	2020	2021
Edmonds Band Rotunda	Capital	\$1.6M	2020	2021
Old Municipal Chambers	Capital	\$19M	2021	2024
Robert McDougal Art Gallery		\$13M	2020	2022
Canterbury Provincial Chambers		\$141M	2029	2048
Non restricted Heritage Assets				
Cunningham Glass house		\$30M		

All amounts are shown in real values.

Heritage buildings historically maintained within general parks operational buildings budgets have been competing with general Parks buildings for funding for maintenance works. This AMP proposes that these assets are transferred to this activity. This will enable appropriate funding as strategic assets. Increasing attention to these assets is likely to necessitate an increased maintenance budget.

8.1.4 Heritage Assets Operations and Maintenance Plan

O&M Historic Trends

Over the last 10 years, despite an increase in assets, maintenance expenditure has remained static with incremental inflation adjustments.

Planned / Preventative Maintenance

The significant planned maintenance activities for this asset class are shown in Table 8-5.

Table 8-5: Heritage Assets Planned Maintenance Activities

Activity	Purpose	Frequency
Painting	Prevent deterioration	12 years
Pointing renewal	Prevent water ingress and deterioration	50 -100 years
Guttering replacement	Prevent water ingress	50-100 years
Roof replacement	Prevent water ingress	50-100 years
Conservation works	Prevent deterioration of the asset	10 years

Reactive Maintenance

Reactive maintenance makes up about X% of the annual OPEX costs. The most common failures and causes for this asset class include:

- Graffiti
- Water or drainage issues - toilets, leaks, damaged sewer systems

Our strategies for addressing these reactive maintenance issues are:

- to repair as soon as possible
- regular frequent inspection of key areas of reoccurring graffiti

Summary of future operations and maintenance expenditure

Future operations and maintenance expenditure is forecast to increase. As Heritage Items the focus is on maintenance rather than renewal or replacement. As such, greater attention is paid to maintaining these assets at a condition 3 or better. Once at condition 4 the loss of heritage fabric is increased.

As Christchurch recovers and expands additional artworks continue to be commissioned with no corresponding increase in maintenance budget. There are a number of artworks and monuments yet to be captured in the asset system which are placing pressure on budgets and require maintenance plans to be put in place and funded.

Some artworks have been commissioned/received with a life expectancy. As these artworks reach the end of their life, new works may or may not be commissioned to replace them. Cambridge Green Pou is one and has been identified for replacement in the draft LTP. Further work is required to capture the life of artworks (recent trend) and to account for them in the LTP.

See Figure 9-1 for Operating forecast.

8.1.5 Renewals Plan

Table 8-6: Renewals approach for artworks and heritage assets

Activity	Approach Used	Criteria
Renewal forecasts 1-30 years (Artworks)	Life as stated in Commissioning Agreement	End of life and condition
Renewal scheduling (Heritage Assets)	Condition and Criticality	Condition 4 & 5

Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditure is forecast to increase over time as the asset base continues to grow and more artworks reach the end of their life expectancy. The expenditure is summarised in Fig 8.3.

Activity	Budget Category	New / Renewal	Cpms Project Title	
Heritage	Buildings (B)	Renewal	Heritage Buildings Planned Renewals	\$3.20M
			Heritage Buildings Planned Renewals (Cunningham House)	\$5.76M
			Heritage Buildings Reactive Renewals	\$0.80M
	Heritage Metropolitan Programme	Renewal	Canterbury Provincial Chambers Works (Stage 1)	\$0.11M
			Mona Vale Bathhouse	\$0.53M
			Old Municipal Chambers (OMC)	\$15.62M
			Robert McDougall Gallery Strengthening	\$11.51M
			Robert McDougall Gallery Weathertightness	\$1.03M
	Public Artworks, Monuments & Artefacts (PAMA)	Renewal	Public Artworks, Monuments & Artefacts Planned Renewals	\$3.54M
		New	Monuments, Sculptures & Artworks Acquisition, Commissioning & Installation	\$0.50M

Activity	Budget Category	New / Renewal	Cpms Project Title	
Heritage	Buildings (B)	Renewal	Heritage Buildings Planned Renewals	\$15.99M
			Heritage Buildings Planned Renewals (Cunningham House)	\$11.51M
			Heritage Buildings Reactive Renewals	\$4.51M
	Heritage Metropolitan Programme	Renewal	Canterbury Provincial Chambers Works (Stage 1)	\$498.44M
			Mona Vale Bathhouse	\$1.05M
			Old Municipal Chambers (OMC)	\$31.25M
			Robert McDougall Gallery Strengthening	\$23.01M
			Robert McDougall Gallery Weathertightness	\$2.06M
	Public Artworks, Monuments & Artefacts (PAMA)	Renewal	Public Artworks, Monuments & Artefacts Planned Renewals	\$11.07M
		New	Monuments, Sculptures & Artworks Acquisition, Commissioning & Installation	\$1.40M

Figure 8-3: Projected Capital Upgrade/New Asset Expenditure 10 year programme (2022-2031) top, 30 year programme (2022-2051) bottom (uninflated figures)

8.1.6 Disposal plan

There are no scheduled heritage assets planned for disposal although the gifting of several heritage buildings is being explored. Only one artwork is in the process of decommissioning due to irreparable rot (Cambridge Green Pou). The cost associated with this is estimated at \$5,000 and is funded from opex. The pou will be replaced as part of a future capital programme.

Chattels bought from the former tenant at the Sign of the Takahe are within a disposal process. These items are not of heritage significance.

Heritage fabric in storage is to be sorted and items that are not reusable will be disposed of. These items have been salvaged from damaged buildings and will be subject to a heritage disposal process.

9 Financial projections and trends

This section outlines the long-term financial requirements for the activity based on the long-term strategies and tactics described earlier.

Early forecasting advice from economic commentators (e.g. The Treasury, ChristchurchNZ, financial institutions) signals significant economic impacts locally, nationally and internationally from Covid-19. This advice is regularly updated and is likely to change over time (The Treasury's economic scenarios released on 14 April 2020 caution that economic impacts are "highly uncertain").

9.1 Operating Forecasts

9.1.1 Financial Projections

The figure below shows the operating forecast as captured and discussed in the Draft Parks Heritage Activity Plan.

The proposed budget (uninflated) is indicative only. It will be updated through the LTP 2021-31 prioritisation process.

Heritage Management											
000's	Annual Plan 2020/21	LTP 2021/22	LTP 2022/23	LTP 2023/24	LTP 2024/25	LTP 2025/26	LTP 2026/27	LTP 2027/28	LTP 2028/29	LTP 2029/30	LTP 2030/31
<i>Activity Costs before Overheads by Service</i>											
Heritage Buildings and Structures	1,260	1,222	999	1,192	1,184	1,457	1,412	1,412	1,409	1,024	1,024
	1,260	1,222	999	1,192	1,184	1,457	1,412	1,412	1,409	1,024	1,024
<i>Activity Costs by Cost type</i>											
Direct Operating Costs	112	143	143	143	143	143	143	143	143	143	143
Direct Maintenance Costs	697	721	721	855	855	855	855	855	855	855	855
Staff and Contract Personnel Costs	451	358	135	194	186	460	414	414	411	26	26
Other Activity Costs	-	-	-	-	-	-	-	-	-	-	-
	1,260	1,222	999	1,192	1,184	1,457	1,412	1,412	1,409	1,024	1,024
Activity Costs before Overheads	1,260	1,222	999	1,192	1,184	1,457	1,412	1,412	1,409	1,024	1,024
Overheads, Indirect and Other Costs	664	686	720	746	745	752	745	745	750	745	744
Depreciation	628	1,009	1,068	1,149	1,229	1,279	1,285	1,287	1,299	1,342	1,343
Debt Servicing and Interest	55	81	83	92	106	117	128	127	129	129	126
Total Activity Cost	2,608	2,998	2,870	3,179	3,263	3,605	3,570	3,571	3,587	3,239	3,237
Funded By:											
Fees and Charges	271	320	320	320	320	320	320	320	320	320	320
Grants and Subsidies	-	-	-	-	-	-	-	-	-	-	-
Cost Recoveries	-	-	-	-	-	-	-	-	-	-	-
Total Operational Revenue	271	320	320	320	320	320	320	320	320	320	320
Net Cost of Service	2,336	2,678	2,550	2,859	2,943	3,285	3,250	3,251	3,267	2,919	2,917
<i>Total per Query:</i>	2,336	2,678	2,550	2,859	2,943	3,285	3,250	3,251	3,267	2,919	2,917
<i>Variance:</i>	-	-	-	-	-	-	-	-	-	-	-
Funding Percentages:											
Rates	89.6%	89.3%	88.8%	89.9%	90.2%	91.1%	91.0%	91.0%	91.1%	90.1%	90.1%
Fees and Charges	10.4%	10.7%	11.2%	10.1%	9.8%	8.9%	9.0%	9.0%	8.9%	9.9%	9.9%
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%
Capital Expenditure											
Replace Existing Assets	3,493	5,550	6,965	3,760	2,372	2,157	546	527	6,750	610	357
Improve the Level of Service	128	500	1,029	6,565	4,941	-	-	-	-	-	-
Total Activity Capital	3,621	6,050	7,994	10,325	7,312	2,157	546	527	6,750	610	357
<i>Total per Query:</i>	3,621	6,050	7,994	10,325	7,312	2,157	546	527	6,750	610	357
<i>Variance:</i>	-	-	-	-	-	-	-	-	-	-	-

Figure 9-1: Operating forecast for the next 10 years (uninflated figures).

9.1.2 Key Assumptions

General assumptions in preparing this forecast include:

- Maintenance of earthquake damaged heritage buildings continue to have stabilisation costs met by the Heritage on Hold (HoH) Maintenance Programme.
- The EQ Facilities Rebuild Programme Heritage Fund continues to contribute to the capex strengthening and repair programme.

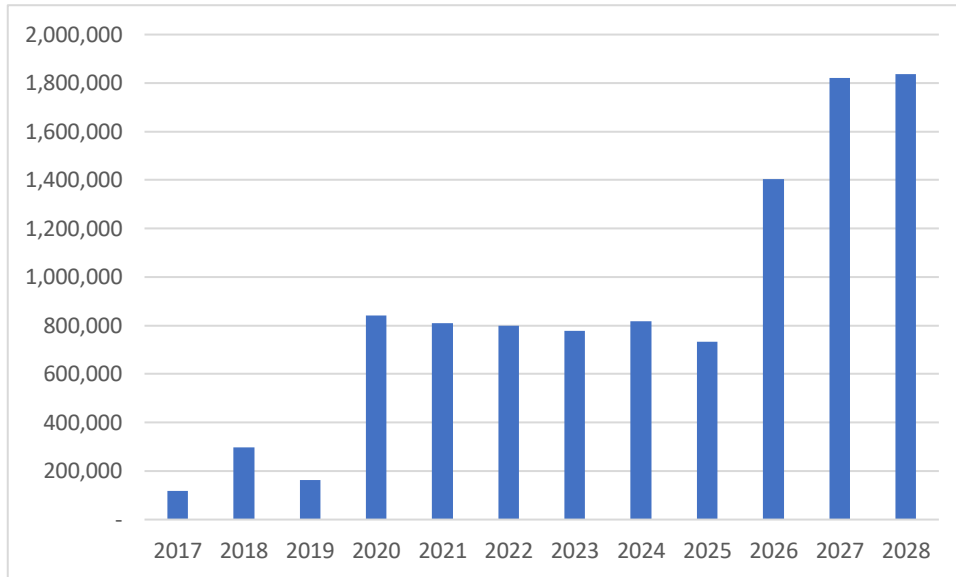


Figure 9-2: Major Facilities Heritage on Hold opex funding (uninflated figures)

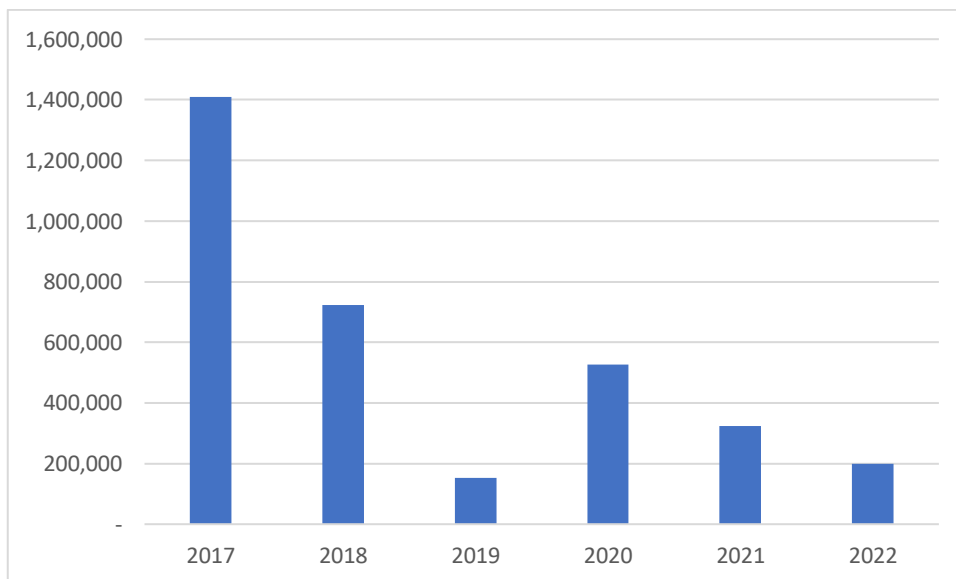


Figure 9-3: EQ Facilities Rebuild (Heritage) opex funding (uninflated figures)

Significant risks associated with these assumptions include:

- The HoH programme is discontinued.

Assumptions relating to each asset group have been identified under the Lifecycle Management asset group sub-sections.

9.1.3 Significant Changes

There are no significant changes expected in the expenditure for heritage buildings. The increasing number and size of artworks coming into Council ownership requires additional operational funding to maintain. Additional budget will be required to establish an in-house programme of maintenance.

In 2019 10 new artworks were installed or gifted to Council. Some of these are under a maintenance contract with the donor for one year. The estimated annual cost submitted to the FY21 annual plan to maintain these artworks is \$30,900.

Table 9-1: Cost of annual maintenance of new artworks

Artwork	Year	Location	Est annual cost
The Godwits (Bon Suter)	2019	New Brighton Bridge (90m east)	\$1,880
Diminish and Ascend (David McCracken)	2019	Botanic Gardens Information Centre Lake	\$9,120
Kahikatea Common panels	2019	Kahikatea Common	\$500
Vaka A Hina (Semisi Potuaine)	2019	East frame	\$1,500
Berlin Wall	2019	East Frame	\$5,800
Knight stream - Fayne Robinson	2017	Knights Stream	\$1,500
Mana Motuhake (Fayne Robinson)	2019	Victoria square	\$6,600
Figures Hannah Kidd	2019	South frame	\$2,000
Affirmation Wayne Youle	2019	South frame	\$1,500
Lift (Phil Price) Loan	2019	Barkers Plantation corner Kilmore and Madras Street	\$500
			\$30,900

9.2 Capital Forecasts

9.2.1 Financial Projections

Capital investment requirements to address renewal, LoS, growth and resilience requirements are detailed in the Lifecycle section.

9.2.2 Key Assumptions

General assumptions in preparing this forecast include:

- Remaining Heritage Buildings in the Earthquake repair programme are delivered
- Covid-19 will have an impact short and medium term, next 1-6 years.

Significant risks associated with these assumptions include:

- Covid-19 short term impact (current, LTP years 1-3): some delays in scheduled capital programme works, potential issues with workforce availability/contractor viability following lifting of restrictions; uncertainty about materials supplies; changing priorities for work programming (e.g. accommodating the norm of social distancing); opportunities for bringing forward 'shovel ready' work; increased financial pressure on Council budgets.
- Covid-19 medium term impact (LTP years 4-6): Possible re-prioritisation of capital works programme; changed programme priorities (as above); continued financial pressure on Council budgets.
- Covid-19 longer term impact (LTP years 6 – onwards): Uncertain at this stage; potential bow-wave effect of deferred operational spend due to above factors.

10 Year New PAMA 2022 -2031

Activity	Budget Category	New / Renewal	
Heritage	Public Artworks, Monuments & Artefacts (PAMA)	New	\$0.50M

10 Year Renewal 2022 -2031

Activity	Budget Category	New / Renewal	
Heritage	Buildings (B)	Renewal	\$9.75M
	Heritage Metropolitan Programme	Renewal	\$28.80M
	Public Artworks, Monuments & Arte..	Renewal	\$3.54M

Figure 9-3: 10 - 30-Year Capital Forecasts (uninflated figures)

The purchase and relocation of *Spires* in Cranmer Square as a permanent artwork is proposed for 2022.

The majority of the 10 year programme is in the first three years from 2022 - 2025 as the Methropolitan and Repair programs come to an end. The 30 year programme identifies a further increase in spending form 2032-2038 as Canterbury Provincial Buildings repairs are initiated, see Figure 9-4 and Table 9-2.



Figure 9-4: 10-30 Year Capital Programme Overview (uninflated figures)

Table 9-2 Major Heritage Programme Projects (uninflated figures)

Budget Category	Programme	Cpms Project Title	Grand Total	Year1 (group)		
				Years 1-3_FY22-24	Years 4-10_FY25-31	Years 11-30_FY32-51
Grand Total			300.15M	24.37M	18.21M	257.57M
Buildings (B)	Total		16.01M	5.03M	4.72M	6.26M
	Programme - Parks Heritage Buildings Rebuild	Heritage Buildings Planned Renewals	8.00M	1.55M	1.65M	4.80M
		Heritage Buildings Planned Renewals (Cunningham House)	5.76M	3.10M	2.66M	
		Heritage Buildings Reactive Renewals	2.26M	0.38M	0.42M	1.46M
Heritage Metropolitan Programme	Total		277.90M	17.57M	11.22M	249.11M
	Programme - Parks Heritage Metropolitan Projects	Canterbury Provincial Chambers Works (Stage 1)	249.22M	0.11M		249.11M
		Old Municipal Chambers (OMC)	15.62M	9.87M	5.76M	
		Robert McDougall Gallery Strengthening	11.51M	6.57M	4.94M	
		Robert McDougall Gallery Weathertightness	1.03M	1.03M		
		Mona Vale Bathhouse	0.53M		0.53M	
Public Artworks, Monuments & Artefacts (PAMA)	Total		6.24M	1.77M	2.26M	2.20M
	Programme - Public Artworks Monuments A..	Monuments, Sculptures & Artworks Acquisition, Commissioning & Installation	0.70M	0.50M		0.20M
	Programme - Public Monuments, Sculptures..	Public Artworks, Monuments & Artefacts Planned Renewals	5.54M	1.27M	2.26M	2.00M

9.3 Input Data Confidence Levels

The expenditure and valuations projections in this AMP are based on available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a five level scale, see Table 9-2.

Table 9-3: Data Confidence Grading System

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E Unknown	None or very little data held.

The estimated confidence level for and reliability of financial data used in this AMP is shown in **Table 9-4**.

Table 9-4: Data Confidence Assessment for Data used in AMP

Data	Confidence Assessment	Reasoning
Operations expenditure	C Uncertain	
Maintenance expenditure	C Uncertain	Maintenance planning is incomplete. Maintenance is reactive rather than planned.
Renewals (asset value, lives, condition, performance)	B Reliable	Programmes are based on condition assessments.

Upgrade/New expenditures (LoS, demand, resilience projects)	B Reliable	Detailed engineering evaluations and design have informed upgrade and resilience projects.
Disposal expenditure	Not applicable	Heritage assets are maintained in perpetuity.

9.4 Valuation and Depreciation

9.4.1 Valuation Basis

Revaluations for asset classes occur on a regular basis. Land and Buildings were valued as at 30 June 2018 using market-based evidence with adjustments to reflect the designation of the land. Park Improvements were valued as at 30 June 2018 using the depreciated replacement cost method. Public Art were valued as at 30 June 2017 using the depreciated replacement cost method. Heritage Assets were valued as at 30 June 2009 using the depreciated replacement cost method.

9.4.2 Valuation and Depreciation Forecasts

There is a drop in 23/24 related to building components that reach the end of their remaining life.

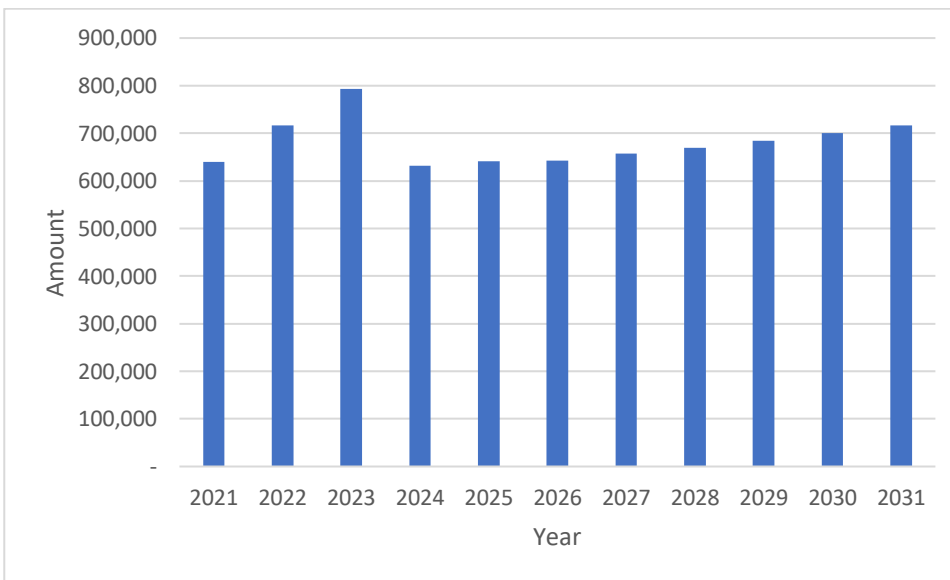


Figure 9-5: Depreciation Forecasts 2021 – 2031 (uninflated figures)

9.5 Implications of approved ten-year budget

9.5.1 What we cannot do

The Council has prioritised decisions made in adopting the 2021 LTP to obtain the optimum benefits from its available resources. Covid-19 is expected to have an effect on the operational and capital programmes.

There are some operations and maintenance activities and capital projects included identified in this AMP that are unable to be undertaken within the next 10 years due to reprioritisation and budgetary constraint as a result of the post Covid-19 economic environment. These include:

- Repair and strengthening of heritage buildings as Council requires the building to have a future use prior to repairing eg Kukupa Hostel, Robert McDougall Art Gallery
- High cost repair and strengthening projects for heritage buildings have been rescheduled in the LTP to even out capital expenditure and as a result of Covid 19 eg Canterbury Provincial Buildings

Service consequences

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- High cost maintenance items such as window cleaning at the Sign of the Takahe
- Reduction in Level of Service where the service is not a priority
- Increased cost to maintain buildings that do not have a use, eg activities tenants undertook are now undertaken by Council, building deterioration due to not being occupied

Risk Consequences

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences for the organisation. These include:

- Customer complaints about unrepaired buildings and lack of maintenance
- Loss of revenue as buildings remain unoccupied
- Increased financial constraint on future generations as a result of deferred maintenance
- Council reputation to care for heritage at risk
- Increased costs as work is done reactively

10 Continuous Improvement

10.1 Overview of the Improvement Programme

The Council has made a strong commitment to the improvement of asset management practices. The Council acknowledges the need to focus efforts to advance asset management practices over the next 2-3 years to an appropriate level of capability. The Council’s overall AM improvement process is outlined in the SAMP. This section details the Parks Heritage Management improvement programme.

10.2 Current Asset Management Maturity

An independent assessment of current asset management practice was last completed in 2020 for Parks including Heritage.

The 2020 AM Maturity Assessment was predominantly achieved through onsite interviews, with a cross-section of participants. Future maturity level is based on appropriate best practice and considering agreed business drivers. Figure 10-1 show that this activity is performing at an intermediate level for most functions. The average score increased from 67% to 71% in the last two years, aiming for a target of 84%.



Figure 10-1: Asset Management Maturity Assessment for Parks

Section 10.4 provides a programme of activities required to close the remaining maturity gaps and address the weaknesses identified during the development of this AMP.

10.3 Review of Progress against Previous Plan

The 2018 improvement plan included an improvement programme for three years. Table 10-1 provides an update on the status of the improvement actions as at November 2020.

Table 10-1: Progress of 2018 Improvement Plan

2018 AMP Element Reference	Key Issue	Improvement Action	Description	Progress (% complete)
1.1.3	Some assets do not have an equipment number or functional location number	Enter assets into SAP	Collect location and data for assets not in SAP and upload. This is mainly relevant to FCS that sit outside of a Park. Method to include the FL needs to be discussed and determined.	60
1.1.5		Add an asset overview map	Information to be drawn from several sources to give a comprehensive map view of the location of the assets.	100
2.4.2			Collate and incorporate into activity plan and AMP community expectations from Strategy and Planning heritage team consultation.	100
4.3			Take the Sustainability Strategy into account through identifying sustainability actions and targets for heritage buildings	Not started
4.5.1.1	Some assets have multiple asset numbers	To remove multiple numbers of same assets.	Combine information from both asset numbers and decommission obsolete numbers. This work to be undertaken following the Facilities FL project so that asset numbering for buildings is aligned.	95
4.5.1.1 4.5.4 6.3.1	Asset Data is incorrect or missing – heritage buildings	Asset data is verified and complete. Heritage Buildings	Missing and incorrect data to be verified, corrected and updated. For Buildings this will need to occur after sites with multiple numbers are amalgamated. To enable a full valuation of the asset to be undertaken	75
4.5.1.2 4.5.4 6.3.1	Asset Data is incorrect or missing – Artworks, Memorials, Fountains and Clocks	Asset data is verified and complete. Artworks, Memorials, Fountains and Clocks	Missing and incorrect data to be verified, corrected and updated. To enable a full valuation of the asset to be undertaken	50
4.5.3			Establish a programme to assess the use of Parks heritage assets.	Not started
4.5.3.1			Review and determine the best viable use for the Heritage buildings using the information from the consultation and how well it is currently performing	80
4.6.2			Identify operational strategies and costs associated with non-asset solutions.	Not started
6.1	Not all the heritage buildings are in the same profit centre	Identify and transfer all Parks heritage building assets into the same profit centre	There are a number of District Plan listed Parks heritage building assets that are in different profit centres, that is under Regional and Community Parks. Transfer these assets and budget to PC 32403.	70

2018 AMP Element Reference	Key Issue	Improvement Action	Description	Progress (% complete)
7.1.1			Review Asset Management Maturity for Heritage building and non-building assets.	AMM is now incorporated with Parks AMM.

10.4 Improvement Plan 2019

The independent Asset Management Maturity Assessment process provides a sound basis for prioritising and monitoring improvements to current asset management practices.

Improvement items identified during the 2020 maturity assessment have been used to update the current Improvement Programme.

Table 10-2 details those tasks to complete over the next three years. These tasks focus specifically on those areas where the risk is most critical. To facilitate the practical implementation of the improvement programme tasks are designed to address several issues concurrently and are programmed to ensure a logical progression towards the three-year target.

Table 10-2: Asset Management Improvement Tasks

	Project / Task	AM Maturity Gaps	Priority (H, M, L)	Responsibility	Resources (teams, \$)
1	Identify and transfer all Parks scheduled heritage building assets into the same profit centre	Data	H	Asset Engineer - Buildings & Heritage	
2	Verify and complete data collection for all Parks Heritage assets covered in this AMP	Data	H	Asset Engineer - Buildings & Heritage	
3	Review and develop maintenance plans for all Parks Heritage assets	LoS Planning	H	Asset Engineer - Buildings & Heritage	
4	Continue and extend asset condition programme and incorporate performance assessments into the programme	Planning Decision Making Managing Risk	H	Asset Engineer - Buildings & Heritage	
5	Initiate the updating of the Art in Public Places Plan	Planning	H	Arts Advisor/PAAG	
6	Improve opex forecasting assessment of 'consequential OPEX' and review of OPEX budgets based on unit rates (i.e aligned to operations schedules/levels of service)	Planning Decision Making Managing Risk	H	Asset Engineer - Buildings & Heritage	Parks Buildings Maintenance Specialist Parks Managers
7	Prepare a plan for the future retention and/ or disposal and ongoing management of Parks Heritage assets	Managing Risk	M	Asset Engineer - Buildings & Heritage	
8	Initiate an Emergency Management Plan	Planning Managing Risk	M	Asset Engineer - Buildings & Heritage	Heritage Team Emergency Services
9	Analyse past consultations and stakeholder engagements to better understand demand and service levels, review method of resident survey	Decision Making	L		
10	Initiate a Resource Efficiency Management Plan for Parks Heritage assets	Managing Risk Planning	L	Asset Engineer - Buildings & Heritage	Heritage Team

10.5 Resourcing the improvement programme

The activity requires resources and budget to deliver the improvement plan tasks. Consideration of existing workloads and other corporate priorities may require changes to the indicative completion dates shown in the improvement programme.

It is likely that across the Council, a lack of resources will result in difficulty delivering all the improvement items. A prioritisation and costing exercise will be required to ensure the highest priority items are delivered first and that future delivery costs are understood, and sufficient budgets allocated within the LTP. The process to prioritise improvement items will be coordinated by the AM Unit.

10.6 Monitoring and review

The improvement programme will be reported to the AM Unit and either included within the advancing asset management improvement programme (corporate) or within the continuous improvement programme (unit based). All improvement items will be monitored by the AM Unit and tracked through the Council's Asset Management Governance Board and the PDP tool.

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11.3 Appendices

Appendix 1: Full list of Legislation/Regulation for Heritage Buildings.

Supplementary legislation, regulation, industry guidelines and standards affecting level of service drivers.

Legislative or Regulatory Requirements and Guidelines		
Documents	Key Provisions	Requirement / Impact on LoS
Local Government Act 2002 (LGA)	<p>Provides the power of general competence for a local authority to undertake any business or activity provided that the activity is consistent with the object of the Act, the community has been consulted in a meaningful way and the activity is legal.</p> <p>Provides a focus on social, economic, environmental and cultural community well-being. Schedule 10 requires local authorities to develop levels of service for all assets and define how those levels of service will be provided, as part of setting community outcomes and the preparation of the Long Term Plan.</p> <p>Requires sanitary services assessments to be prepared for cemeteries and public toilets, covering protection of public health and identification of future capacity needs. Allows bylaws to be set.</p>	<p>Meaningful community consultation is achieved.</p> <p>Community outcomes are developed.</p> <p>AMP's are developed for key assets.</p> <p>Bylaws are developed as required</p>
Resource Management Act 1991 (RMA)	<p>Establishes a planning framework covering land designation processes and resource consents for activities that affect the environment.</p> <p>Requires sustainable management of physical and natural resources; consideration of alternatives; assessment of benefits and costs; and determination of best practicable options.</p> <p>Requires that the principles of the Treaty of Waitangi be taken into account in exercising functions and powers under the Act relating to the use, development and protection of natural and physical resources.</p> <p>Requires compliance with Regional and City Plans and Bylaws.</p>	<p>All consent conditions are fulfilled and any monitoring is carried out.</p> <p>Aim is for no notices to be received for non-compliance with resource consent conditions.</p> <p>Response to non-compliance incidents is carried out in accordance with agreed procedures.</p> <p>Compliance with agreed Treaty of Waitangi and Ngāi Tahu consultative process for all project and policy initiatives.</p> <p>Compliance with provisions of Regional and City Plans and Bylaws.</p> <p>Under Section 6 matters of national importance, the Council is required to recognise and provide for (f) the protection of historic heritage from inappropriate subdivision, use and development.</p>
Reserves Act 1977	<p>Requires reserves vested under the Act to be managed in accordance with their classification. This includes a requirement for community consultation to be carried out during the preparation of a reserve management plan that outlines the Council's general intentions for the use, development, maintenance, protection and preservation of the reserve.</p> <p>Sets requirements for classification and use of land, application of funds, management and administration.</p> <p>Governs the Council's ability to grant leases or licenses over particular activities or buildings within reserves.</p>	<p>Reserve management plans are prepared in accordance with the Act for reserves vested and classified under the Act.</p> <p>Where required, leases are put in place and administered in accordance with the Act.</p> <p>Warrants Park Rangers to enact the powers of the Act including any associated bylaws.</p>
Burial and Cremation Act 1964	<p>This Act requires every local authority to provide a cemetery as needed for the burial of the bodies of persons dying within its district. It authorises the local authority to undertake work and expend money to provide cemeteries. Cemeteries are to be open for religious or other ceremonies thought proper by</p>	<p>Ensure all interments and disinterment's are carried out according to the requirements of the Act.</p>

Legislative or Regulatory Requirements and Guidelines		
Documents	Key Provisions	Requirement / Impact on LoS
	the friends of the deceased. A local authority may develop and maintain the cemetery as it thinks proper. Parts of a cemetery may be set aside for members of any religious denomination or Her Majesty's Forces etc. Guardians may be appointed for cemetery administration and upkeep. Requires establishment of bylaws by local authorities to regulate burial practices and to control the erection of monuments. All fees collected from cemeteries are used in their management and improvement.	Provide accurate records of interments.
Building Act 2004 Construction Act 1959 Construction Regulations Act 2014/181	Sets out the building standards and requirements to obtain consents for specific works such as building construction, alteration, or demolition. Code compliance certificate to be issued on completion of works for new or upgraded buildings. Requires that buildings are safe and sanitary. Requires toilets to be provided for persons with disabilities. Provides standard for provision of personal hygiene facilities in buildings.	Full compliance with building consent conditions. Code compliance certificate obtained on completion of new or upgraded building. Current Warrant of Fitness. Under S3, as owners of buildings we are responsible for ensuring that building work complies with the building code.
Fire Service Act 1975	Requires approved evacuation schemes. Applies generally to public buildings used by more than 100 people or buildings used for childcare, accommodation for more than five people and other users.	Compliance with guidelines and prescriptions relevant to Community buildings.
Construction Contracts Act 2002	This Act now affects the parks industry in relation to claims for work carried out on buildings and structures including maintenance and renewal works.	Compliance with guidelines and prescriptions relevant to buildings and structures.
Fencing Act 1978	Details the Council's obligations and requirements with regard to the fencing of private properties bordering Council land.	Compliance with the act and provision of privacy for tenanted heritage buildings.
Public Works Act 1981	Provides for acquisition of land for Council activities and disposal of surplus.	Defined procedures are followed in all cases.
Transit NZ Act 1989 TNZ Code of Practice for Temporary Traffic Management (CoPTTM)	Provides requirements for persons working on roads, including road verges.	Defined procedures are followed in all cases.
Health Act 1956	This is the principal legislation relating to public health. Specific attention given to preventing the spread of notifiable and infectious diseases. Charges local authorities with ensuring identified health risks are managed within acceptable limits. Requires the Council to provide cemeteries and other sanitary services such as toilets for the benefit of the District. Empowers the Council to ensure the sanitation of the facilities, especially changing rooms, toilets, showers etc. Describes penalties for permitting or causing health nuisances in public facilities such as toilets that may be in a state that is offensive or likely to be injurious to health.	Fixed and temporary public changing rooms, showers, toilets to be consistently maintained in a hygienic and tidy state.
Heritage New Zealand (Pouhere Taonga) Act 2014 (repeals the <i>Historic Places Act 1993</i>)	The purpose of this Act is to promote the identification, protection, preservation, and conservation of the historical and cultural heritage of New Zealand. Protects sites and features which have been associated with human activity for more than 100 years.	Provides for a set of principles guiding adherence to rules and regulations managing sites affected. Assessment of archaeological sites prior to works being carried out. Under S42 the modification or destruction of an archaeological site requires an authority.

Legislative or Regulatory Requirements and Guidelines		
Documents	Key Provisions	Requirement / Impact on LoS
		Under S74 local authorities must have particular regard to recommendations made by Heritage New Zealand regarding an activity on an entry on the New Zealand Heritage List.
Litter Act 1979	The purpose of this Act is to make better provision for the abatement and control of litter.	Responsible management of litter in public places and reserves.
Health and Safety in Employment Act 1992	Aims to prevent harm to employees and sets out the Council's responsibilities in relation to people who work within Council owned or administered property. Creates an obligation on building owners for health and safety. Requires the identification of hazards and disclosure to persons entering the building. Requires an audit trail to demonstrate compliance.	Processes are in place for regular identification of hazards, their isolation or mitigation and the provision of appropriate equipment, training and systems. Persons working on a building submit a health and safety plan in advance. Aim is for no notices to be received for non-compliance with the Act.
Summit Road (Canterbury) Protection Act 2001	This Act is to provide for the preservation and protection of the scenic and natural amenity within the protected area, and to provide for the improvement of facilities for public enjoyment.	Adherence to guidelines and prescriptions relevant to management of specific protected areas.
Reserves and Other Lands Disposal and Public Bodies Empowering Act 1921-22 and 1950	This Act is to provide for the exchange, sale, reservation and other disposition of land.	Adherence to prescriptions relevant to the planning and management of reserves land.
Christchurch City (Reserves) Empowering Act 1971 and Christchurch City Reserves Amendment Act 1929	To provide for the purposes of which certain reserves in the City of Christchurch are held.	Specifically addresses Hagley Park, Botanic Gardens, Harper Ave, John Robert Godley and road reserves for the purpose of lawns, ornamental gardens and buildings.
Canterbury Provincial Buildings Vesting Act 1928	Vesting of the building in the management of the Council for the retention of the building as a monument to early provincial government.	To manage Canterbury Provincial Buildings on behalf of the Crown with any alterations to the buildings requiring the Minister of Conservation's approval.
Christchurch City Council (Robert McDougall Gallery) Land Act 2003	The Art Gallery's use is restricted: for the purpose of a public gallery for the display of art and decorative arts and crafts and ancillary activities.	Adherence to prescriptions relevant to the use of the building.
Electricity Act 1992	Hazards from trees regulations 2003	Protects the security of the supply of electricity, and the safety of the public.
Greater Christchurch Regeneration Act 2016	This Act supports the regeneration of Christchurch through enabling a focused and expedited regeneration process, facilitating the ongoing planning and regeneration of greater Christchurch and enabling community input into decisions. Authority's issued under this Act expire in 2021.	Can be used to override some requirements for approvals for works that contribute to the regeneration of the city.
Environment Canterbury's Natural Resources Regional Plan (NRRP)	Sets out ECan's interpretation of the RMA 1991. Objectives, policies and rules are aimed at achieving good environmental outcomes and have implications for service standards to be delivered. Contains rules on protecting ground and surface water from contamination. Requires discharge permits to be obtained for septic tanks.	Adherence to rules and requirements relevant to the planning and management of reserves and park assets.

Legislative or Regulatory Requirements and Guidelines		
Documents	Key Provisions	Requirement / Impact on LoS
Canterbury Biodiversity Strategy 2008-2035	Region wide collaborative vision for maintaining and enhancing Canterbury's natural heritage. Non-statutory document that establishes a framework of goals and priorities for undertaking biodiversity initiatives.	Provides guidance and focus relevant to the planning and management of reserves and park assets as part of a strategy for the Canterbury Region.
Christchurch City Council District Plan	The Plan describes the significant resource management issues affecting the City and its environment, and forms a basis for the formulation of objectives and policies required to deal with these issues. Also sets out the Council's objectives (desired outcomes) and the means whereby they can be achieved (policies). This document provides a statutory basis for the rules and other methods controlling development throughout the City, and the broad framework within which development proposals are assessed. It also introduces methods of implementation through regulatory means (Statement of Rules) or non-regulatory means, and also monitoring provisions. It further provides rules for achieving the objectives and policies. It includes standards that determine whether or not resource consents are required for any particular activity, and matters whereby applications can be assessed. Included are the maps for managing resources and identifying areas of the City along with the Schedule of Significant Historic Heritage.	Provides direction, focus and rules relevant to the planning and management of Heritage, open spaces, reserves and park assets.
Canterbury Regional Pest Management Plan 2018-2038	This Plan provides a framework for the efficient and effective management or eradication of specific harmful organisms in the Canterbury Region.	To control pests on the land that Council occupies in accordance with the rules of the Plan and to meet the costs of doing so.
Wildlife Act 1953	The purpose of this act is to protect wildlife species. Any activity we undertake must not harm endangered and protected species.	Will affect maintenance regimes at some sites.
Christchurch City Council Climate Smart Strategy 2010-2025	The Climate Smart Strategy sets the direction for community and Council responses to the impacts and opportunities presented by Climate Change.	
Greater Christchurch Urban Development Strategy 2007 (UDS)	High level strategy produced as a partnership by (Christchurch City, ECan, Selwyn and Waimakariri Districts) along with the NZ Transport Agency and Te Rūnanga o Ngāi Tahu. Implemented through ECan's Regional Policy Statement collaboratively developed strategic plan to manage future growth in the City and Districts- sets out land use distribution in greater Christchurch, particularly the areas available for urban development, the household densities for various areas and land which is to remain rural.	Provides the strategic direction, plans and tools to implement earthquake recovery and ensure future growth is managed effectively in the region.
Christchurch City Council Parks and Reserves Bylaw 2008	The purpose of this bylaw is to provide for the orderly management and control of parks and reserves vested in or under the control of the Council for the benefit and enjoyment of all users of those parks and reserves.	Provides rules and guidance relevant to the planning and management of reserves and park assets.
Christchurch City Council Public Places Bylaw 2008	The purpose of the bylaw is to balance the different needs and preferences of our community in relation to public places, in order to balance private use with public use. <i>This bylaw revoked the section 3 (public places) of the Banks Peninsula District Council Public Places and Signs Bylaw (2004).</i>	Provides rules and guidance relevant to the planning and management of reserves and park assets.
Christchurch City Council Cemeteries Bylaw 2013	The purpose of this bylaw is to provide for the management of the Council's cemeteries by allowing certain activities and conduct to take place in cemeteries subject to compliance	Provides rules and guidance relevant to the planning and management of cemeteries and service.

Legislative or Regulatory Requirements and Guidelines		
Documents	Key Provisions	Requirement / Impact on LoS
	with any conditions the Council adopts for its cemeteries. It allows the Council to set rules for the operation and management of cemeteries it owns or administers, as laid out in the Cemeteries Handbook.	
Christchurch City Council Cemeteries Handbook 2018	Handbook to be used in conjunction with the Cemeteries Master Plan and contains conditions applying to activities and conduct in cemeteries within the Christchurch District, and for the management of cemeteries owned by, or under the administration of, the Council.	Provides information to assist the smooth running, operation and provision of services in the cemeteries.
Christchurch City Council Alcohol Restrictions in Public Places Bylaw 2009	This bylaw prohibits, or otherwise regulates or controls, the possession and consumption of alcohol in specified public places and the bringing of alcohol into specified public places	Provides rules relevant to the use, enforcement and management of reserves.
Christchurch City Council Policies (most applicable to the Parks Activity)	<ul style="list-style-type: none"> - Significance and Engagement Policy 2014 - Children's Policy 1998 - Development Contributions Policy - Smoke free Public Places Policy - Public Amenity Signing Policy - Public toilets Policy - Rubbish-free parks - Adopt a park/cemetery scheme - Parks and Waterways Access Policy 2002 - Provisional Local Alcohol Policy - Dog Control Policy 2008 - Heritage Conservation Policy - Heritage Values, Vision & Mission Statements Policy - Free waste dumping policy - Artworks in Public Places Policy - Trading and Events in Public Places Policy 2010 - Strengthening Communities Policy 	<p>Provides guidance for decision making and management of related activities in or associated with parks and reserves.</p> <p>Note under the Significance and Engagement Policy 2014 all heritage listed assets are strategic assets.</p>

Table 3-2: Supplementary Legislative and Regulatory Level of Service Drivers

Industry Guidelines and Standards		
Documents	Key Provisions	Requirement / Impact on LoS
Christchurch City Council Infrastructure Design Standards	Set of guidelines determining the principles behind and the minimum standards required for the creation or enhancement of infrastructure assets either owned or to be owned by the Council.	Standards relevant to works in parks and park assets.
Christchurch City Council Construction Standard Specifications CSS parts 1-7:2005	Sets standards for construction works.	Standards relevant to works in parks and park assets.
NZ Standard NZS4242:1995 'Headstones and Cemetery Monument'.	Sets standards for construction and securing of cemetery monuments.	Standards relevant to Cemeteries.
8409:1999 (NZS) Code of practice for the management of agrichemicals	Contains compliance requirements for working with agrichemicals.	Compliance to standards.

NZ Standard NZS 4241:1999 'public toilets'	Provides guidance on appropriate standards for design, quality, care and maintenance of public toilet facilities.	Standards relevant to public toilets.
NZ Building Code 2018	Provides guidance on appropriate standards for design, quality, care and maintenance of public toilet facilities.	Standards relevant to community facilities, public toilets and some structures.
NZ Standard NZS 1547:2000 'On-site Domestic Wastewater Management'	Contains compliance requirements for buildings not serviced by a reticulated sewerage scheme.	Full compliance with the relevant standards. Relevant to community buildings and public toilets serviced by a septic tank system.
Transit NZ Code of Practice for Temporary Traffic Management	These guidelines are a recognised standard for maintenance and construction work on legal roads.	Compliance to standards prescribed when working on / adjacent to public roads.
RMA92028348 Maintenance and repair works on headstones and other structures	Contains compliance requirements for maintenance and repair works on headstones and other structures and alterations to Barbadoes, Addington and Rutherford Cemeteries.	Resource consent to carry out works
Mahaanui Iwi Management Plan 2013 (IMP)	The Mahaanui Iwi Management Plan 2013 is a key regional and territorial planning document. It sits alongside Regional Plans, District Plans, and conservation management plans, strategies and other plans prepared by the Department of Conservation. The IMP lists a range of issues and objectives significant to tangata whenua. This is especially with regard to land, waterways, indigenous biodiversity and cultural issues.	We must take account of these issues and give consideration to them in our Heritage planning.
ICOMOS New Zealand Charter for the Conservation of Places of Cultural Heritage Value	Sets out the principles to guide the conservation of places of cultural heritage value in New Zealand. Adopted by Council in the Heritage Conservation Policy 2007, 1.1	Adopt and promote the principles of the ICOMOS New Zealand Charter 2010.
Heritage Buildings and Places Recovery Programme for Greater Christchurch 2014	A plan coordinated by the Ministry for Culture and Heritage for the recovery of heritage buildings and places. The programme helps to recognise the value of heritage and its continuing contribution to the economic and cultural vitality of Christchurch.	Provides guidance on Heritage recovery.
Conservation Plans	Understanding of the place and what is important, provides policy and objectives for the management of the heritage place.	Implement the policy and objectives in managing the item, in collaboration with community groups.
Christchurch City Council Cemeteries Master Plan	The primary purpose of the Plan is to provide a strategic vision for the development and management of the Council owned or administered cemeteries across the Christchurch District. Associated conservation plans describe the significance of specific cemeteries and identifies the principles, policies and general processes required to care for these cemeteries in a way that will safeguard their cultural heritage value.	Provide a strategic vision and guidance for the development and management of the Council owned or administered cemeteries.
Contextual Historical Overviews (Thematic Studies)	Both the Christchurch City and Banks Peninsula thematic studies provide an overview of each areas development that are thematically organised and discussed. They identify possible candidates for scheduling.	Awareness of importance of elements of the district within the context of managing park assets.

Table 3-3: Supplementary Industry Guidelines and Standards Level of Service Drivers

Appendix 2 Heritage Building reference number

Buildings Heritage Asset	Heritage Type	No
Addington Water tower	scheduled	1
Avebury Park (Ex Youth Hostel)	restricted	2
Belfast School Masters House	restricted	3
Botanic Gardens - Cunningham House	scheduled	4
Canterbury Provincial Council Buildings	restricted	5
Cashmere Caverns	scheduled	6
Chokebore Lodge	restricted	7
Clock Tower - Scarborough Park	scheduled	8
Clock Tower - Victoria St	scheduled	9
Cob Cottage - 2 Main Rd	scheduled	10
Community Building	scheduled	11
Community Building - Torpedo Museum	scheduled	12
Community Centre - Cracroft	restricted	13
Coronation Hall - Spreydon Domain	scheduled	14
Crofters Cottage	restricted	15
Curators House	restricted	16
Donald Street Yard	scheduled	17
Dwelling - 27 Spencerville Rd	scheduled	18
E P Housing Akaroa Cottage	scheduled	19
Edmonds Clock Tower - Madras St	scheduled	20
Ex Plunket Rooms - Cafe	scheduled	21
Fisherman's Rest	scheduled	22
Grubb Cottage	restricted	23
Hagley Park North - Band Rotunda	scheduled	24
Halswell Quarry Park -Old Quarry Man's I	scheduled	25
Headmasters Dwelling	scheduled	26
Kukupu Hostel	scheduled	27
Little River Historic Building	scheduled	28
Mona Vale - Bathhouse	restricted	29

Buildings Heritage Asset	Heritage Type	No
Mona Vale - Gate House (Fendalton Rd)	restricted	30
Mona Vale - Homestead	restricted	31
Mona Vale - Rear Gate House (Mona Vale A	restricted	32
New Brighton clock tower	scheduled	33
Norwich Quay Signal Box	scheduled	34
Nurses Chapel	restricted	35
Old Crusher Bldg Upper Halswell Quarry	scheduled	36
Old Municipal Chambers	restricted	37
Old School Museum	scheduled	38
Paterson House/Old Managers House. Locat	scheduled	39
Poplar Crescent Building	scheduled	40
Poseidon Café - Sumner	unscheduled	41
Robert McDougall Art Gallery	restricted	42
Rolleston Ave Youth Hostel-5Worcester St	restricted	43
Rose Historic Chapel (ex Sisters of Merc	restricted	44
Scarborough Tearooms - Sumner	unscheduled	45
Shed - historic railway shed	scheduled	46
Shop Residence - Sign Of The Kiwi	scheduled	47
Sign of the Takahe	restricted	48
Stoddart Cottage	scheduled	49
Thomas Edmond Band Rotunda	restricted	50
Visitor Centre	scheduled	51
Visitor Centre - Railway Station	scheduled	52
Weighbridge Building	scheduled	53

Other Heritage Asset	Heritage Type	No
Barrington Park Gates	gate	1
Barrington Park Gates	gate	2
Bowker Fountain and Setting	pool	3
Bridge of Remembrance and Setting	War memorial	4
Bridge/Culvert and Setting	Bridge	5
Cannon and Setting	object	6
Captain Cook Statue and Setting	statue	7
Captain Robert Falcon Scott Statue and Setting	statue	8
Citizens War Memorial and Setting	War memorial	9
Daly's Wharf, Shelter and Setting	jetty	10
Erskine Point Gun Emplacement and Setting	object	11
Fitzgerald Statue and Setting	statue	12
Floral Clock and Setting	clock	13
Godley Statue, Godley Plot and Setting	statue	14
Hagley Park Bridge and Setting	bridge	15
Halswell War Memorial and Setting	War memorial	16
Horse Watering Ramp and Setting	ramp	17
K2 Telephone Box and Setting	object	18
King Edward VII Coronation Memorial Lamp, Drinking Fountain and Setting	memorial	19
Little River War Memorial Gates and Setting	War memorial	20
Main Wharf and Setting	jetty	21
Mill Island and Setting	Island	22
Monk's Cave and Setting	cave	23
Moorhouse Statue and Setting	statue	24
Queen Victoria Statue/Canterbury Jubilee Memorial and Setting	statue	25
Rhododendron Island and Setting	garden	26
Rolleston Statue and Setting	statue	27
The Esplanade War Memorials, sea Walls and Setting	War memorial	28
Trypot and Setting	object	29
Woolston Borough Monument and Setting	monument	30

Looking ahead

Managing and maintaining Parks Heritage so that these taonga are available for future generations is our objective.

Climate change, earthquakes and tsunami

Sea level rise and flooding will affect heritage in coastal and low-lying areas. Already, sea level rise is affecting some assets. The Pigeon Bay War Memorial by eroding the coastal edge and the Little River Coronation Library is flooding in high rainfall events.

There are approximately 23 heritage assets that have a high level of certainty of being impacted by climate change.

All Parks Heritage is at risk from earthquakes. Strengthening work is complete on some assets and others are waiting to be repaired. Those in the repair programme or awaiting funding for repair such as Our City have a high risk of collapse and complete loss of heritage values.

Heritage assets along the Canterbury and Banks Peninsula coastline are at risk of tsunami. Flooding of the asset is more likely than total loss in a tsunami. There are 19 heritage assets in coastal areas identified as being at risk from a tsunami.

A continued programme of seismic strengthening and emergency response plans are key to minimising potential damage or loss of heritage.

COVID-19

Budget constraints as a result of the economic impacts of COVID-19 will limit what can be achieved in the Long Term Plan 2021-31.

We expect some delays in scheduled capital programme works, mainly because of likely issues with workforce and contractor availability and disruption to material supply chains.

There is a risk that delays to some scheduled work could affect the condition of some assets in need of maintenance, repair or restoration.

It will be important to manage community expectations.

Continuous improvement

Improvement items identified during the 2020 maturity assessment have been used to update our Parks Heritage improvement programme for the next three years.

We focus on areas where the risk is most critical. In carrying out the work we aim to implement improvement tasks so that several issues can be addressed at the same time, in a logical progression towards achieving the three-year target.

We need resources and budget to deliver improvements, but the Council's financial position post-COVID-19 means there is likely to be a lack of resources, making it difficult to deliver on all our improvement plans.

This means planning to ensure the highest priority improvements are delivered first and that future delivery costs are well understood, and that sufficient funding is allocated in the Long Term Plan 2021-31.