

# **Heritage Protection**

## **Activity Management Plan**

**Long Term Plan 2015–2025**  
**As amended through the Annual Plan 2017/18**

1 July 2017

## Quality Assurance Statement

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## Key Issues for the Heritage Protection Activity

### 1.1 Community Outcomes

Everything that the Council does in its day-to-day work is focused on achieving community outcomes. All activities outlined in this plan aim to deliver the results required to achieve these outcomes, contribute to Council strategies and meet legislative requirements. Likewise, all Council capital and operating expenditure is directed towards a level of service that moves the community closer to these outcomes now or at some future point.

The effective management of Heritage Protection for Christchurch means achieving the community outcomes that:

- The city's heritage and taonga are conserved for future generations
- Sites and places of significance to tangata whenua are protected
- The central city has a distinctive character and identity
- The city's identity is enhanced by its buildings and public spaces

Section 4 shows how these outcomes flow down into and influence the Council's activities and levels of service in relation to Heritage Protection.

### 1.2 Effects of growth, demand and sustainability

Describe how our population growth and demand effects the decisions Council will make in delivering services to ensure that they are sustainable and will meet the needs of the people of Christchurch into the future.

#### Population Growth and Demand:

Population growth will see expansion of urban limits for greenfield and brownfield development, intensification of existing urban areas, and resulting pressures on heritage places including alteration and demolition of heritage buildings. Christchurch will require a holistic and strategic approach to planning and policy development through the recovery period.

#### Sustainability:

In March 2008 the Christchurch City Council adopted its Sustainability Policy. This Policy aims to embed sustainability into our Council and community and to help make sustainability "the way we do things around here". The purpose of the Sustainability Policy is to provide guidance on:

- How the Council, as an organisation, performs in terms of sustainability – internal resource efficiency.
- The decisions that Council makes – providing a sustainability compass or a lens through which proposals can be viewed.
- Enabling our community to be sustainable – addressing the present and future social, cultural, environmental and economic well-being of our community.

The Council defines sustainability as a **dynamic process of continual improvement that enables all people, now and in the future, to have quality of life, in ways that protect and enhance the Earth's life supporting systems.**

### 1.3 Key Challenges and Opportunities for Heritage Protection

In working towards the community outcomes and influenced by population growth and demand, Council faces the challenge of making decisions that prioritise resources to deliver the best mix of services at the right level and in a sustainable way. The key challenges and opportunities that have been priorities by Council are below in Table 2-1.

Table 0-1

Key Issue	Discussion
<b>District identity and protection of significant heritage places and areas</b>	<p>Whether shaped by trade, industry, agricultural, natural features or catastrophic events, city identity is most obviously visually reflected in its enduring architecture. As cities modernise they evolve – this raises the question of how cities respect the past while they forge a new identity.</p> <p>Heritage places and areas are valued by the community and visitors and contribute to its distinctive character and identity of Christchurch and Banks Peninsula. The importance of protecting heritage places has been underlined by the significant loss of heritage items in the Canterbury Earthquakes of 2010-2011.</p> <p>To protect this identity, significant heritage places and areas need to be systematically identified, assessed and protected in the District Plan.</p>
<b>Managing effects of development on heritage values and achieving conservation-based outcomes for heritage places</b>	<p>The protection of historic heritage from inappropriate subdivision, use, and development is a matter of national importance under the Resource Management Act. The District's significant heritage places and associated values need to be protected from inappropriate activities and development, while balancing the challenge of earthquake recovery and maintaining and adapting these significant heritage places for ongoing, viable use.</p> <p>Heritage conservation principles, processes and practices need to be applied to protect heritage values. A non-regulatory approach (in combination with a regulatory approach) has long been recognised as a way of working to heighten awareness via advocacy, heritage advice, funding and finding solutions in conjunction with, and walking alongside owners of historic heritage.</p>
<b>Broadening heritage protection for places and landscapes of significance to Ngāi Tahu</b>	<p>A large number of listed heritage places are buildings and structures and have been damaged or lost post the Canterbury earthquake sequences. It is recognised that heritage goes far beyond buildings listed in the district plan and a broader understanding of the features and aspects that contribute to our city's identity and sense of place has grown.</p> <p>There is a heightened awareness of the importance of Māori heritage to the City and the need for an improved provision for Tangata Whenua values as set out in the Ngāi Tahu Mahaanui Iwi Management Plan and the Christchurch Central Recovery Plan. Natural features are also an important part of our Māori and European cultural heritage – for example the Avon River.</p> <p>Historically, places and landscapes of significance to Ngāi Tahu have not been comprehensively managed in the District Plans. Approaches have been limited in both understanding and access to information. A partnership approach is needed with Te Rūnanga o Ngāi Tahu and Papatipu Rūnanga to systematically identify and assess places and landscapes of significance to Ngāi Tahu.</p>
<b>Protecting cultural landscapes and heritage areas</b>	<p>Many features and places, areas and landscapes are important to the District for their natural and cultural values. These 'special places' contribute to the District's identity, sense of place and social and cultural well being.</p> <p>There is an increasing emphasis on the need to protect cultural landscapes. This is a fairly new concept and evolving area of assessment. While overlapping with and connected to Outstanding Natural Landscapes, Cultural landscapes are distinguished by a significant cultural component – often holding both Ngāi Tahu and European cultural values – and very strong associative or collective values. Some may have been too highly modified to meet the 'naturalness' threshold required for Outstanding Natural Landscapes.</p> <p>Heritage and character areas are more likely to be associated with urban/built character values and are thereby underpinned by the urban form (streets, blocks, and neighbourhoods). The Akaroa Historic Area was registered by the New Zealand Historic Places Trust (Now Heritage New Zealand) in 1999; the Akaroa Waterfront Historic Area - registered by NZHPT in 1996 and the Lyttelton Historic Area – registered by NZHPT in 2009.</p>

## 2 Proposed changes to activity

Table 2-1 summarises the proposed changes for the management of the Heritage Protection activity since the Three Year Plan 2013-16 Activity Management Plan.

**Table 2-1 Proposed changes to activity**

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
<p><b>Places of significance to Ngāi Tahu</b></p> <p>Systematically identify and assess places and landscapes of significance to Ngāi Tahu for protection in the District Plan.</p>	<p>Historically, places and landscapes of significance to Ngāi Tahu have not been comprehensively managed in the District Plans or by way of non-regulatory approaches.</p>	<p>Medium level of significance.</p> <p>Address the gaps identified in the Banks Peninsula Landscape Study and incorporate the work done for the Banks Peninsula Historical overview.</p> <p>A team will be needed:</p> <ul style="list-style-type: none"> <li>• Cultural advisor (tangata whenua)</li> <li>• Landscape historian</li> <li>• Archaeologist</li> </ul>	<p>A partnership approach with Te Rūnanga o Ngāi Tahu and Papatipu Rūnanga to identify and assess.</p>
<p><b>Cultural Landscapes</b></p> <p>Cultural landscapes need to be collaboratively and systematically identified, in conjunction with stakeholders, and assessed for protection in the District Plan.</p>	<p>The Canterbury Regional Policy Statement requires the District Plan to identify cultural landscapes.</p> <p>Those places of very special value or significance demand particular recognition, management and protection in the District Plan, or through other methods. Such places, particularly when they have a high collective or shared significance can also contribute positively to the economy of the District – through tourism for example.</p> <p>To date the District Plan has predominantly focused on more site specific elements or features, with some attention given to broader areas and landscapes, for example through identification of Outstanding Natural Features and Landscapes, Rural Amenity Landscapes within Banks Peninsula and city Special Amenity Areas (SAMs).</p>	<p>Medium level of significance.</p> <p>Initially develop criteria, methodology and then update the landscape studies for the city and Banks Peninsula.</p>	<p>A partnership approach with Te Rūnanga o Ngāi Tahu, Papatipu Rūnanga and consultation with the wider community.</p>

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
<p><b>New Listings</b></p> <p>Rolling programme of research to fill gaps in the thematic approach for the heritage schedule in the District Plan.</p>	<p>The current listings are not broadly representative of the heritage of the city and Banks Peninsula and their have been significant losses through demolition.</p> <p>Heritage places need to be considered in the context of their history and historical geography of the area surrounding them. A thematic historical framework can identify gaps in research and existing heritage inventories and inform potential new listings.</p>	<p>Medium level of significance</p> <p>Research to identify and assess places and areas of potential heritage significance that represent cultural and historic themes and activities of importance to the District.</p>	<p>Consultation with owners where potential sites are identified. Also Heritage New Zealand Pouhere Taonga and local interest groups</p>
<p><b>Heritage Areas</b></p> <p>Initiate research programme to review, identify Heritage Areas and develop planning provisions for protection in the District Plan.</p>	<p>Heritage Areas are made up of multiple buildings and features (vegetation, trees, landscaping, street layout) which, collectively rather than individually, are of significance to the city's heritage and character. They may civic, residential, commercial, or industrial in nature. They can effectively communicate a historical narrative of the development of areas in Christchurch.</p> <p>With earthquake damage and demolition, and new development as part of the earthquake recovery, the significance of remaining intact areas of heritage value is heightened.</p>	<p>Medium level of significance.</p> <p>Review and update pre-quake Residential Heritage Conservation Areas study identified 90 potential areas of the city with heritage value (39 of which are Special Amenity Areas in the operative District Plan).</p> <p>Review and update the Akaroa Historic Area variation was underway prior to the earthquakes. This included an Akaroa Historical Overview and a Heritage Conservation Areas Study – which identified 6 areas for protection, and fully researched and assessed one of these areas.</p> <p>Consider Lyttelton Heritage Area noting current Heritage New Zealand Historic Area overlay.</p> <p>Development of policy framework for District Plan. Consider linkages, if any, with Special Amenity Areas in operative District Plan.</p>	<p>Extensive community engagement likely to be required given breadth of this work and potential direct effects on landowners and communities</p>

Key Change	Reason	Level of significance? What investigations are needed?	Options for consultation and engagement
<p><b>Archaeology Post 1900</b></p> <p>Develop an approach to identify post 1900 archaeological sites for protection in the District Plan</p>	<p>The Resource Management Act 1991 section 6(f) and the Canterbury Regional Policy Statement Policy 13.3.1 require the protection of historic heritage from inappropriate subdivision, use, and development: historic heritage includes archaeological sites. Noting that any sites pre 1900 or any post 1900 sites where specified by HNZPT are protected under the Heritage New Zealand Pouhere Taonga Act 2014.</p> <p>Pre 1900 sites are proposed to be removed from the current District Plan since the Plan would not provide any additional protection under the RMA and that the research information supporting current listings is fraught with inaccuracy or lacks defensible evidence.</p> <p>A focus on the post 1900 sites is warranted.</p>	<p>Medium level of significance.</p> <p>Develop and confirm approach/methodology to identify sites.</p> <p>Employ archaeologist to research and confirm sites</p> <p>Develop objectives and policy, rules and assessment package for inclusion in District plan</p>	<p>Potential to follow plan change procedure.</p> <p>Noting initial land owner contact procedures prior to formal plan change process.</p>

## 3 Activity description

### 3.1 Focusing on what we want to achieve

Council undertakes activities in order to deliver on the community outcomes for Christchurch. The outcomes that relate most directly to the management of the city's Heritage Protection are that:

- The city's heritage and taonga are conserved for future generations
- Sites and places of significance to tangata whenua are protected
- The central city has a distinctive character and identity
- The city's identity is enhanced by its buildings and public spaces

### 3.2 How we will know we are achieving the outcomes

We will know we are achieving the above outcomes when we see the following results:

- **Heritage places and areas are retained, maintained and enhanced**, with the assistance of Heritage grants and covenants
- **Significant heritage places and areas values and significant cultural landscapes are protected throughout the District Plan.** Regulatory advice services provide specialist advice on resource consent applications with a heritage component.
- The **heritage** of Christchurch and Banks Peninsula, that includes the garden, cultural and natural heritage of the district, and sites and places of significance to tangata whenua **is promoted through education, research, advocacy and advice services.**
- **Best practice conservation methodology and heritage asset management practices are implemented for all** Council-owned heritage assets.
- **Heritage places and areas are retained and** appropriate **new uses are found** by the Council, working with Canterbury Earthquake Recovery Authority, landowners, developers and other stakeholders.
- **The character and identity of the central city is enhanced** by protecting cultural and natural heritages places, areas and items values. Heritage incentive grants and covenants provide financial assistance for the maintenance and enhancement of heritage areas and buildings.

The activities that follow in section 4 and the levels of service within them are all linked to the above results to ensure Councils stays focused on moving towards the community outcomes. This link aims to confirm why we are doing the activities – that they will realistically move us closer to our goals – and that service delivery remains relevant to strategic direction.

### 3.3 What services we provide

This activity includes the following services:

- Heritage Education Advocacy and Advice
- Heritage Grants
- Heritage Recovery Policy

There are no assets associated with this activity.

### 3.4 Our key customers

Customers include current and future residents of Christchurch, visitors to Christchurch and New Zealand citizens identifying with nationally and internationally significant heritage places. Stakeholders include: owners of listed heritage places, Māori/Tangata Whenua, Heritage New Zealand Pouhere Taonga, and heritage interest groups (Christchurch and Akaroa Civic Trusts, Christchurch Heritage Trust, Historic Places Canterbury).

### 3.5 Key legislation and Council strategies

Resource Management Act

Canterbury Earthquakes Recovery Act  
 Building Act (strengthening)  
 Local Government Act (grants)  
 Heritage New Zealand Pouhere Taonga Act,  
 Canterbury Regional Policy Statement  
 Christchurch Central Recovery Plan  
 Draft Recovery Programme for Heritage Buildings and Cultural Heritage Places  
 Draft Christchurch City Council Heritage Strategy (in preparation)

### 3.6 Benefits and Funding Sources

#### 3.6.1 Who Benefits?

It is recognized that heritage protection has social, cultural, environmental and economic benefits to our country, and that it is important both to our national and regional identity. Christchurch District is a cultural and tourist centre, a role mainly dependent on its historic and scenic attractions. Much of its distinctive character is derived from buildings, natural features, other places and objects which have over time, become valued features of the district's identity. Protecting the heritage of the district benefits not only visitors to the area but also residents.

Individual owners of heritage places can benefit directly through our grants programmes to assist them with repairs and maintenance for their places, helping them to maintain their heritage assets both for themselves and the benefit of the wider community. This helps to balance the significant maintenance costs associated with owning and using a heritage place.

Who benefits?	
Individual	Some
Identifiable part of the community	Some
Whole community	Full

Key:
Full
Majority
Some

#### Explanatory Comments:

### 3.6.2 Who pays?

The ongoing identification and protection of heritage within the district provides a long-term and ongoing benefit to the city. There is no exacerbator who should pay for the activity.

Where we provide heritage grants to private owners of heritage places we only part fund the works that they are undertaking. We also put a covenant in place on the heritage item to ensure the protection of the publically funded work for the future, thus ensuring that these grants provide a long-term benefit.

Funding - Fees / User Charges	Other revenue Grants & Subsidies	General rate	Targeted rate
0%	0%	100%	0%
		Full	

Note, Funding Split % is derived from the 'Summary of Cost for Activity' ( section 13).

Key:		Typically
Full	All or almost all the cost is funded from that source. If the comment is made in the general or targeted rate columns it does not preclude making minor charges for the service but indicates that the charges are a negligible part of the fund.	95%+
Majority	The majority of the activity is funded from this source.	50%+
Some	Some revenue is derived from this source.	<50%

Does this Activity generate surplus funds that can be applied to other areas? **No**

#### Explanatory Comments:

## 4 Levels of service and performance measures

Table 4-1 summarises the levels of service and performance measures for the Heritage Protection activity. Shaded rows are the levels of service and performance measures to be included in the Long Term Plan. Non-shaded rows are non-LTP management level measures, agreed with and reported to Council but not included as part of the community consulted document.

**Table 4-1**

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18	2024/25	
<b>Heritage Education, Advocacy and Advice</b>									
1.4.1	Implement a programme to ensure a consistent and broadened level of historic heritage protection within Banks Peninsula and Christchurch City.	Significant heritage places and areas and significant cultural landscapes are protected throughout the District Plans	Regular review of schedule of listed places is undertaken including a programme of new listings	<i>District Plan Review process</i>	<i>To be advised</i>	1.4.1.1 Review 30-40 listed or potential heritage places per year	1.4.1.1 Review 30-40 listed or potential heritage places per year	4.4.1.4 <del>Review 30-40 listed or potential heritage places per year</del> Discontinued	4.4.1.4 <del>Review 30-40 listed or potential heritage places per year</del> Discontinued
			Process agreed with Ngai Tahu and other stakeholders to collaboratively and systematically identified cultural landscapes.			Non-LTP 1.4.1.2 Agreed process with Ngai Tahu	Non-LTP 1.4.1.2 Criteria and methodology developed and tested. Discussions started with stakeholders	Non-LTP 1.4.1.2 Criteria and methodology confirmed	Non-LTP 1.4.1.2 District Plan variation to incorporate sites

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
1.4.3	Provide advice and advocacy on heritage conservation principles and priorities for the District's historic heritage, both internally and externally	<p>The heritage of Christchurch and Banks Peninsula, that includes the garden, cultural and natural heritage of the district and sites and places of significance to tangata whenua is promoted through education, research, advocacy and advice services</p> <p>Best practice conservation methodology and heritage asset management practices are implemented for all Council-owned heritage assets.</p>	Advice on consents, conservation plans and work proposed for heritage places is provided in a timely manner	Providing advice and advocacy as required	To be advised	Provide advice as required in a timely manner – within 10 working days for consents.	Provide advice as required in a timely manner – with 10 working days for consents.	Provide advice as required in a timely manner – with 10 working days for consents.	Provide advice as required in a timely manner – with 10 working days for consents.

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
1.4.6	Maintain proactive relationships with listed heritage building owners	The heritage of Christchurch and Banks Peninsula, that includes the garden, cultural and natural heritage of the district and sites and places of significance to tangata whenua is promoted through education, research, advocacy and advice services	Advice provided to owners of heritage places provided in a timely manner upon request	2013/14: <i>tbc</i> 2012/13: <i>met</i> 2011/12: <i>met</i> 2010/11: <i>On track</i> 2009/10: <i>on track</i>	None available	Maintain and build new relationships with owners of listed heritage places	Maintain and build new relationships with owners of listed heritage places	Maintain and build new relationships with owners of listed heritage places	Maintain and build new relationships with owners of listed heritage places
1.4.4	Heritage week is held annually	The heritage of Christchurch and Banks Peninsula, that includes the garden, cultural and natural heritage of the district and sites and places of significance to tangata whenua is promoted through education, research, advocacy and advice services	Sponsorship obtained  Number of community events in programme	2013/14: <i>tbc</i> 2012/13:	Auckland City provided \$100k funding for the 2007 Heritage Week (2 weeks), but do not collect attendance figures.	Sponsorship obtained for heritage week	Heritage week is held	Heritage week is held	Heritage week is held

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18	2024/25	
<b>Heritage Grants</b>									
1.4.2	All grants meet Heritage Incentives Grants policy and guidelines.	Heritage places and areas are retained, maintained and enhanced with the assistance of heritage grants and covenants  The character and identity of the central city is enhanced by protecting cultural and natural heritage places, areas and items. Heritage incentive grants and covenants provide financial assistance for the maintenance and enhancement of heritage areas and buildings.	Grants allocated in accordance with policy guidelines	2013/14: tbc 2012/13: 100% 2011/12: 100% 2010/11: 100% 2009/10: 100%		100%	100%	100%	100%

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
1.4.7	Incentive grant recipients are satisfied with heritage advice and grant process.	Heritage places and areas are retained, maintained and enhanced with the assistance of heritage grants and covenants  The character and identity of the central city is enhanced by protecting cultural and natural heritage places, areas and items. Heritage incentive grants and covenants provide financial assistance for the maintenance and enhancement of heritage areas and buildings.	Survey is undertaken and reported on yearly and 75% of grant recipients are happy with the process that they experienced	2013/14: tbc 2012/13: 83% 2011/12: Not surveyed 2010/11: Not surveyed 2009/10: 75%		75% of grant recipients satisfied with the heritage advice and grants process	75% of grant recipients satisfied with the heritage advice and grants process	75% of grant recipients satisfied with the heritage advice and grants process	75% of grant recipients satisfied with the heritage advice and grants process

Performance Standards Levels of Service (we provide)		Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10
						Year 1	Year 2	Year 3	
						2015/16	2016/17	2017/18	2024/25
1.4.10	All Central City Landmark Heritage Fund grants meet the policy and guidelines.	<p>Heritage places and areas are retained, maintained and enhanced with the assistance of heritage grants and covenants</p> <p>The character and identity of the central city is enhanced by protecting cultural and natural heritage places, areas and items. Heritage incentive grants and covenants provide financial assistance for the maintenance and enhancement of heritage areas and buildings.</p>	Grants allocated in accordance with policy guidelines	2014/15: 100% 2013/14: 100% 2012/13: 100%	No equivalent grants scheme within NZ	100%	100%	100%	100%

Performance Standards Levels of Service (we provide)	Results (Activities will contribute to these results, strategies and legislation)	Method of Measurement (We will know we are meeting the level of service if....)	Current Performance	Benchmarks	Future Performance (targets)			Future Performance (targets) by Year 10 2024/25	
					Year 1	Year 2	Year 3		
					2015/16	2016/17	2017/18		
<b>Heritage Recovery Policy</b>									
1.4.9	Implementation of actions in the Heritage Recovery Programme	The heritage of Christchurch and Banks Peninsula, that includes the garden, cultural and natural heritage of the district and sites and places of significance to tangata whenua is promoted through education, research, advocacy and advice services	Implementation has occurred in line with milestones and timeframes identified in the programme	Not applicable	None available	Recovery programme is implemented	Recovery programme is implemented	<del>Recovery programme is implemented</del> Discontinued	<del>Recovery programme is implemented</del> Discontinued
1.4.5	The policy and operational guidelines for Council purchase of heritage properties through the Historic Places Fund is written and agreed by Council	Heritage places and areas are retained and appropriate new uses are found by the Council working with CERA, CCDU, landowners, developers and other stakeholders	Progress on development and implementation of Historic Places Fund policy and operational guidelines	None available	Expectation is that Council funding decision-making is guided by policy	Historic Places Fund policy and operational guidelines agreed and implemented	Policy is implemented as agreed by Council	Policy is implemented as agreed by Council	Policy is implemented as agreed by Council

## 5 Review of cost effectiveness - regulatory functions and service delivery

The Local Government Act requires local authorities to review the cost effectiveness of current arrangements for delivering its services and regulatory functions

A review need not be undertaken if

- Delivery is governed by legislation, contract or other binding agreement that cannot be reasonably altered in the next two years.
- The benefits to be gained do not justify the cost of the review.

A review must be undertaken

- In conjunction with the consideration of any significant change to service levels
- Within two years before the expiry of any legislation, contract or other binding agreement affecting the service
- Not later than 6 years after any previous review.

A review must consider each of options 1 to 9 in the table below. Option 10 is discretionary.

Governance	Funding	Delivery	Option
CCC	CCC	CCC	1
CCC	CCC	CCO (CCC sole shareholder)	2
		CCO (CCC one of several shareholders)	3
		Other local authority	4
		Other person or agency	5
Joint Committee / Shared Governance	Joint Committee / Shared Governance	CCO (CCC sole shareholder)	6
		CCO (CCC one of several shareholders)	7
		Other local authority	8
		Other person or agency	9
Other arrangement	Other arrangement	CCC or other arrangement	10

This section considers reviews for regulatory functions and service delivery.

**Service: Heritage Advice (Internal and External)**

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC	CCC	\$aaa

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
RMA		Not cost effective to review – review would demonstrate that CCC would require external contractors to do work, other local authorities would not have the capacity or expertise.	No review necessary at this time

**Service: Heritage Grants**

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC	CCC	\$aaa

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
		Not cost effective to review – review would demonstrate that CCC would require external contractors to do work, other local authorities would not have the capacity or expertise.	No review necessary at this time

**Service: Heritage Recovery Policy**

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC	CCC	\$aaa

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
		Not cost effective to review – review would demonstrate that CCC would require external contractors to do work, other local authorities would not have the capacity or expertise.	No review necessary at this time

**Service: Heritage Education and Advocacy**

Current Arrangements			
Governance	Funding	Delivery	Estimated Cost
CCC	CCC	CCC	\$aaa

Arrangements that cannot reasonably be changed in next two years			
Governed by Legislation	Contract or binding agreement	Not cost effective to review	Option
		Not cost effective to review	No review necessary at this time

## 6 Long Term Infrastructure Strategy

### 6.1 Issues, principles and implications

Changes to the Local Government Act now require local authorities to consider their strategy and planning for infrastructure and assets over a 30-year timeframe:

- To provide early warning of investment gaps or risky levels of infrastructure-related expenditure.
- To provide a high level overview of the issues, options and implications, particularly relating to expenditure.
- Must take into account renewal, growth, levels of service changes, health, and resilience to hazards.
- Must cover the 5 mandatory activities,, with additional infrastructure as appropriate.
- Has strong links to the Financial Strategy.

**N/A This activity does not directly manage any Council assets**

## 7 Review of cost-effectiveness - infrastructure delivery

The Local Government Act requires local authorities to review the cost effectiveness of current arrangements for delivering infrastructure. The same criteria and options as defined in section 5 above apply (*Review of cost effectiveness - regulatory functions and service delivery*).

**N/A See section 6 – this activity does not directly manage any Council assets**

## 8 Significant Effects

**Table 8-1 Significant Negative Effects**

Effect	Council's Mitigation Measure
None identified	

**Table 8-2 Significant Positive Effects**

Effect	Description
Protection of heritage	Heritage protection provides significant social, cultural, economic and environmental effects and links directly to community outcomes

### 8.1 Assumptions

**Table 8-3 Major Assumptions**

Assumption Type	Assumption	Discussion

## 9 Risk Management

Council's risk management approach is described in detail in Appendix Q.

This approach includes risk management at an organisational level (Level 1). The treatment measures and outcomes of the organisational level risk management are included within the LTP.

**Table 9-1 Significant Risks and Control Measures**

Risk Description	Current Control	Proposed Control	Target Risk Level
<p><b>All services provided by team:</b> Increased demand for advice on consents compromising implementation of heritage strategy. Inadequate monitoring of heritage assets leading to loss of Council and privately owned heritage. Unable to provide advice and/or non-regulatory means of protection leading to loss of heritage.</p>	Limited amounts of work undertaken – focus on RMA requirements, heritage week and grants. This does not take into account expansion to RMA requirements that will be undertaken	Regular review of budget and priorities around heritage strategy and resource consents	MEDIUM
<p><b>Heritage advice:</b> inadequate resource to undertake rolling updates, leading to heritage not being adequately protected</p>	Just work with what exists now	Prioritise research and updates	LOW
<p><b>Heritage education and advocacy:</b> fragmented ownership of Council assets and potential for lack of good maintenance and management leading to loss of heritage assets, deterioration of heritage fabric, negative publicity for Council and, potentially, legal action.</p>	Currently erratic overview and control of COUNCIL assets	Team works directly with COUNCIL asset owners, proper processes and protocols, CCC asset owners have heritage targets in their AcMP which they deliver in conjunction with heritage team.	MEDIUM
<p><b>Historic places fund:</b> Risk of insufficient funds to actually implement the policy and operational guidelines.</p>	N/A	Careful prioritisation of funding allocation.	LOW

## 10 Improvement Plan

N/A

## 11 Operations, Maintenance and Renewals Strategy

### *11.1 Operations and Maintenance*

**N/A** This activity does not directly manage any Council assets

### *11.2 Renewals*

**N/A** This activity does not directly manage any Council assets.

## 12 Key Projects

N/A This activity does not deliver capital works

**Table 12-1**

Project Name	Description	Year 1 (\$)	Year 2(\$)	Year 3 (\$)	Years 4-10 (\$)	Project Driver

## 13 Summary of Cost for Activity

Figure 13-1

HERITAGE POTECTION & POLICY	<u>Funding Caps in 2015/16 Dollars</u>				<i>Funding splits exclude EQ Costs from all calculations</i>					
	2014/15 Annual Plan	2015/16	2016/17	2017/18	Funding - User Charges	Other revenue	General rate	Targeted rate	Period of Benefit (years)	Comments
	000's									
<b>Operational Budget</b>										
Heritage Policy and Planning	102	103	102	101						
Heritage Grants	1,183	1,158	1,133	1,111						
Heritage Education & Advocacy	1,322	1,170	1,001	986						
Heritage Advice (Internal & External)	-	-	-	-						The heritage advice (internal & external) service costs are included in the Heritage Education and Advocacy service
<b>Activity Costs before Overheads</b>	<b>2,607</b>	<b>2,431</b>	<b>2,237</b>	<b>2,198</b>						
Earthquake Response Costs	1,755	1,720	1,973	1,934						
Corporate Overhead	139	125	115	107						
Depreciation	-	-	-	-						
Interest	-	-	-	-						
<b>Total Activity Cost</b>	<b>4,501</b>	<b>4,276</b>	<b>4,325</b>	<b>4,239</b>	0%	0%	100% Full	0%	Ongoing	
<b>Funded By:</b>										
Fees and Charges	-	-	-	-						
Grants and Subsidies	-	-	-	-						
Earthquake Recoveries	-	-	-	-						
<b>Total Operational Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>						
<b>Net Cost of Service</b>	<b>4,501</b>	<b>4,276</b>	<b>4,325</b>	<b>4,239</b>						
<b>Funded by:</b>										
<b>Rates</b>	<b>2,746</b>	<b>2,556</b>	<b>2,351</b>	<b>2,305</b>						
<b>Earthquake Borrowing</b>	<b>1,755</b>	<b>1,720</b>	<b>1,973</b>	<b>1,934</b>						
	<b>4,501</b>	<b>4,276</b>	<b>4,325</b>	<b>4,239</b>						
<b>Capital Expenditure</b>										
Earthquake Rebuild										
Renewals and Replacements										
Improved Levels of Service										
Additional Demand										

Figure 13-2

