



# NEW ZEALAND HISTORIC PLACES TRUST POUHERE TAONGA



Statement of Intent **2012-2015**  
**Panui Whāinga**

## OUR VISION

The vision of the NZHPT Board is that our work will encourage all New Zealanders to value, respect, preserve and appreciate their heritage for the benefit of present and future generations.

## WHAT WE DO

Through the NZHPT's national leadership, we aim to ensure New Zealand's historic heritage is identified and protected. Much of this is done in close cooperation with national and local stakeholders, including communities, iwi, hapū, whānau, individuals and agencies to achieve the best outcomes for heritage. Under the *Historic Places Act 1993* (HPA), we have specific responsibilities that we are charged with on behalf of the Crown.

Mandatory responsibilities under the Act:

- › Administering the HPA's archaeological authority provisions
- › Maintaining the national Register of historic places, historic areas, wāhi tapu and wāhi tapu areas.

Responsibilities assigned by the Government:

- › Administering and allocating the National Heritage Preservation Incentive Fund
- › Assessing and making recommendations for the conservation of historic heritage prior to the disposal of Crown land.

Non-discretionary commitments:

- › Promoting the protection of Māori heritage
- › Managing a portfolio of nationally significant heritage properties
- › Acting in accordance with heritage covenants with private owners
- › Monitoring compliance with archaeological authorities, heritage covenants, interim registration and heritage orders
- › Advocating heritage protection where the NZHPT's involvement is obligatory
- › Responding to enquiries.

Discretionary responsibilities to recognise, protect and promote heritage:

- › Submissions on planning documents and resource consent applications
- › Maintaining relationships with local authorities and Crown agencies to improve heritage protection
- › Achieving heritage protection, by such methods as heritage covenants and heritage orders
- › Heritage education, training and promotion programmes.

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**Cover photos:** Clockwise from bottom left – Jozsef Crawford sprays cob at The Point, Hororata; Jakob Oskam-Schmidt holds a piece of worked moa bone, from an archaeological excavation at Tokonui mouth, coastal Southland; Haka at Pompallier Mission, Russell; The Cuddy, near Waimate, recently rethatched; Tuamarina School students learn about the excavation at Robin Hood Bay from NZHPT's Regional Archaeologist, Dave Rudd; Enjoying an Art Deco day out at Highwic, Auckland. All photos: NZHPT.



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## JOINT STATEMENT:

# FROM THE CHAIRS OF THE NZHPT BOARD AND MĀORI HERITAGE COUNCIL

Public opinion varies when it comes to heritage buildings. It always has. Letters to the editor and comment at the end of news articles and blogs show that, for many, heritage means old and – preferably – whatever the writers determine to be attractive. The *Historic Places Act 1993* outlines what can be taken into account when considering a place's heritage value. While aesthetics and historical significance or value can be part of the criteria, other considerations include archaeological, architectural, cultural, scientific, social, spiritual, technological or traditional significance or value.

While people debate which values may be represented in any place, and whether a place should be registered by the NZHPT or protected by local government, increasingly they require safety as a basis for decisions made about all buildings, including heritage ones.

The NZHPT advocates for this country's historic buildings, advising owners on options for repairs and maintenance and ways buildings can be adapted to make them economically viable while retaining heritage significance. Over many years, we have advocated for increases in earthquake strengthening standards as well, because public safety must be the highest priority for us all, and because public confidence in building stock is vital to ensure that buildings of any age remain viable.

Once safety considerations are accounted for, ongoing public well-being should be considered. Debate and discussion is taking place across all media platforms. Nationwide, on marae and in workplaces, schools, churches and community halls, people are coming to grips with the new reality of property ownership and management.

“Earthquake strengthening” and “unreinforced masonry” are increasingly common terms. Insurance is a common topic; as costs rise, some owners can no longer afford previous levels of cover, or secure insurance cover of any kind.

Issues like these can wear down a community's spirit and its economic resilience. Empty buildings, vacant spaces post-demolition, or hurried replacements that are out-of-keeping with the character of an area will all impact on how communities see themselves and are perceived by others.

We share many of the experiences of other building owners. We have completed the post-quake deconstruction of Lyttelton's Timeball Station, and reconstruction of Coton's Cottage continues. At the end of last year, this organisation faced significant increases in insurance premiums, higher excesses and exclusions from coverage.

While our Crown funding remains stable and we continue to experience the goodwill of the community through donations, grants and bequests, neither can be assured and we must prioritise expenditure and further

improve efficiency to ensure we focus on priority work areas that support the country as it builds our economy, and rebuilds Canterbury.

Reinforcing existing relationships and forging new ones, particularly with iwi and hapū, and new regional heritage organisations will be a long term focus. So much of New Zealand's heritage has been lost recently that we urge caution around future policy decisions that could also have a significant impact. There is no doubt public safety is the highest priority, but our message is simple, it does not have to come at the expense of heritage.

The introduction of the Heritage New Zealand Pouhere Taonga Bill has reinforced government expectations of how the heritage community will work together. While the legislation in its current form will result in branch committees being disestablished, the transition of several

branch committees in advance of the new act shows the commitment to increasing local heritage advocacy. New community-based organisations are being established and existing ones reinforced by experienced and committed people who have been part of our branch committees. Our national network of professional staff will work with them on heritage issues.

The Bill also contains changes to the way we operate including streamlining and simplifying the archaeological consenting process, all Board appointments being made by the Minister for Arts Culture and Heritage, and changing the organisation's name to Heritage New Zealand Pouhere Toanga. Potential changes to the nature and scope of the Register of historic places and wāhi tapu may also result from the review of the Register.

We face a busy year, and considerable challenges, but our heritage is worth the effort.



**Shonagh Kenderdine**

Chair NZHPT Board

Tumuaki a te Poari Te Pouhere Taonga

19 April 2012



**Sir Tumu te Heuheu KNZM**

Chair Māori Heritage Council

Tiamana o te Kaunihera Taonga Tuku Iho Māori

19 April 2012



## PART ONE:

# CONTEXT, OUTCOMES AND STRATEGIC PRIORITIES

## 1.1 OVERVIEW

New Zealanders are placing increasing importance on the places that symbolise their association with their own nation. Research undertaken on our behalf in 2010 established a benchmark from which to measure the importance of heritage to New Zealanders. The study demonstrated a very high level of concern for our historic places. These places provide a sense of belonging to each of us as individuals, as families, as iwi/hapū and as communities. They tell stories that bind us together as diverse peoples sharing one country, and they provide places of interest to visitors that are increasingly recognised for the cultural and economic development opportunities they present. The current economic environment combined with the increased perception of risk associated with older buildings following the Canterbury earthquakes creates a very challenging environment in which to ensure the long term survival and appreciation of our heritage places.

This Statement of Intent (SOI) reflects each of these values and challenges, setting out our understanding of the environment in which we will operate, the responsibilities imposed

by legislation, the expectations of Government and the Board's strategic priorities. It describes the things we will achieve and how we will achieve them over the next three years.

## 1.2 OUR STATUTORY CONTEXT AND ACCOUNTABILITY

Our role, as defined by the *Historic Places Act 1993* (HPA), is "to promote the identification, protection, preservation and conservation of the historical and cultural heritage of New Zealand". Over the past 55 years we have become New Zealand's leading national historic heritage agency and are seen by the public as the guardian of this country's national historic heritage.

While our powers and functions are established within the HPA, the organisation is governed and managed as an autonomous Crown entity under the *Crown Entities Act 2004*. Our primary source of funding is the New Zealand Government through Vote Arts, Culture and Heritage and we are monitored by the Ministry for Culture and Heritage.

Under the *Crown Entities Act 2004*, Board members must comply with the Board's collective responsibilities, their individual duties as members and any directions made by the responsible Minister. The HPA states that our Minister must not give a direction to the NZHPT in relation to heritage matters.

We must report annually to Parliament on our performance against our SOI. In addition, we provide a report every six months to the Minister on progress towards achieving performance targets. The NZHPT's Chair and

the responsible Minister sign a Memorandum of Understanding each year specifying performance, reporting and relationship expectations.

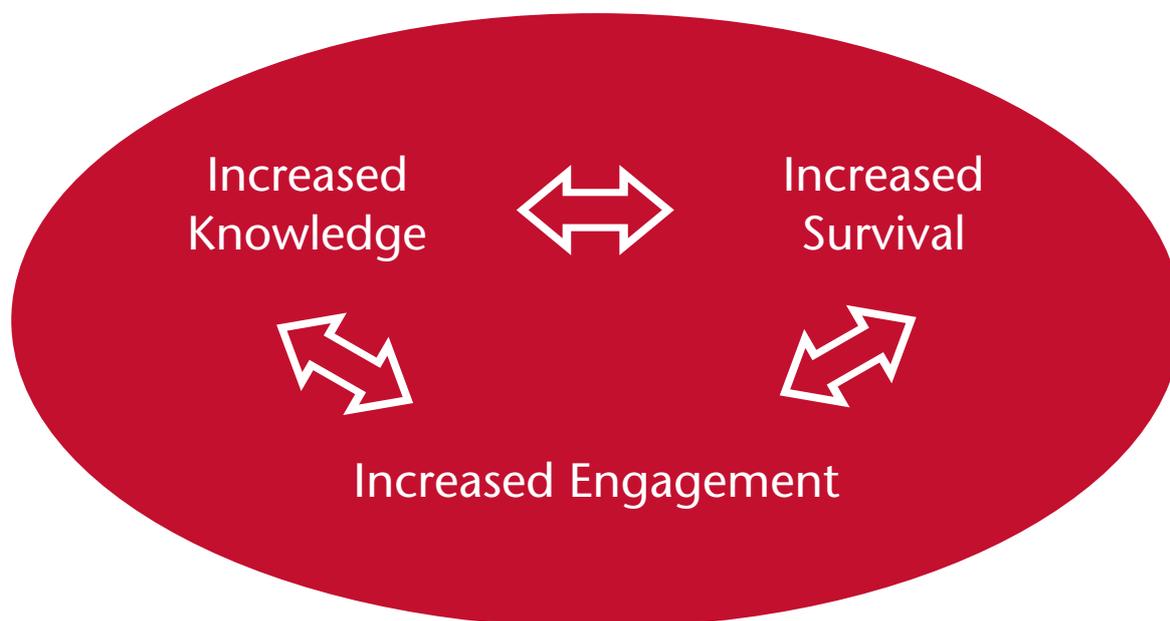
### 1.3 THE CULTURAL SECTOR, KEY STAKEHOLDERS AND NZHPT'S ROLE

We do not operate alone to achieve positive outcomes for heritage. In contributing to the government goals for the cultural sector, we must work closely with local government, iwi, community groups and owners of heritage buildings (both in public and private ownership). We also provide input to central government policy to ensure heritage implications are considered. When government policy, local government policy and community engagement are aligned, optimal heritage outcomes have a greater chance of being achieved.

Our work can be broadly classified into three areas which are both distinct and interrelated:

- > Increasing the body of knowledge about New Zealand's heritage. This library of knowledge is necessary both to support the current work of heritage survival and engagement, but also as an outcome in its own right to ensure this information is captured before heritage is lost for future generations. This work involves identifying significant heritage, registering where appropriate and recovering archaeological information before it is destroyed.
- > Ensuring heritage survives. We do this by influencing both the central and local government policy environment, advising on impacts to significant heritage places, regulating changes to archaeological sites and delivering direct conservation work at properties both within our own portfolio and alongside iwi for significant Māori built heritage. When significant heritage survives, the more people and communities become engaged with the stories and the more they will help in identifying other heritage that is important to them.
- > Increasing public engagement and awareness of heritage. Our role is to ensure heritage information and stories are accessible to enable New Zealanders to be engaged with those stories. We do this through providing the stories on our website, interpreting and opening our properties to visitors, working with community groups to help them manage their heritage and providing seminars to facilitate wider understanding of heritage specialist knowledge. As people become engaged with heritage, further significant heritage is brought to our attention and there is additional support to ensure these significant heritage places survive.

The three broad areas of our work can be depicted in the following way to show how they impact and feed into other areas and in combination lead to the overall outcome for heritage that we are working towards:



While all areas of our work are interrelated and provide input for other areas of work, for clarity, the remainder of this document discusses the specific outputs under these three intermediate outcome areas.

## 1.4 MEDIUM AND LONG-TERM OUTCOMES

Our medium and long-term outcomes support the wider outcomes for Ministry for Culture and Heritage and ultimately the Government's Goal for the Cultural Sector. These are defined as follows:

### GOVERNMENT'S GOAL FOR THE CULTURAL SECTOR:

New Zealand's distinctive culture enriches our lives

### MINISTRY FOR CULTURE AND HERITAGE OUTCOMES:

Cultural activity flourishes in New Zealand (Create)	Our culture and heritage can be enjoyed by future generations (Preserve)	Engagement in cultural activities is increasing (Engage)
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### NZHPT OUTCOMES:

Present and future generations of New Zealanders experience and enjoy a sense of place, community and belonging

<p><b>Knowledge/Mātauranga</b></p> <p>Places that contribute to New Zealand's culture and heritage are identified and their stories recorded</p> <p><b>Long term impact indicator</b></p> <p><i>Knowledge about New Zealand's culture and heritage is increased and available</i></p>	<p><b>Survival</b></p> <p><b>Survival/Tiakina</b></p> <p>Places that are significant to New Zealand's culture and heritage survive</p> <p><b>Long term impact indicator</b></p> <p><i>Loss of registered heritage through demolition or destruction is minimised and the number of heritage sites protected or where damage is avoided is increased</i></p>	<p><b>Engagement/Hononga</b></p> <p>New Zealanders engage with those places that contribute to New Zealand's culture and heritage</p> <p><b>Long term impact indicator</b></p> <p><i>Public engagement, awareness and understanding of heritage is increased</i></p>
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### NZHPT OUTPUTS:

<ol style="list-style-type: none"> <li>1. Prepare heritage inventories</li> <li>2. Enhance the Register</li> <li>3. Recover heritage information</li> </ol>	<ol style="list-style-type: none"> <li>1. Conserve NZHPT properties</li> <li>2. Conserve Māori Heritage</li> <li>3. Administer the archaeological authority process</li> <li>4. Engage in heritage protection</li> <li>5. Administer the National Heritage Preservation Incentive Fund</li> </ol>	<ol style="list-style-type: none"> <li>1. Encourage engagement with heritage in communities</li> <li>2. Open NZHPT properties to the public</li> <li>3. Share heritage stories</li> </ol>
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## 1.5 STRATEGIC CONTEXT AND EMERGING CHALLENGES 2012-2015

Managing the expectations of a diverse range of stakeholders in a tight fiscal environment remains a significant challenge.

The following all have a major impact on the environment that we are currently operating in:

- > Government's expectation that all state sector entities will deliver better public services and a more competitive and productive environment will be built
- > Balancing the Government's focus on the rebuild of Christchurch with heritage survival and recovery where possible
- > An increasing concern from Māori communities to be more active in the protection and management of their heritage and increased expectations to be consulted and assisted
- > Community pressure for us to take a more proactive heritage advocacy role that leads to greater heritage protection in resource management processes.

There are a number of emerging external challenges and opportunities that we must also take into account:

- > Current public perception on the safety of older commercial building stock
- > Community pressure to review the limited economic incentives currently available to encourage owners to strengthen and adaptively reuse heritage buildings in a tight fiscal environment
- > Timing of reviews of second generation district plans and the opportunity to integrate heritage listings in those plans

- > Increasing pressure to recover significant archaeological information before its loss from increasing erosion and other natural processes.

In addition, there are a number of internal challenges and opportunities that will impact on our work priorities over the coming years:

- > Implementation of the changes incorporated in the Heritage New Zealand Pouhere Taonga Bill
- > Facilitating, as and where possible, the transition of NZHPT branch committees to new regional and national organisations
- > Engaging with communities, in partnership with others, to encourage wider appreciation of our historic heritage
- > Promoting the accurate perception of the role and functions of the NZHPT as a Crown entity
- > Allocating limited resources to those heritage places that are most significant and most at risk and continuing to deliver heritage outcomes of a high standard within a climate of fiscal restraint
- > Achieving and maintaining financial sustainability for the core functions of the organisation and in particular balancing the funding available against the resources required to maintain the 48 properties cared for by the NZHPT and to present them to meet visitor expectations.

## 1.6 STRATEGIC PRIORITIES 2012-2015

The following strategic priorities have been determined by the Board as being necessary to achieve the NZHPT's outcomes in light of the emerging challenges and strategic context of the organisation.

### **(a) Improving the Regulatory Environment for Historic Heritage**

There are currently two drivers of change in the policy and regulatory frameworks that affect the future of New Zealand's heritage places. The first is the significant changes in the perception of risk in New Zealand's older commercial building stock, not unreasonably driven by concerns about life safety, economic resilience, and the cost and availability of earthquake related insurance following the Canterbury earthquakes.

The second is that while significant heritage in private ownership may have high heritage value to the community, these values may not be appreciated by the owner or may not be capable of generating an economic return. In the current recessionary environment the increasing gap between public and private value can lead to under-investment in conservation and ultimately the loss of heritage places that are of great value to the wider community.

Without careful consideration, both of these trends create the potential for changes in the regulatory framework that may place not just particular heritage buildings, but the economic viability of large areas of heritage character at unnecessary risk. It is possible for the regulatory framework to incentivise the retention of significant heritage at minimal public cost. It is therefore a priority for us to engage with policy and regulatory reviews within both central and local government to ensure that these concerns do not lead to unnecessary loss of heritage values.

### **(b) Building Public Support for Historic Heritage through Engagement**

The NZHPT Board recognises that New Zealand's historic heritage has a higher probability of survival and appreciation when made more accessible to the public and is increasingly recognised for its economic value

to cultural tourism. We contemplate significant new activity to engage both directly with the public and indirectly through partnerships with local heritage organisations, and with central and local government organisations and private sector tourism operators.

### **(c) Achieving Financial Sustainability**

The Board has approved a sustainable financial strategy that is currently being implemented in stages. The strategy is necessary to ensure that the 48 heritage properties that are our direct responsibility can be managed sustainably in the long term without restricting our ability to continue to deliver our statutory and regulatory responsibilities. The constraint on additional funding over the next three years means that this current strategic priority remains important.

We will need to prioritise and focus on core areas of excellence and on the most significant components of New Zealand's heritage and we will need to consider and prioritise property expenditure. We will continue to aggressively pursue third party revenue opportunities, including increasing the current number and range of public-private partnerships which deliver heritage outcomes.

### **(d) Communicating the Role of the NZHPT**

The NZHPT became a Crown entity in 2004 but remains perceived by many key stakeholders as a Non-Governmental Organisation. The passage of the proposed legislation and the rebranding of NZHPT as Heritage New Zealand will assist in correcting this perception, however we will need to ensure that there is a high level of understanding of our role as a Crown entity by our key stakeholders. We will also need to ensure that we have the relationships and systems necessary to enable us to deliver in our role and to develop complementary relationships with local heritage organisations before and following the legislative change.



## PART TWO:

# STATEMENT OF SERVICE PERFORMANCE 2012-2015

## NZHPT KEY PRIORITY OUTPUTS 2012-2015

### **2.1 Intermediate Outcome 1: Heritage Knowledge/Mātauranga** *Places that contribute to New Zealand's culture and heritage are identified and their stories recorded.*

An important first step in managing and conserving the finite heritage resource and providing opportunities for New Zealanders to engage with heritage is to identify and record the stories of New Zealand's significant heritage places. Access to comprehensive and accurate information about which places are significant and why they are important assists present and future generations of New Zealanders to experience and enjoy a sense of place, community and belonging (NZHPT Outcome). Our work in this area is key to both survival of heritage places (Intermediate Outcome 2) and to enable New Zealanders to engage with heritage (Intermediate Outcome 3).

<b>Long term impact indicator – More knowledge about New Zealand's culture and heritage is increased and accessible:</b>	<b>2009- 2010 Actual</b>	<b>2010- 2011 Actual</b>	<b>2011- 2012 Estimate</b>	<b>2012- 2013 Forecast</b>	<b>2013- 2014 Forecast</b>	<b>2014- 2015 Forecast</b>
Increase in the number of average page views per month of NZHPT website (including the Register Online)	-	20,810 (Online Register only)	55,000 <sup>1</sup>	60,000 (3% increase)	62,000 (3% increase)	64,000
Increase in the percentage of website users who rate their overall experience as satisfactory or better	-	36%	60%	70%	75%	75%
Increase in the number of requests for reports from the Archaeological Report Digital Library	171 requests for 696 reports	198 requests for 937 reports	250 requests for 1200 reports	350 requests for 1480 reports	500 requests for 1800 reports	600 requests for 2000 reports

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<sup>1</sup> Measure now includes the Register Online and other web pages associated with telling heritage stories and heritage conservation that contribute to the heritage appreciation outcome.

<i>Long term impact indicator – More knowledge about New Zealand’s culture and heritage is increased and accessible:</i>	<i>2009- 2010 Actual</i>	<i>2010- 2011 Actual</i>	<i>2011- 2012 Estimate</i>	<i>2012- 2013 Forecast</i>	<i>2013- 2014 Forecast</i>	<i>2014- 2015 Forecast</i>
Increase the total number of reports available in the Archaeological Report Digital Library	3300	3630	4000	4350	4700	5600
Increase the total number of Registration Reports available entries that have a statement of significance	1970	2189	2248	2320	2390	2460

### What we will do to achieve this and how we will measure our performance

NZHPT holds and gathers information relating to heritage places in New Zealand. Our most significant heritage is recognised through the statutory registration process and included in the national NZHPT Register of historic places, historic areas, wāhi tapu and wāhi tapu areas. Of the 5,600 sites in the Register, most of the information we hold, including why they are significant, is made easily accessible via the internet through the Register Online ([www.historic.org.nz/TheRegister.aspx](http://www.historic.org.nz/TheRegister.aspx)).

The Register is an authoritative source of information on heritage sites and is more than simply a list. The Register is the most comprehensive resource about historic heritage available for property owners and developers, local authorities, Māori, researchers, and anyone interested in New Zealand’s heritage. Local Government places great reliance on the Register as a basis for protecting significant heritage in District Plans and so we will target our heritage identification efforts to the preparation of sound heritage inventories in those districts where second generation district plans<sup>2</sup> are in preparation. Our inventory work will involve

surveying a defined area, identifying significant heritage and researching the history of these places. We may prioritise some sites for entry on the national Register. Identifying significant heritage is important to ensure appropriate protection mechanisms can be put in place. The resulting information will be made available to local authorities to inform their district plan reviews thus contributing also to the protection of heritage (Intermediate Outcome: Heritage Survival).

We receive more nominations for registration than we are able to process with our available resources and so we prioritise on the basis of significance and risk. To ensure the Register remains accurate and authoritative, we:

- > add significant heritage to the Register;
- > work with iwi, hapū and whānau to progress registrations of significance to Māori;
- > review registrations as requested within statutory timeframes;
- > upgrade the information supporting individual entries; and
- > ensure easy online access to entries in the Register and the information supporting the registrations.

<sup>2</sup> Following the *Resource Management Act 1991 (RMA)* coming into force in 1991 all district councils were required to prepare a new district plan. ‘Second generation’ district plans refer to the review of the first plan prepared under the RMA.

A key output of the archaeological authority process, which regulates changes to archaeological sites, is to recover information from the sites prior to their modification<sup>3</sup>. Where archaeological sites are unable to be avoided whether from natural or developmental processes, it is essential that the information the sites hold about the history of New Zealand

can be captured before it is lost forever. The resulting reports are made available through the Archaeological Report Digital Library. In addition, information on places previously registered that have been demolished or destroyed can be accessed from our website.

**Heritage Knowledge Outputs Table:**

Type of Measure	Output	2009-2010 Actual	2010-2011 Actual	2011-2012 Estimate	2012-2013 Forecast	2013-2014 Forecast	2014-2015 Forecast
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**Output 1: Prepare Heritage Inventories**

Activity Measures	Number of inventory projects completed and made accessible to district councils	-	-	New measure	6 projects	6 projects	6 projects
	Number of new site assessments from heritage inventory work made available	-	-	-	240 assessments	240 assessments	240 assessments

**Output 2: Enhance the Register**

Performance Measures	Additions to the Register (including those of significance to Māori)	82	99	68 <sup>4</sup>	45 <sup>5</sup>	50	50
	Additions to the Register that are of significance to Māori	8	14	8	6	8	8
	Percentage of Register entries with a statement of significance <sup>6</sup>	35%	38.4%	39.5%	40%	40.5%	41%
Activity Measures	Existing registrations reviewed	20	40	90 <sup>7</sup>	23	20	20
	Register location information updated	129	274	195	190	200	200
	Deficient registrations resolved	125	87	49	93 <sup>8</sup>	93	90

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Type of Measure	Output	2009-2010 Actual	2010-2011 Actual	2011-2012 Estimate	2012-2013 Forecast	2013-2014 Forecast	2014-2015 Forecast
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### Output 3: Recovering Information

Performance Measures	Number of overdue archaeological reports that is decreased (biennial audits)	-	232 overdue reports accounted for (a 36% reduction)	-	30% reduction	-	20% reduction
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### Heritage Knowledge Output Costs:

	2009-2010 Actual \$000s	2010-2011 Actual \$000s	2011-2012 Estimate \$000s	2012-2013 Prospective \$000s	2013-2014 Prospective \$000s	2014-2015 Prospective \$000s
Heritage Knowledge Output Costs	2,424	2,612	2,485	2,725	2,600	2,439

- 3 Refer to Intermediate Outcome: 2.2 Survival for a description of the archaeological authority process.
- 4 A reduction in additions to the Register is proposed while essential work is undertaken to check location information of existing registrations and to remove entries from the Register that have been demolished following the Canterbury earthquakes.
- 5 A reduction in additions to the Register is proposed while there is increased focus on inventory work.
- 6 Following the completion of the Citation Digitalisation Project in 2009, much more effort is required to add each percentage to this measure (1% is approximately equivalent to 50 upgrade reports and is also influenced by additions to and removals from the Register).
- 7 Includes removing entries from the Register for places that were destroyed as a result of the Canterbury earthquakes.
- 8 At 1 July 2012 it is expected that there will be 276 deficient registrations remaining to be resolved.

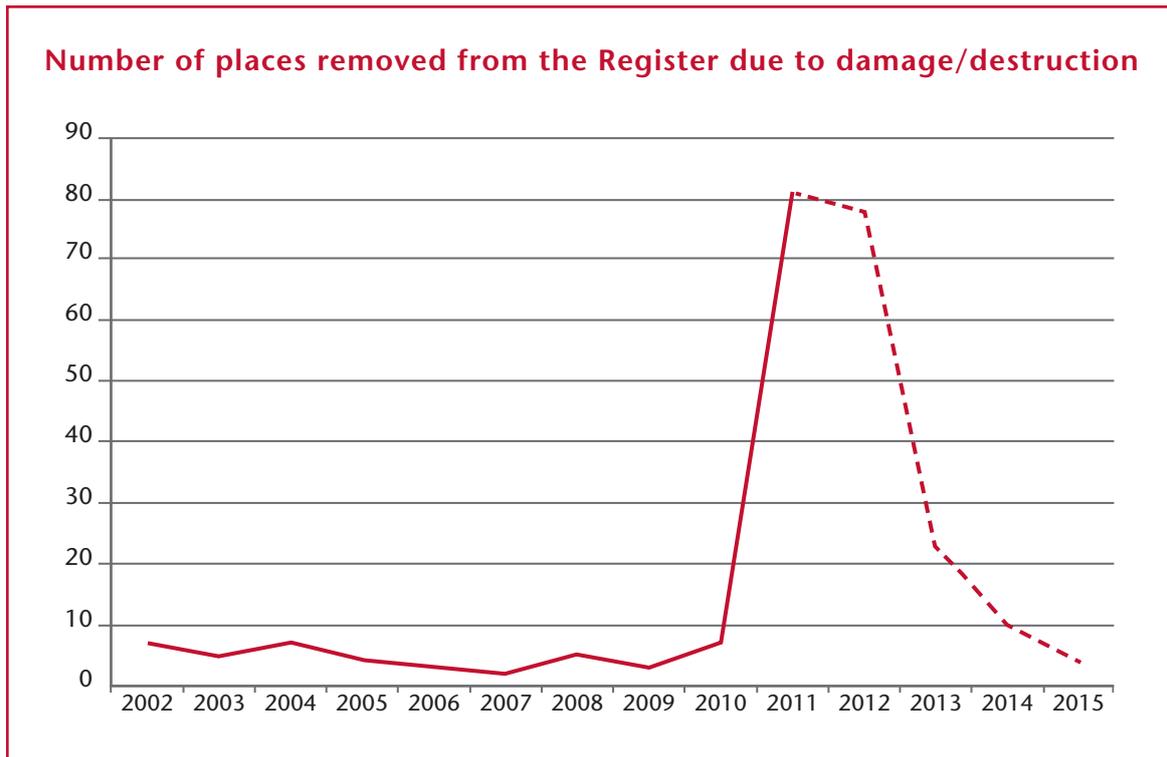
## 2.2 Intermediate Outcome 2: Heritage Survival/Tiakina

*Places that are significant to New Zealand's culture and heritage survive.*

The long term survival of heritage places is vital to achieving the overall NZHPT Outcome because experiencing a sense of place, community and belonging is dependent on physical reminders in our towns, cities and landscapes. The work we do under the Knowledge and Engagement Intermediate Outcomes contributes directly to the survival of significant heritage. By improving awareness of the heritage significance of these places, and providing the owners with tools to conserve them, we will ultimately ensure that more of our heritage places survive for present and future generations.

<b>Long term impact indicator – Loss of registered heritage through demolition or destruction is minimised and the number of heritage sites protected or where damage is avoided is increased:</b>	<b>2009- 2010 Actual</b>	<b>2010- 2011 Actual</b>	<b>2011- 2012 Estimate</b>	<b>2012- 2013 Forecast</b>	<b>2013- 2014 Forecast</b>	<b>2014- 2015 Forecast</b>
Number of registered heritage sites demolished or destroyed in a calendar year reduces (see also Graph 1)	7	81	78	23	10	4
Number of heritage sites protected or damage avoided at a site as a result of NZHPT involvement in resource management, archaeological authority, advocacy and Crown land disposal processes increases	New measure	681	585 <sup>9</sup>	535	550 (3% increase)	565 (3% increase)

<sup>9</sup> Two district plan changes supported by NZHPT are expected to add significant numbers of heritage sites to their schedules which will increase the protection afforded to these sites.

**Graph 1: Long Term Trend of Destruction of Registered Heritage<sup>10</sup>**

#### **What we will do to achieve this and how we will measure our performance**

NZHPT actively conserves heritage places by directly managing heritage properties and through working with property owners, iwi, hapū and whānau, the community, local authorities and central government agencies to sustainably conserve heritage in their care.

A key priority for us over the coming year is to continue a significant multi-year programme to address deferred maintenance and safety issues at NZHPT properties. This was made possible by a one-off operating allocation as agreed in Budget 2010 and the project will be completed in 2014. The NZHPT cares for 48 nationally significant heritage properties together with their collections of some 80,000 items, constituting one of the largest heritage property portfolios in New Zealand.

Many of these are well known and visited properties such as the Kerikeri Stone Store, Pompallier Mission at Russell, Alberton in Auckland, Te Porere Redoubt in Ruapehu District, Old St Paul's in Wellington, Hayes Engineering Works at Oturehua and Totara Estate near Oamaru.

Maintaining and conserving these properties over the long term means that within our limited resources we can contribute directly to the survival of these places. We strive to achieve best practice conservation as an example to other heritage property owners.

We will continue work with iwi, hapū and whānau to assist their capacity to maintain, conserve and ensure the survival of their heritage places including built heritage, sites and rock art.

<sup>10</sup> The high numbers of losses during the 2010-2012 years are a direct consequence of the Canterbury earthquakes.

We will also develop this capability through workshop training, specialist project and programme advice delivered on marae to assist Māori communities as kaitiaki of their heritage.

A key statutory function for NZHPT is to regulate the modification of archaeological sites through the archaeological authority (consent) process. Any activity that may disturb an archaeological site requires an authority from the NZHPT under the HPA. We efficiently administer the archaeological authority process by:

- > processing archaeological authority applications within statutory timeframes
- > encouraging the avoidance of sites where possible thus ensuring their survival
- > investigating reports of site damage; and
- > undertaking compliance monitoring.

Over the next year a major focus for us will be preparation to implement the proposed changes to the archaeological authority process following the review of the HPA.

We engage in local and central government processes to encourage heritage survival. A key focus of our work is on the recovery of Canterbury. We will continue to work closely with the Canterbury Emergency Recovery Authority (CERA) and the three district councils concerned to assist with the recovery of Canterbury. We will give heritage conservation advice to owners and CERA on damaged buildings within tight timeframes and provide access to site-specific heritage engineering advice. In addition, we will continue to process emergency authorities in the greater Christchurch area within the shorter timeframes provided for by the Canterbury Earthquake (Historic Places Act) Order 2010, to ensure that the loss of archaeological material is recorded.

There is an increased focus on public safety and we will continue to advocate that all buildings

need to be safe. To this end we provide advice to heritage building owners throughout New Zealand regarding the effect of seismic strengthening on heritage values. We will work with local authorities as they review and implement their earthquake-prone building policies. We will participate in policy discussions within central government including the review of the earthquake prone building provisions of the *Building Act 2004*.

Among growing community expectations that significant heritage places will be protected, recent events have shown the potential impact of natural disasters on heritage, and of regulation on the rights of individual property owners. Our preferred approach is to engage early and constructively with owners and developers when changes to heritage places are proposed, providing advice and facilitating adaptive reuse to ensure the ongoing economic life for heritage places, encouraging the structural strengthening of buildings and using regulatory approaches as a last resort.

The protection of heritage is usually dependent on district planning mechanisms. We will continue to seek improved heritage provisions in second generation district plans and incentive mechanisms to encourage heritage survival. For land in Crown ownership we will continue to provide heritage assessments for Crown agencies disposing of land and seek heritage protection measures for our significant heritage places.

To help owners to undertake conservation work on privately owned and nationally significant heritage places, we will efficiently administer the National Heritage Preservation Incentive Fund to ensure best value for money in accordance with Minister-approved policy. In many districts the Fund is the only avenue available for heritage in private ownership to obtain financial assistance with conservation work.

**Heritage Survival Outputs Table:**

Type of Measure		2009-2010 Actual	2010-2011 Actual	2011-2012 Estimate	2012-2013 Forecast	2013-2014 Forecast	2014-2015 Forecast
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**Survival Output 1: Conserve NZHPT Properties**

Performance Measures	Percentage of NZHPT properties maintained in accordance with the 50 year Cyclical Maintenance Plan or Capital Asset Maintenance Plan	50 yr Cyclical Plan prepared	60%	80%	90%	90%	90%
	Percentage of identified deferred maintenance and safety projects completed	-	34%	50%	85%	100%	Project completed

**Survival Output 2: Conserve Māori Heritage**

Activity Measures	Number of Māori built heritage, sites and rock art projects completed working with specific iwi and hapū	15	10	9	8	8	8
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**Survival Output 3: Administer the Archaeological Authority Process**

Performance Measures	Percentage of archaeological authorities processed within 20 working days <sup>11</sup>	98.5%	100%	100%	100%	100%	100%
	Percentage of archaeological authorities that avoid or protect archaeological sites	21.8%	36% <sup>12</sup>	20% <sup>13</sup>	20%	20%	20%
Activity Measures	Number of archaeological authorities processed (excluding emergency authorities)	453	503	400 <sup>14</sup>	400	400	400
	Number of emergency authorities processed	n/a	62	600	300	200	100

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- 11 Note the current statutory timeframe for processing of authorities is 90 working days. The review of the *Historic Places Act 1993* is proposing to substantially shorten statutory timeframes for processing archaeological authorities. NZHPT is preparing for the change and expects to meet the new timeframes. The implementation date for these changes is not yet known but is expected to be in 2013.
- 12 The 2010/11 estimated percentage is substantially higher than the previous year as a larger number of authorities were processed relating to a national infrastructure project where sites were able to be avoided.
- 13 Excludes emergency authorities completed under the Order In Council (Historic Places Act) in relation to the demolition of buildings in Canterbury following the earthquakes in 2010 and 2011.
- 14 Excludes emergency authorities completed under the Order In Council (Historic Places Act) in relation to the demolition of buildings in Canterbury following the earthquakes in 2010 and 2011.

Type of Measure	2009-2010 Actual	2010-2011 Actual	2011-2012 Estimate	2012-2013 Forecast	2013-2014 Forecast	2014-2015 Forecast
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**Survival Output 4: Engage in Protection Processes**

Performance Measures	Percentage of resource consents responses that result in positive heritage outcomes (where decision is known)	91%	92%	80%	80%	80%	80%
	Percentage of district plans that meet NZHPT defined standard (biennial assessment)	-	4%	-	Under-take assessment	-	Under-take assessment
	Percentage of our submissions that result in positive heritage outcomes (where decision is known)	-	88%	60%	60%	60%	60%
	Percentage of assessments of land proposed for disposal by Crown agencies completed within specified timeframes	85%	91%	100%	100%	100%	100%
Activity Measures	Number of policy submissions relating to plan and policy documents submitted to local authorities and central government	191	171	90	80	80	80
	Number of occasions advice is given on resource consents and related processes including the Building Act	1808	1860	1500	1800	1800	1800
	Number of assessments provided as part of disposal of Crown land processes	337	308	260	270	270	270
	Number of covenants negotiated over heritage properties	20	17	9	10	10	10

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Type of Measure		2009-2010 Actual	2010-2011 Actual	2011-2012 Estimate	2012-2013 Forecast	2013-2014 Forecast	2014-2015 Forecast
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#### Survival Output 4: Engage in Protection Processes ... continued

Activity Measures	Number of heritage training events to professionals delivered	52	51	50	35	35	35
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#### Survival Output 5: Administer the National Heritage Preservation Incentive Fund

Performance Measures	Percentage of Fund allocated in accordance with the Policy	100%	100%	100%	100%	100%	100%
	Percentage of approved applications monitored and reported	100%	100%	100%	100%	100%	100%
Activity Measures	Total number of projects funded	18	8	15	15	15	15
	Total value of grants approved	500,000	250,000	450,000	500,000	500,000	500,000

#### Heritage Survival Output Costs

	2009-2010 Actual \$000s	2010-2011 Actual \$000s	2011-2012 Estimate \$000s	2012-2013 Prospective \$000s	2013-2014 Prospective \$000s	2014-2015 Prospective \$000s
Heritage Survival Output Costs	7,011	7,862	8,532	9,502	8,163 <sup>15</sup>	8,084

15 The reduction is due to the completion of a programme of deferred maintenance and safety projects that was funded by a one off Budget allocation.

### 2.3 Intermediate Outcome 3: Heritage Engagement/Hononga New Zealanders engage with those places that contribute to New Zealand's culture and heritage.

Knowledge about and survival of our significant heritage places are prerequisites to enable engagement with heritage by both present and future generations of New Zealanders (Intermediate Outcomes 1 and 2). This is achieved by both experiencing heritage places and having access to the stories that explain their significance. Telling the stories of our heritage places helps us to understand our collective past, develops an appreciation of the value of these places and leads in turn to their conservation for the benefit of both present and future generations.

<b>Long term impact indicator – Public engagement, awareness and understanding of heritage is improved:</b>	<b>2009-2010 Actual</b>	<b>2010-2011 Actual</b>	<b>2011-2012 Estimate</b>	<b>2012-2013 Forecast</b>	<b>2013-2014 Forecast</b>	<b>2014-2015 Forecast</b>
Increase the percentage of survey respondents who rate their interest in heritage as very interested or better (survey undertaken every three years)	n/a	34%	n/a	n/a	39%	n/a

#### What we will do to achieve this and how we will measure our performance

Properties cared for by the NZHPT provide perhaps the most important and publicly accessible way for visitors to experience New Zealand's most significant heritage places. The rebranding of the NZHPT property portfolio as 'heritage destinations' reflects our increased focus on encouraging New Zealanders and international tourists to visit these places. In showcasing our significant properties, the NZHPT engages visitors in an experience that increases their understanding of New Zealand's past, our cultural identity and, for New Zealanders, their place within it.

Over the next three years we will continue to improve the quality of facilities and interpretation at selected properties in order to increase both visitation and the visitor experience. The NZHPT is also working to build cultural tourism initiatives in partnership

with regional and national tourism operators and agencies to expand the wider visitor experience and to contribute to local and regional economic development.

Building awareness of heritage places and sharing why they are significant is important in achieving the engagement outcome. We cannot do this alone and must work in partnership with other organisations to achieve this. NZHPT will expand its work with other community based heritage organisations to enhance New Zealanders' appreciation of and engagement with heritage. This will include the maintenance and development of relationships with the present Branch Committees and their successor organisations and working together on heritage appreciation initiatives (which may include events, displays, interpretation, publications and other projects to enhance heritage engagement and appreciation).

Appreciation of and engagement in Māori

heritage conservation will be fostered by promoting *Tapuwae* – the Māori Heritage Council’s vision for Māori heritage within Māori communities and the public. We will establish and develop relationships with iwi, hapū and whānau to increase understanding of Māori heritage through appropriate interpretation and events, including those delivered at NZHPT properties.

Over the next three years a number of initiatives will be pursued to enhance our ability to tell New Zealand’s heritage stories. These will draw on both the Register and other digital and web-based resources. These may be both thematic and geographic in their scope and will be aimed at schools as well as international and New Zealand visitors.

We want the heritage stories we record made more accessible to all New Zealanders and therefore a greater focus is being placed on this area. We will increase access to heritage information by implementing the e-media

strategy which includes improvements to the NZHPT website. For those heritage places in private ownership, access to the places and their stories is often limited to the information that can be imparted through the Register, archaeological reports and other media including NZHPT’s website and magazine. The Register Online (see Knowledge Output 2) enables heritage property owners and those working with heritage to access heritage information that we have available about the significance of heritage places including heritage buildings, structures, places of significance to Māori, historic sites, archaeological sites and historic areas.

The work in this area will also see heritage stories reach a wide audience across the country, demographics and ethnicities via *Heritage New Zealand* (our quarterly magazine) and our monthly e-newsletter *Heritage This Month*, website, media features and releases, events and interpretation at NZHPT properties.

#### **Heritage Engagement Outputs Table:**

Type of Measure	Output	2009-2010 Actual	2010-2011 Actual	2011-2012 Estimate	2012-2013 Forecast	2013-2014 Forecast	2014-2015 Forecast
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#### **Heritage Engagement Output 1: Encourage Heritage Engagement in Communities**

Performance Measures	Number of initiatives undertaken in partnership to enhance heritage engagement	-	New measure	55	55	55	55
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#### **Heritage Engagement Output 2: Open NZHPT Properties to the Public**

Performance Measures	Increase visitor numbers at NZHPT staffed properties	204,760	194,186 <sup>16</sup>	192,000	200,000	205,000	210,000
	Maintain the percentage of respondents who rate their visit to NZHPT staffed properties as “satisfied” or higher	93%	96%	92%	92%	92%	92%

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<sup>16</sup> The Timeball Station in Lyttelton sustained serious damage in the Canterbury earthquakes of 4 September 2010 and 22 February 2011, and was dismantled. The site remains closed to the public.

Type of Measure	Output	2009-2010 Actual	2010-2011 Actual	2011-2012 Estimate	2012-2013 Forecast	2013-2014 Forecast	2014-2015 Forecast
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**Heritage Engagement Output 2: Open NZHPT Properties to the Public ... continued**

Activity Measures	Number of visitor facility and interpretation projects completed at selected NZHPT properties	8 projects	4 projects	4 projects	3 projects	4 projects	4 projects
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**Heritage Engagement Output 3: Share Heritage Stories**

Performance Measures	Number of media releases, comment, features and articles produced	180	180	180	180	180	180
	Audited readership of NZ Heritage (ABC)	16,513	15,819	15,310 (unaudited)	15,500	15,700	15,700
	Number of email recipients of <i>Heritage this Month</i> newsletter averaged over 12 months	7631	7861	7850	7900	8000	8000

**Heritage Engagement Output Costs:**

	2009-2010 Actual \$000s	2010-2011 Actual \$000s	2011-2012 Estimate \$000s	2012-2013 Prospective \$000s	2013-2014 Prospective \$000s	2014-2015 Prospective \$000s
Heritage Engagement Output Costs	5,838	6,430	6,076	6,325	6,000	5,665



## PART THREE:

# ORGANISATIONAL CAPABILITY

Achieving the organisation's outcomes and outputs requires our systems, people, and financial resources to be appropriately matched. The organisation has 108 permanent staff (full time equivalents).

The demand for our services consistently exceeds our ability to supply. Rather than spreading our available funding too thinly across all of our properties and functions, a key strategic approach will be to deliver the best value for money by being selective about the activities and properties on which we will focus our efforts.

During 2012-13 priority will continue to be given to assist with the recovery in the Canterbury region. Specifically, workloads have been reallocated to ensure statutory timeframes can be met to process the archaeological authorities within the streamlined timeframes in accordance with the Canterbury Earthquake (Historic Places Act) Order 2010.

The activities undertaken by the NZHPT will be prioritised and managed at all levels of the organisation by applying the principles of risk, alignment with organisational outcomes, impact, heritage significance and efficiency.

### How NZHPT will manage organisational health and capability

NZHPT uses the following tools to manage and monitor organisational health and capability:

- > development of annual budgets and business plans by operating teams
- > Implementation of a capital asset management plan for the 48 properties it administers

- > regular reports to Board against organisational plan and budget
- > provide six-monthly performance reports to Minister
- > undertake regular performance reviews for all NZHPT staff
- > strengthening the application of the "One Team" philosophy throughout the organisation
- > develop and implement national training programmes to ensure capability is enhanced consistently across the organisation
- > deliver prioritised training and development plans to ensure staff capability is fit for purpose
- > human resource policies are implemented in accordance with EEO and state sector guidelines.
- > Tracking staff turn-over.

### Measuring our progress on organisational capability

- > the remaining milestones in the financial sustainability strategy are achieved
- > the current financial sustainability strategy is reviewed
- > public perception of the role and functions of NZHPT is accurate

- > performance management and internal communications policies are observed and implemented.
  - > A two-day induction programme for new staff in permanent roles is provided three times per year
  - > Zero tolerance of harassment, bullying and discrimination. We begin investigating as soon as instances are reported.
- Specific Targets**
- > Staff turnover remains at less than 10% per annum for full time positions



## PART FOUR:

# PROSPECTIVE FINANCIAL STATEMENTS 2012-2015

## 4.1 STATEMENT OF RESPONSIBILITY FOR THE STATEMENT OF PROPOSED SERVICE PERFORMANCE AND THE PROSPECTIVE FINANCIAL STATEMENTS

In Accordance with FRS – 42, Prospective Financial Statements, the Board and the management of the New Zealand Historic Places Trust hereby state that:

- > The Board and the management of the New Zealand Historic Places Trust have been responsible for the preparation of the Statement of Proposed Service Performance and Prospective Financial Statements, including the appropriateness of the assumptions underlying them, and the judgements used therein.
- > The Statement of Proposed Service Performance and Prospective Financial Statements will be updated in accordance with s139 of the *Crown Entities Act 2004* obligation to prepare a Statement of Intent at the start of each financial year.

## 4.2 FINANCIAL PLANNING ASSUMPTIONS

### 4.2.1 Overview:

NZHPT's forecast total income for 2012-13 will be approximately \$16.2 million. This includes \$13 million from the Crown and \$3.2 million from NZHPT's membership base, properties, grants and other income.

During the 2012-13 year it will be a priority of NZHPT to continue delivery of asset maintenance programmes and prioritised service delivery levels within the limited resources available. Demand for our services exceeds our ability to supply within available resources so alternative revenue streams will continue to be actively pursued to try to reduce this gap.

The major assumptions that have been made in developing this Statement of Intent are:

- > Total Crown baseline funding for NZHPT will remain constant over the next three years
- > The financial impact of the impairment of Timeball Station, Lyttelton, following the February 2011 earthquake has been reflected in these prospective statements to the extent of actual insurance recovery and the actual costs of dismantling the existing structure. As no final decision has yet been made on the extent of rebuild, no allowance has been reflected for future development on the site
- > The financial impact of the impairment of Coton's Cottage, Canterbury, following the September 2010 earthquake has been reflected in these prospective statements to the extent of actual insurance recovery and the projected costs of reinstating, which is due for completion in the 2012-13 year. The reinstatement costs have been capitalised
- > Additional services required in the Canterbury region following the earthquakes will be absorbed within baseline by reprioritising other activities both in that region and across the organisation
- > Insurance premiums have increased by an additional \$455,000 per annum. This increase has been partially absorbed within baseline, by delaying some non-urgent cyclical maintenance at some properties, and by funding some urgent projects at the properties using existing reserves where it is not viable to delay the project
- > One-off operating funding of \$3 million as agreed in Budget 2010 will continue to be used to address prioritised deferred maintenance and safety issues. This work programme within available funds will be substantially complete by June 2014
- > While continuing to maintain delivery of core services in other output classes, there will be continued focus on delivering key projects at a selected number of properties only within the NZHPT portfolio
- > A small portion of deferred and cyclical maintenance will be funded from special funds and reserves in the short term while alternative revenue streams are established
- > To the extent that the ongoing gap in cyclical maintenance is unable to be met from ongoing baseline funding and alternative strategies, certain properties currently managed by NZHPT may be either divested or continue to deteriorate
- > The total amount for allocation from the National Heritage Preservation Incentive Fund for the 2012-13 year has returned to \$500,000
- > Property income from both functions and merchandising revenue is targeted to increase due to the increased attention given to these areas
- > After a number of years of increased targets, grant and donation income is targeted to plateau in the 2012-13 year at a level that is believed to be realistically sustainable
- > Interest revenue will decline over the next three years as the investment base declines following the delivery of the deferred maintenance projects
- > No changes to the functions of NZHPT are likely to result from the legislation review currently underway

- > All existing tagged branch committee funds will be used for transitional purposes to new regional organisations and other community outreach activities upon the passing of the new legislation governing NZHPT, which should occur during the 2012-13 financial year
- > Outcomes sought by Government remain consistent
- > NZHPT will remain a going concern.

#### 4.2.2 Government Funding

Government has confirmed the following funding for NZHPT over the next three years:

	Actual 2010-11 \$000s	Estimated out-turn 2011-12 \$000s	Prospective 2012-13 \$000s	Prospective 2013-14 \$000s	Prospective 2014-15 and out-years \$000s
<b>Total Operating Baseline</b>	<b>12,988</b>	<b>12,988</b>	<b>12,988</b>	<b>12,988</b>	<b>12,988</b>

#### 4.2.3 Self-Generated Revenue

NZHPT also relies on self-generated funding (2011-12 estimated \$3.9 million, \$3.2 million in 2012-13). Sources include membership fees, property income, grants, interest and bequests. While additional sundry revenue was received in the 2011-12 year for insurance claims and recovery of archaeological consultant costs working with CERA, this source of income is not projected to continue.

Although it is our intention to continue to pursue third party revenue options, it is not possible to accurately predict future targets, particularly for grant income, at this point. Planning therefore has been undertaken on the assumption of what can be delivered within agreed Crown funding and conservative third party revenue. Any additional grant funding has not been factored in as the corresponding expenditure for those projects will only be undertaken if the additional grant income is secured.

	Actual 2010-11 \$000s	Estimated out-turn 2011-12 \$000s	Prospective 2012-13 \$000s	Prospective 2013-14 \$000s	Prospective 2014-15 \$000s
Membership	559	527	550	540	540
Magazine advertising and sales revenue	55	41	60	60	60
Merchandising	452	461	530	570	570

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... continued	Actual 2010-11 \$000s	Estimated out-turn 2011-12 \$000s	Prospective 2012-13 \$000s	Prospective 2013-14 \$000s	Prospective 2014-15 \$000s
Property admissions and functions	841	802	902	850	850
Grants/bequests/donations	1,088	1,204	875	840	840
Interest	466	335	240	240	240
Sundry	198	334	45	100	100
Insurance claims	1,323	201	-	-	-
<b>Total</b>	<b>4,982</b>	<b>3,905</b>	<b>3,202</b>	<b>3,200</b>	<b>3,200</b>

#### 4.2.4 Projected Operating Expenditure (excluding extraordinary items)

After allowing for a small increase in operating expenditure for inflation and salary increases across all outputs, it has been assumed that expenditure incurred as a result of a flat baseline revenue will be prioritised to continue the delivery of services accordingly. Activities within the Canterbury region will initially be reprioritised to assist with earthquake recovery but will progressively be reprioritised back to other service delivery areas over the life of this Statement of Intent.

NZHPT will continue to spend the \$3 million one-off operating revenue received from Crown in the 2009-2010 year to specifically address prioritised deferred maintenance and safety issues at properties within the NZHPT portfolio. This work program will be substantially completed by June 2014.

##### *Projected Expenditure by Output:*

	Actual 2010-11 \$000s	Estimated out-turn 2011-12 \$000s	Prospective 2012-13 \$000s	Prospective 2013-14 \$000s	Prospective 2014-15 \$000s
Heritage Knowledge	2,612	2,485	2,725	2,600	2,439
Heritage Survival	7,862	8,532	9,502	8,163	8,084
Heritage Engagement	6,430	6,076	6,325	6,000	5,665
<b>Total Operating Expenditure</b>	<b>16,904</b>	<b>17,093</b>	<b>18,552</b>	<b>16,763</b>	<b>16,188</b>

#### 4.2.5 Projected Capital Expenditure

After a number of years of limited capital expenditure, new facilities at some key properties are proposed, including a new toilet block at Old St Pauls, café facilities at the Stone Store, interpretation at Fyffe House and Rangiriri, and signage along the Waikato war sites trail.

	Actual 2010-11 \$000s	Estimated out-turn 2011-12 \$000s	Prospective 2012-13 \$000s	Prospective 2013-14 \$000s	Prospective 2014-15 \$000s
Capital Expenditure	274	994	590	300	300

### 4.3 PROSPECTIVE STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDING 30 JUNE 2013

	Actual 2011 \$000s	Estimated out-turn 2012 \$000s	Prospective 2013 \$000s	Prospective 2014 \$000s	Prospective 2015 \$000s
<b>Income</b>					
Government funding	12,988	12,988	12,988	12,988	12,988
Grants	591	666	643	610	610
Property	1,293	1,263	1,431	1,420	1,420
Interest	466	335	240	240	240
Membership	614	568	610	600	600
Donations	497	538	232	230	230
Sundry	198	334	45	100	100
Total Revenue	16,647	16,692	16,189	16,188	16,188
<b>Expenditure</b>					
Audit Fees - external audit	47	47	47	47	47
Administration	2,445	1,932	2,436	2,436	2,436
Personnel	8,053	8,085	8,326	8,326	8,426
Property <sup>17</sup>	2,982	3,760	4,412	2,838	2,163
Incentive Fund	269	450	500	500	500
Rental costs on operating leases	44	6	9	10	10
Depreciation	780	604	598	600	600
Communications	681	533	639	580	580
Membership	633	695	618	498	498
Board fees	110	131	131	128	128
Travel and accommodation	860	850	836	800	800
Total Expenditure	16,904	17,093	18,552	16,763	16,188
<b>Net (deficit) surplus for the year before exceptional items<sup>17</sup></b>	(257)	(401)	(2,363)	(575)	-

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<i>... continued</i>	Actual	Estimated out-turn	Prospective	Prospective	Prospective
	2011	2012	2013	2014	2015
	\$000s	\$000s	\$000s	\$000s	\$000s
Insurance settlement from Canterbury earthquakes					
Expenditure related to Canterbury earthquakes	1,323	201	-	-	-
Loss on derecognition of Property, Plant and Equipment due to earthquake impairment	(644)	-	-	-	-
<b>Net impact of Canterbury earthquakes</b>	<b>(1,370)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net (deficit) surplus for the year</b>	<b>(691)</b>	<b>201</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Comprehensive Income</b>	<b>(948)</b>	<b>(200)</b>	<b>(2,363)</b>	<b>(575)</b>	<b>-</b>
Loss on Revaluation of Land due to Canterbury earthquakes	(82)	-	-	-	-
<b>Total Comprehensive Income</b>	<b>(1,030)</b>	<b>(200)</b>	<b>(2,363)</b>	<b>(575)</b>	<b>-</b>

The accompanying accounting policies form an integral part of these prospective financial statements.

17 The operating deficits for 2011-2014 are due to a one-off crown funding revenue payment in 2010 which is being used to address safety and deferred maintenance issues over a 4 year work program. The costs are primarily included in property costs above.

## 4.4 PROSPECTIVE STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2013

	Actual	Estimated out-turn	Prospective	Prospective	Prospective
	2011	2012	2013	2014	2015
	\$000s	\$000s	\$000s	\$000s	\$000s
<b>EQUITY</b>					
Accumulated funds	8,076	9,432	9,722	9,722	9,722
Crown Capital Fund	516	170	-	-	-
Branch Committees	244	120	-	-	-
Specified funds and bequests	2,977	2,397	2,373	2,373	2,373
Property Maintenance and Development Fund <sup>18</sup>	3,420	2,914	575	-	-
Revaluation Reserve	35,071	35,071	35,071	35,071	35,071
<b>Total Equity</b>	<b>50,304</b>	<b>50,104</b>	<b>47,741</b>	<b>47,166</b>	<b>47,166</b>
<b>Equity is represented by:</b>					
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	1,903	2,027	2,006	2,606	3,206
Short term deposits	6,054	6,586	4,630	3,755	3,455
Accounts receivable	1,906	679	100	100	100
GST receivable	275	-	-	-	-
Stock on hand	211	220	220	220	220
<b>Total Current Assets</b>	<b>10,349</b>	<b>9,512</b>	<b>6,956</b>	<b>6,681</b>	<b>6,981</b>
<b>NON-CURRENT ASSETS</b>					
Property, Plant and Equipment	42,596	42,828	43,080	42,880	42,580
Work in progress	42	311	100	-	-
Intangible assets	160	49	-	-	-
<b>Total Non-Current Assets</b>	<b>42,798</b>	<b>43,188</b>	<b>43,180</b>	<b>42,880</b>	<b>42,580</b>
<b>Total Assets</b>	<b>53,147</b>	<b>52,700</b>	<b>50,136</b>	<b>49,561</b>	<b>49,561</b>
<b>CURRENT LIABILITIES</b>					
Accounts payable and accruals	1,341	1,034	1,000	1,000	1,000
Provision for Incentive Fund grants	678	500	500	500	500
Employee entitlements	758	597	600	600	600
GST payable	-	400	230	230	230
<b>Total Current Liabilities</b>	<b>2,777</b>	<b>2,531</b>	<b>2,330</b>	<b>2,330</b>	<b>2,330</b>
<b>NON-CURRENT LIABILITIES</b>					
	66	65	65	65	65
<b>Total Liabilities</b>	<b>2,843</b>	<b>2,596</b>	<b>2,395</b>	<b>2,395</b>	<b>2,395</b>
<b>NET ASSETS</b>	<b>50,304</b>	<b>50,104</b>	<b>47,741</b>	<b>47,166</b>	<b>47,166</b>

18 This fund includes the one-off \$3 million Crown funding received in May 2010 to enable NZHPT to address specific safety and deferred maintenance issues at NZHPT properties which is anticipated to be fully expended by June 2014.



**Shonagh Kenderdine**

Chairperson



**Bruce Chapman**

Chief Executive

The accompanying accounting policies form an integral part of these prospective financial statements.

## 4.5 PROSPECTIVE STATEMENT OF MOVEMENTS IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2013

	Actual	Estimated	Prospective	Prospective	Prospective
	2011	out-turn	2013	2014	2015
	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Opening Equity</b>	51,334	50,304	50,104	47,741	47,166
<b>Total comprehensive income</b>	(1,030)	(200)	(2,363)	(575)	-
<b>Closing Equity</b>	50,304	50,104	47,741	47,166	47,166

## 4.6 PROSPECTIVE STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2013

	Actual	Estimated	Prospective	Prospective	Prospective
	2011	out-turn	2013	2014	2015
	\$000s	\$000s	\$000s	\$000s	\$000s
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>					
Cash was received from:					
Government funding	12,988	12,988	12,988	12,988	12,988
Grants	120	666	643	610	610
Other operating activities	2,595	4,131	2,897	2,350	2,350
Interest	468	335	240	240	240
	16,171	18,120	16,768	16,188	16,188
Cash was applied to:					
Payment of suppliers	(8,703)	(8,898)	(9,662)	(7,837)	(7,162)
Payment to employees	(7,975)	(8,247)	(8,323)	(8,326)	(8,426)
Net Goods and Services Tax	(506)	675	(170)	-	-
	(17,184)	(16,470)	(18,155)	(16,163)	(15,588)
<b>Net cash from operating activities</b>	<b>(1,013)</b>	<b>1,650</b>	<b>(1,387)</b>	<b>25</b>	<b>600</b>

... continued on the next page

The accompanying accounting policies form an integral part of these prospective financial statements.

<i>... continued</i>	Actual	Estimated out-turn	Prospective	Prospective	Prospective
	2011	2012	2013	2014	2015
	\$000s	\$000s	\$000s	\$000s	\$000s
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Cash was applied to:					
Purchase of fixed assets	(231)	(683)	(490)	(300)	(300)
Work in Progress	(43)	(311)	(100)	-	-
Purchase short term investments	-	(532)	-	-	-
Net cash from investing activities	(274)	(1,526)	(590)	(300)	(300)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Cash was received from:					
Sale short term investments	1,769	-	1,956	875	300
	1,769	-	1,956	875	300
Net increase/(decrease) in cash	482	124	(21)	600	600
Opening Cash Balance	1,421	1,903	2,027	2,006	2,606
<b>Closing Cash Balance</b>	<b>1,903</b>	<b>2,027</b>	<b>2,006</b>	<b>2,606</b>	<b>3,206</b>
Represented by:					
Petty cash and imprest balances	12	10	10	10	10
Short term deposits (less than 90 days)	1,891	2,017	1,996	2,596	3,196
	1,903	2,027	2,006	2,606	3,206

The accompanying accounting policies form an integral part of these prospective financial statements.

## 4.7 PROSPECTIVE STATEMENT OF ACCOUNTING POLICIES

### FOR THE YEAR ENDED 30 JUNE 2013

#### General Accounting Policies

##### Reporting Entity

The New Zealand Historic Places Trust Pouhere Taonga (NZHPT) is domiciled in New Zealand and is a statutory body established under section 4 of the *Historic Places Act* 1980 and continued under section 38 of the *Historic Places Act* 1993, as amended by the *Crown Entities Act* 2004. The NZHPT became an Autonomous Crown Entity for the purposes of section 7 of the *Crown Entities Act* 2004 effective from 25 January 2005. As such, the ultimate parent is the New Zealand Government. NZHPT's primary objective is to identify, protect and promote heritage in New Zealand (as enshrined in its Vision, Mission and Values Statements, and Statement of Service Performance).

Accordingly, NZHPT has designated itself as a Public Benefit Entity for the purposes of New Zealand Equivalents to International Financial Reporting Standards (NZ IFRS).

## **Basis of Preparation**

### *Statement of Compliance*

The prospective financial statements have been prepared in accordance with the requirements of *Public Finance Act 1989* and the *Crown Entities Act 2004*, which includes the requirements to comply with New Zealand generally accepted accounting practice (NZ GAAP). The prospective financial statements comply with NZ IFRS, and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

The prospective financial statements are prepared on the basis that NZHPT continues to be a going concern.

The prospective financial operations of the NZHPT branch committees have been consolidated into these prospective financial statements.

### *Measurement Base*

The prospective financial statements have been prepared on an historical cost basis, modified by the revaluation of certain property, plant and equipment.

### *Functional and presentation currency*

The prospective financial statements are presented in New Zealand dollars and all numbers are rounded to the nearest thousand dollars (\$000). The functional currency of NZHPT is New Zealand dollars.

## **Adoption of New and Revised Standards and Interpretations**

### *Standards and Interpretations Effective in the Current Period*

#### *NZ IAS 1 (Revised) Presentation of Financial Statements*

*(effective for accounting periods beginning on or after 1 January 2009)*

The NZHPT has adopted NZ IAS 1 retrospectively. The adoption of the standard does not affect the measurement and recognition of the assets, liabilities, income and expenses of the NZHPT, however some items that were recognised directly in equity are now recognised in other comprehensive income, such as revaluation of property, plant and equipment. NZIAS 1 introduces a Statement of Comprehensive Income.

### *Early Adoption of Standards and Interpretations*

#### *NZ IAS 24 (revised) Related Party Disclosures*

*(effective for accounting periods beginning on or after 1 January 2011)*

The NZHPT has elected to early adopt NZ IAS 24. The amendments simplify the disclosure requirements for entities that are controlled, jointly controlled or significantly influenced by a government (referred to as government-related entities) and will be applied.

### *Standards and Interpretations in Issue not yet adopted*

At the date of authorisation of these prospective financial statements, the following Standards and Interpretations were issued but not yet effective.

#### *NZ IFRS 9 Financial Instruments*

The standard introduces new requirements for the classification and measurement of financial assets and is effective from 1 January 2013. All recognised financial assets that are currently in the

scope of IAS 39 will be measured at either amortised cost or fair value. In order for financial assets to be measured at amortised cost, certain criteria must be met.

Initial application of this Standard is not expected to have any material impact on the amounts reported or disclosures made by NZHPT.

All other standards which are on issue but not yet effective are not expected to apply to operations of the NZHPT.

### **Significant Accounting Policies**

The prospective financial statements with the exception of cash flow information are being prepared using the accrual basis of accounting.

The following accounting policies that materially affect the measurement of prospective financial performance and prospective financial position have been applied:

#### *Prospective Figures*

The prospective figures for 30 June 2012 are those approved by the Board at the beginning of the financial year. These figures have been prepared in accordance with NZIFRS and are consistent with the accounting policies adopted by the Board for the preparation of the financial statements. Actual results achieved for the period covered are likely to vary from the information presented and these variations may be material.

#### *Revenue*

Revenue is measured at the fair value of consideration received or receivable.

**Revenue from the Crown:** NZHPT is primarily funded through revenue received from the Crown, which is restricted in its use for the purpose of NZHPT meeting its objectives as specified in this Statement of Intent. Revenue from the Crown is recognised as revenue when earned and is reported in the financial period to which it relates. Crown funding received as a capital injection is accounted for in the prospective Statement of Movements in Equity.

**Other grants:** Non-government grants are recognised as revenue when they become receivable unless there is an obligation to return the funds if conditions of the grant are not met. If there is such an obligation the grants are initially recorded as grants received in advance, and recognised as revenue when the conditions of the grant are satisfied.

**Membership subscriptions:** Membership subscriptions are recognised in the period received.

**Interest:** Interest income is recognised using the effective interest method. Interest income on an impaired financial asset is recognised using the original effective interest rate.

**Donations and bequests:** Donations and bequests received without restrictive conditions are treated as operating revenue on receipt in the Prospective Statement of Comprehensive Income. Those with restrictive conditions are treated as Other Revenue and transferred to Specified Funds and Bequests from Accumulated Funds. The net on each of these funds from interest earned and payments made is treated in the same manner.

**Rental income:** Lease receipts are recognised as revenue on a straight-line basis over the lease term.

**Sale of merchandise and publications:** Sales of merchandise and publications are recognised when the product is sold to the customer.

**Vested assets:** Where a physical asset is gifted or acquired by NZHPT for nil or nominal cost, the fair value of the asset is recognised as income. Such assets are recognised as income when control over the asset is obtained.

**Volunteer services:** The operations of NZHPT are reliant on services provided by volunteers. Volunteer services received are not recognised as revenue or expenditure by NZHPT due to the difficulty of measuring their fair value with reliability.

#### **Grant Expenditure**

Non-discretionary grants are those grants awarded where a grant application meets the specified criteria, and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where NZHPT has no obligation to award on receipt of the grant application and are recognised as expenditure when approved by the grants approval committee and the approval has been communicated to the applicant.

#### **Leases**

**Finance leases:** NZHPT does not enter into finance lease arrangements.

**Operating leases:** Leases that do not transfer substantially all the risks and rewards incidental to ownership of an asset to NZHPT are classified as operating leases. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the term of the lease in the statement of financial performance.

#### **Cash and cash equivalents**

Cash and cash equivalents include cash on hand, deposits held on call and other short-term, highly liquid investments, with original maturities of three months or less.

#### **Debtors and other receivables**

Debtors and other receivables are measured at fair value, less any provision for impairment. Impairment of a receivable is established when there is objective evidence that NZHPT will not be able to collect amounts according to the original terms of the receivable.

#### **Inventories**

Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value after making appropriate provisions for obsolete items.

#### **Property, Plant and Equipment**

Property, plant and equipment asset classes consist of land, buildings, leasehold improvements, furniture and office equipment, and motor vehicles.

NZHPT has interest in land and buildings in the following categories:

- (i) *NZHPT-owned land and historic buildings*  
These are properties for which the NZHPT has freehold title.
- (ii) *Vested land and historic buildings*  
These properties have been formally vested in the NZHPT in terms of the *Reserves Act 1977*. A vesting order can only be revoked with the agreement of the NZHPT and consequently the NZHPT's interest is deemed to be permanent.
- (iii) *Controlled and managed buildings*  
These are properties for which the NZHPT has a control and management order from the Crown in terms of the *Reserves Act 1977*. The Crown can require the NZHPT to return these assets at any stage.

Property, plant and equipment are shown at cost or valuation, less any accumulated depreciation and impairment losses.

*Revaluations:* Land and buildings are revalued with sufficient regularity to ensure that the carrying amount does not differ materially from fair value and at least every three years. Heritage artefacts are by nature specialised and are managed by NZHPT to be preserved in perpetuity as required by the *Historic Places Act 1993*. These items are revalued and measured on a fair market value but are not depreciated. The NZHPT is in the process of implementing a rolling valuation of significant heritage artefacts to enable a fair value to be reflected.

#### *Accounting for revaluations*

NZHPT accounts for revaluations of property, plant and equipment on a class of asset basis. The results of revaluing are credited or debited to an asset revaluation and recognised as other comprehensive income. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed. Any subsequent increase on revaluation that offsets a previous decrease in value is recognised as part of the net surplus for the year, up to the amount previously expensed, and then credited to the revaluation reserve for that class of asset and shown as part of other comprehensive income.

#### *Additions*

The cost of an item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits or service potential associated with the item will flow to the NZHPT and the cost of the item can be measured reliably.

#### *Disposals*

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposal are included in the net surplus for the year.

When revalued assets are sold, the amounts included in the revaluation reserves in respect of those assets are transferred to general funds.

#### *Subsequent costs*

Costs incurred by the NZHPT in restoring property and plant to their original condition are capitalised. Costs of maintaining these assets once renovation is complete are recognised in net surplus for the year.

#### *Depreciation*

Depreciation is provided on a straight line basis on all property, plant and equipment (other than land, chattels, artefacts, and library), at a rate that will write off the cost (or valuation) of the assets to their estimated residual value over their useful lives. Heritage buildings owned or vested in the NZHPT are depreciated in accordance with NZIAS 16.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows on the next page.

Computer hardware	3 years
Leasehold improvements	5 years
Farm equipment	5 years
Furniture	5 years
Office equipment	5 years
Displays and interpretation	10 years
Land development	15 years
Buildings	100 years

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year-end.

### *Intangible Assets*

#### *Software acquisition and development*

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use by the NZHPT, are recognised as an intangible asset. Direct costs include the software development, employee costs and an appropriate portion of relevant overheads.

Staff training costs are recognised as an expense when incurred.

Costs associated with maintaining computer software are recognised as an expense when incurred.

Costs associated with the development and maintenance of the NZHPT's website are recognised as an expense when incurred.

#### *Amortisation*

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date the asset is derecognised. The amortisation charge for each period is recognised in the Statement of Financial Performance.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Acquired computer software	3 years
Developed computer software	4 years

#### *Impairment of non-financial assets*

Property, plant and equipment and intangible assets that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

Value in use is depreciated replacement cost for an asset where the future economic benefits or service potential of the asset are not primarily dependent on the asset's ability to generate net cash inflows and where the NZHPT, if deprived of the asset, would replace its remaining future economic benefits or service potential.

If an asset's carrying amount exceeds its recoverable amount, the asset is impaired and the carrying amount is written down to the recoverable amount. For revalued assets the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the net surplus for the year.

For assets not carried at a revalued amount, the total impairment loss is recognised in the net surplus for the year.

The reversal of an impairment loss on a revalued asset is credited to the revaluation reserve.

However, to the extent that an impairment loss for that class of asset was previously recognised in the prospective statement of comprehensive income, a reversal of the impairment loss is also recognised in the prospective statement of comprehensive income.

For assets not carried at a revalued amount the reversal of an impairment loss is recognised in the net surplus for the year.

### **Creditors and other payables**

Creditors and other payables are initially measured at fair value and paid at scheduled timeframes.

### **Employee entitlements**

#### *Short-term employee entitlements*

Employee entitlements that the NZHPT expects to be settled within 12 months of balance date are measured at undiscounted nominal values based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leaves earned but not yet taken at balance date, retiring and long service leave entitlements expected to be settled within 12 months, and sick leave.

The NZHPT recognises a liability for sick leave to the extent that compensated absences in the coming year are greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date; to the extent that it will be used by staff to cover those future absences (actuarial basis).

The NZHPT recognises a liability and an expense for bonuses where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation.

#### *Long-term employee entitlements*

Entitlements that are payable beyond 12 months, such as long service leave and retirement leave have been calculated on an actuarial basis. The calculations are based on the likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlement information.

### **Superannuation schemes**

Obligations for contributions to Kiwisaver are accounted for as defined contribution superannuation scheme and are recognised as an expense in the prospective statement of comprehensive income.

**Provisions**

The NZHPT recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditure will be required to settle the obligation and a reliable estimate can be made of the amount of the obligations.

**Goods and Services Tax (GST)**

All items in the prospective financial statements are exclusive of GST with the exception of accounts receivable and accounts payable, which are stated inclusive of GST. Where GST is not recoverable as input tax then it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of the receivables or payables in the prospective statement of financial position.

The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the prospective statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

**Financial Instruments**

The NZHPT is a party to financial arrangements as part of its everyday operations.

These financial instruments include bank accounts, short-term deposits, debtors and creditors.

Revenues and expenses in relation to all financial instruments are recognised in the prospective statement of comprehensive income. All financial instruments are recognised in the prospective statement of financial position.

**Income Tax**

The NZHPT is a public authority and consequently is exempt from the payment of income tax. Accordingly, no charge for income tax has been provided for.

**Cost Allocation**

Direct costs are charged directly to specific outputs. Indirect costs are allocated evenly across outputs they most directly impact or evenly across all outputs where they cannot be identified to any specific activity.

“Direct costs” are those costs attributable to a significant activity.

“Indirect costs” are those costs that cannot be identified in an economically feasible manner with a specific significant activity.

There have been no changes to the cost allocation methodology since the date of the last audited financial statements.

**Prospective Statement of Cash Flows**

Cash means cash balances on hand, held in bank accounts, demand deposits and other highly liquid investments in which the NZHPT invests as part of its day to day cash management.

Operating activities include all activities other than investing and financing activities. The cash inflows include all receipts from sale of goods and services and other sources of revenue that support the NZHPT’s operating activities.

Cash outflows include payments made to employees, suppliers and taxes. Investing activities are those activities relating to the acquisition and disposal of current and non-current securities and any other non-current assets.

## **Commitments**

Future payments are disclosed as commitments at the point a contractual obligation arises, to the extent that they are equally unperformed obligations. Commitments relating to employment contracts are not disclosed.

## **Contingent Liabilities**

Contingent liabilities are disclosed at the point at which the contingency is evident.

## **Accounting Judgements and Major Sources of Estimation Uncertainty**

In the application of NZHPT's accounting policies, the Board members are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis.

## **Judgements in Applying Accounting Policies**

The following are the judgements that have the most significant effect on the amounts recognised in these prospective financial statements:

### *Controlled and Managed Buildings*

Properties for which the NZHPT has a control and management order under the *Reserves Act 1977* have been included as part of property, plant and equipment on the basis that the risks and rewards relating to this property rest with the NZHPT.

### *Major Sources of Estimation Uncertainty*

The valuation of historical land and buildings is subject to considerable estimation uncertainty. During the 2010/11 year, the NZHPT employed an independent valuer to revalue the NZHPT's property portfolio in line with the Crown accounting policies and Treasury requirements. Due to the nature of the NZHPT's property portfolio, it is difficult to obtain market valuation comparisons for many properties due to restrictions on their use and consequently there is a large degree of subjectivity inherent in the valuation process.

The following are the key assumptions concerning the future, and other major sources of estimation uncertainty used in the development of these prospective financial statements:

- > The valuation of historic buildings includes an estimation of the residual values and useful lives of these buildings. These estimates impact on the depreciated replacement cost and annual depreciation charges for historic buildings. The estimated useful lives are detailed in the depreciation accounting policy above.
- > The valuation of buildings also includes estimations of construction costs.

## **Changes in Accounting Policies**

There have been no changes in accounting policies since the date of the last audited financial statements.

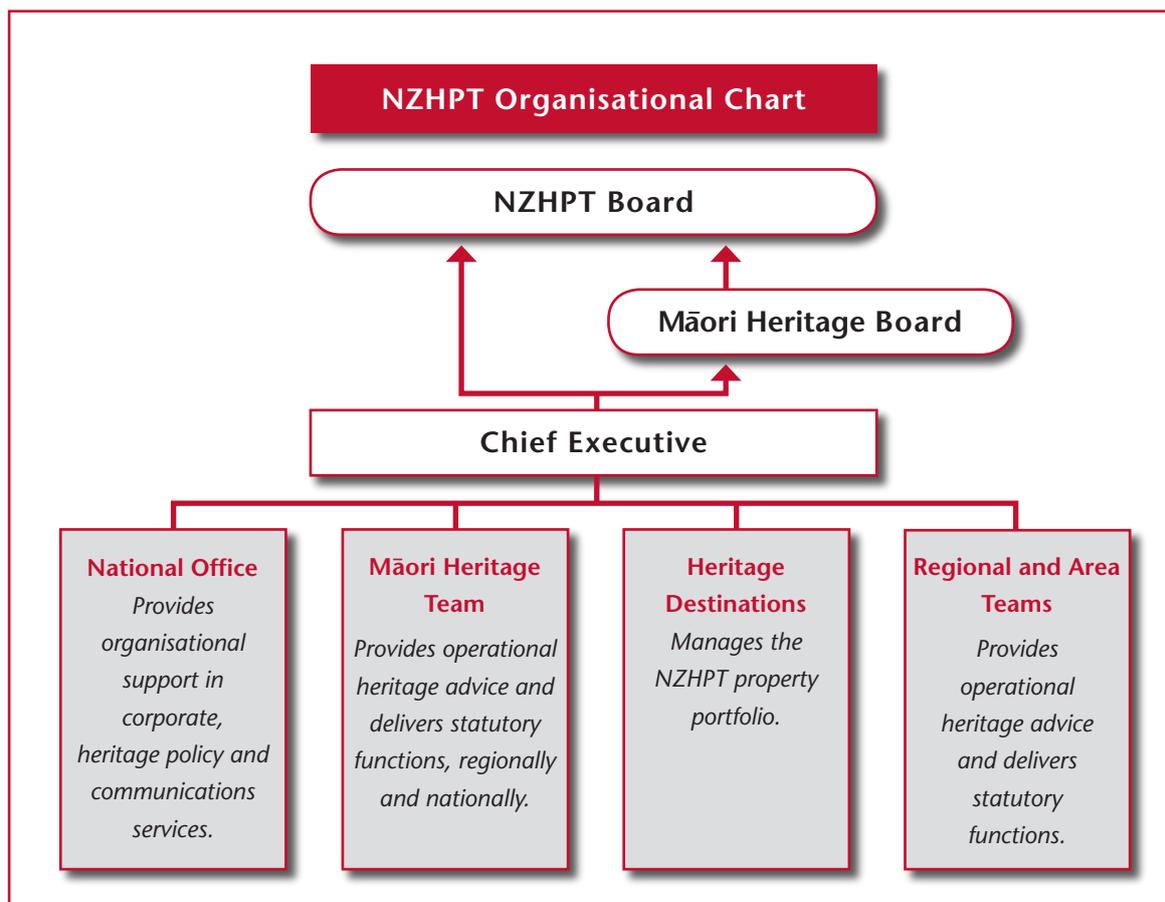
## ORGANISATIONAL STRUCTURE

The NZHPT is governed by a Board that, while taking into account government priorities and desired outcomes, is responsible for the organisation’s strategic direction.

The NZHPT’s Māori Heritage Council has specific statutory functions under the HPA relating to the promotion and conservation of many aspects of Māori heritage. While not in a governance role, the Council works very closely with the Board to ensure the NZHPT’s work aligns strategically with both bodies’ responsibilities and preferences.

The national office in Wellington provides key service, support and policy functions, and a Māori Heritage team operates throughout the management and organisational structure. There are regional and area offices located in Auckland, Wellington, Christchurch, Kerikeri, Tauranga and Dunedin. The Heritage Destinations Group enhances this national presence by caring for and managing 48 historic properties around the country, 17 of which are staffed.

The NZHPT also has over 20,000 members and 19 active branch committees throughout New Zealand.



Learn more about the NZHPT at [www.historic.org.nz](http://www.historic.org.nz).  
Discover historic places cared for by the NZHPT at  
[www.historicplaces.org.nz](http://www.historicplaces.org.nz).

# CONTACT DETAILS

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| [www.historic.org.nz](http://www.historic.org.nz) | [www.historicplaces.org.nz](http://www.historicplaces.org.nz) |

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