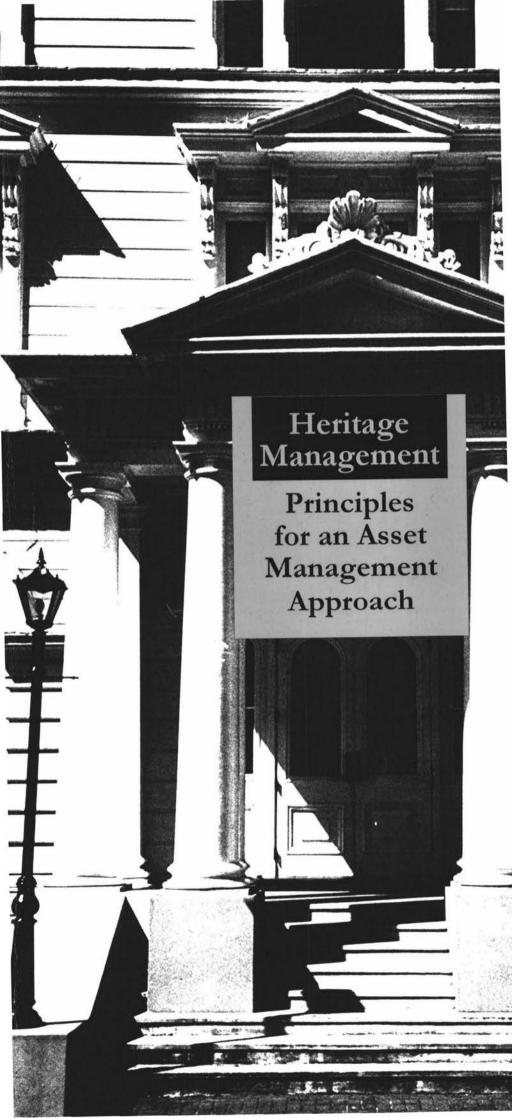
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Heritage Management: Principles for an Asset Management Approach

A dissertation presented in partial fulfilment of the requirements for the degree of Master of Resource and Environmental Planning at Massey University, Palmerston North, New Zealand

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Abstract

The recent Government reviews of heritage management in New Zealand have highlighted a number of problems that are contributing to a continued loss of our heritage resource. These problems include: inadequate central government leadership and local government administration; conflict of commercial and community interests; inadequate funding; and physical deterioration of heritage places as a consequence of poor knowledge and management practices. Although policies in various government agencies are designed to address these issues, the results demonstrate that policies have largely failed in their implementation. In response to these problems, this dissertation investigates and develops a new approach for heritage management drawing on the asset management plan and proposes a series of principles to adapt the plan to improve heritage management.

A literature review of heritage management identifies the causes of heritage place loss, and reviews current approaches to heritage management. This is followed by an appraisal of asset management as a potential framework for heritage management. The asset management plan is compared with heritage management objectives to determine whether the plan can be successfully adapted. Three heritage asset management plans are investigated to reveal issues specific to heritage place management. These issues are analysed in conjunction with the plan methodology set out in the *New Zealand Infrastructure Asset Management Manual* to guide the development of a series of heritage principles. The principles are reviewed by five experts to evaluate their feasibility for underpinning heritage asset management plans.

It is shown that a new approach to heritage management needs to be adopted to protect heritage places. Many agencies currently implement asset management plans and have the ability to apply the methodology to heritage management. Some agencies have already begun to adapt the asset management plan for heritage. If heritage asset management plans are to address current heritage issues adequately, they need to incorporate sustainable management objectives, full lifecycle management and long-term strategies to secure resources. The principles proposed in this dissertation are designed to promote a comprehensive and consistent approach to the preparation of heritage asset management plans. If widely implemented as a management tool by central and local government agencies, the heritage asset management plan could provide the basis of an integrated, structured and long-term process for heritage management in New Zealand.

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Acknowledgements

First, I would like to thank my supervisor Jenny Dixon. I am very grateful for her guidance and encouragement throughout the preparation of this dissertation. Jenny's numerous emails and occasional phone discussions were a real boost in times of doubt.

I would also like to thank Justin Ensor for seeding the idea for the research, reviewing my drafts and answering some tricky questions. David Clelland has also been instrumental in turning the idea into reality with his enthusiasm and experience of asset management planning.

Thanks must also go to the many people who contributed to my research. In particular, I would like to recognise the contribution of the expert reviewers – Greg Vossler, Richard Kirby, Peter Richardson, Gavin McLean and Ian Bowman. Their insights and positive response to my research was a grand finale to eight months work.

And finally, I would like to thank Matt Johnston for reading my drafts and sharing the highs and lows of my work.

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Bibliography: Bungalow, Wellington