

Hollard Gardens
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Hollard Gardens Asset Management Plan

(2018 / 2028)

Revision 1 July 2017

**Taranaki Regional Council
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Stratford**

Quality Control Information

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Name/Position	Signature
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Executive Summary

Hollard Gardens is a 4.5-hectare garden located in central Taranaki agricultural farming country between Stratford and Kaponga, and within close proximity of the Egmont National Park. In 1927, in their second year of farming, Bernie Hollard and his wife Rose fenced off a section of native bush on the family farm and began to develop the garden. Today Hollard Gardens is a personal garden collection of national importance, a true plant lovers' garden. The extensive collection features herbaceous plants, azaleas, rhododendrons and an eclectic temperate-zone mix of rare and unusual trees and shrubs, some raised and bred by Bernie Hollard. A recent development is the rejuvenation of Bernie's Home Garden for education and demonstration purposes and the Hollard Centre.

Governance and ownership of Hollard garden was gifted to the Taranaki Regional Council for the people of Taranaki, in 2002.

This plan identifies the ongoing potential of Hollard Gardens as a plant heritage and educational resource for the local, regional, national and international visitor.

The vision for the Hollard Gardens Experience:

"A horticultural oasis – in the very heart of dairy country. A true plantsman's garden and Taranaki showcase. A place to experience the legacy of Bernie Hollard's passion and determination that made him legendary among gardeners and nurserymen alike. Where garden visitors catch the dramatic views of Mount Taranaki, enjoy special functions and participate in community events."

This plan seeks to focus and develop Hollard Gardens to realise the vision in a way that:

- Preserves and enhances a unique regional plant collection,
- Communicates the stories of Bernie and Rose Hollard and the gardens,
- Is accessible and appealing to a broad audience,
- Promotes Community engagement and support - knowledge, pride and use,
- Maintains and enhances the high standard of user facilities and services,
- Promotes recreational and education experiences through tailored events, programmes, functions and marketing,
- Maintains an inclusive environment between Hollard Gardens, individuals and groups.

The 2017 Review

Earlier Hollard Gardens Asset Management Plans acknowledged the value of the Hollard Gardens experience and provided the framework and opportunity for the development and upgrade programme. The last review (2014) review consolidated the upgrade work with a continued focus on improving the property.

In achieving the programme, the plan's purpose is to protect and guide the vision and goals for the garden whilst reflecting the changing needs of the local community and visitors.

To ensure it is achieving this purpose the plan is reviewed on a three yearly basis with a major update every seven to ten years as part of the Asset Management Plan process.

The plan has been reviewed as part of the 2018/2028 Long Term Plan (LTP) process.

The review considered the achievements against stated goals and objectives, the continued relevance of these achievements and tested the current validity of the goals and objectives and their supporting policy and where appropriate repositioned the plan.

This 2017 review refines the original goals and objectives of the plan. These goals and objectives, and their supporting policy, are robust and are still valid. They will continue to provide the ongoing framework for Hollard Gardens.

The 2017 plan provides a new programme for the 2018-2028 period. This programme aims to continue to fulfil the purpose of the plan and to specifically increase community benefit from Hollard Gardens.

The recommendations for priority tasks over the next three years to achieve this are:

1. Promote community and regional support and engagement
 - Promote and provide the local community with access to the use of garden within the guidelines outlined in the asset management plan,
 - Continue with an ongoing communications programme for Hollard Gardens which informs the community, stakeholders, audiences and visitors of the development programme(s) and key milestones,
 - Maintain a shared position with Tupare and Pukeiti for the management and promotion of events, advertising and communications with the aim to facilitate and promote a common audience,
 - Facilitate and promote community engagement through the "Friends of Hollard Gardens" who can engender community involvement and a sense of community ownership.
2. Utilise and market the Hollard Centre
 - Incorporate the Hollard Centre as a venue for the garden education programme,
 - Promote Hollard Centre to community groups and local businesses for a variety of uses,
 - Provide the Hollard Centre as a place to rest and gather information for the casual garden visitor.
3. Implement the Hollard Plant Collection Plan 2005 (and its subsequent revisions)

- Continue to develop and maintain plant collections data in the plant database,
 - Develop and maintain public access to the plant collections data for the benefits of promotion, education and visitor experience.
4. Continue free entry to the garden
- Apply charges for added value services and use, such as functions.

The Council adopted this Asset Management Plan Revision in May 2018.

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1. Introduction

1.1 Context

Taranaki is nationally and internationally recognised as a garden province, well known for its parks, gardens, leading plants people and horticultural innovators.

Its distinctive landscape, topography, soils and climate provide an excellent physical environment for the growth and well-being of a diverse range of plants. Nurseries and garden developers in the region have capitalised on this environment over the past one hundred years.

The Taranaki Regional Council successfully introduced the Empowering Act 2001 to enable it to be directly involved in regionally significant recreation, cultural and heritage projects. This Act followed the recommendations of the Regional Gardens Report by notable horticulturalist Alan Jellyman, which specifically highlighted Hollard Gardens, Tupare, and Pukeiti as three significant gardens that would benefit from such an association.

As a result the Council is responsible for the governance of Tupare, Hollard Gardens and Pukeiti.

The Taranaki Regional Council's 2004/2014 LTCCP identifies as a main objective that Hollard Gardens, along with Tupare and Pukeiti, be maintained and enhanced as a regionally significant recreational and heritage amenity.

National trends also demonstrate an increasing interest in, and need for the natural environment, conservation, recreation and tourism – all of which are relevant to this plan.

The Taranaki Regional Council is providing the garden management, development and marketing of these three properties.

1.2 Stage One Report: Strategic Direction and Framework

In March 2003, the Taranaki Regional Council and the Pukeiti Rhododendron Trust, key stakeholders and the community were presented with the Taranaki Regional Garden Project Stage Report - Strategic Direction and Framework.

The Framework highlights points of strength/ uniqueness and synergies related to audience experience development in each garden. Issues include increasing the range and numbers of visitors, developing community use and pride, developing the gardens' unique identities, broadening services (including activities and events), and exploring new alliances and partnerships.

The process highlighted five main areas of potential development for the gardens:

- Establishment of distinctive points of difference,
- Provision of new and enhanced facilities and services,
- Improved access - physical, informative and interpretative,
- Potential value of additional partner relationships,

- Shared services between the three gardens including - collection records management, marketing, maintenance service provision, education, management, staff training and development.

Community and other stakeholder consultation throughout this report process identified a high level of support, strong interest and pride in the gardens, and highlighted the opportunities for these gardens to be more closely linked.

1.3 The Taranaki Garden/Experience Concept

The Taranaki Regional Gardens project potentially offers a collective strategy to enable the three gardens to move towards an exciting and sustainable future.

Consultation has identified further potential to develop a key identity and marketing opportunity for the region itself as the 'Taranaki Garden' or 'Taranaki Experience'.

The Taranaki Garden/Experience concept links the three gardens to the greater Taranaki natural and cultural environments that make the region unique within New Zealand.

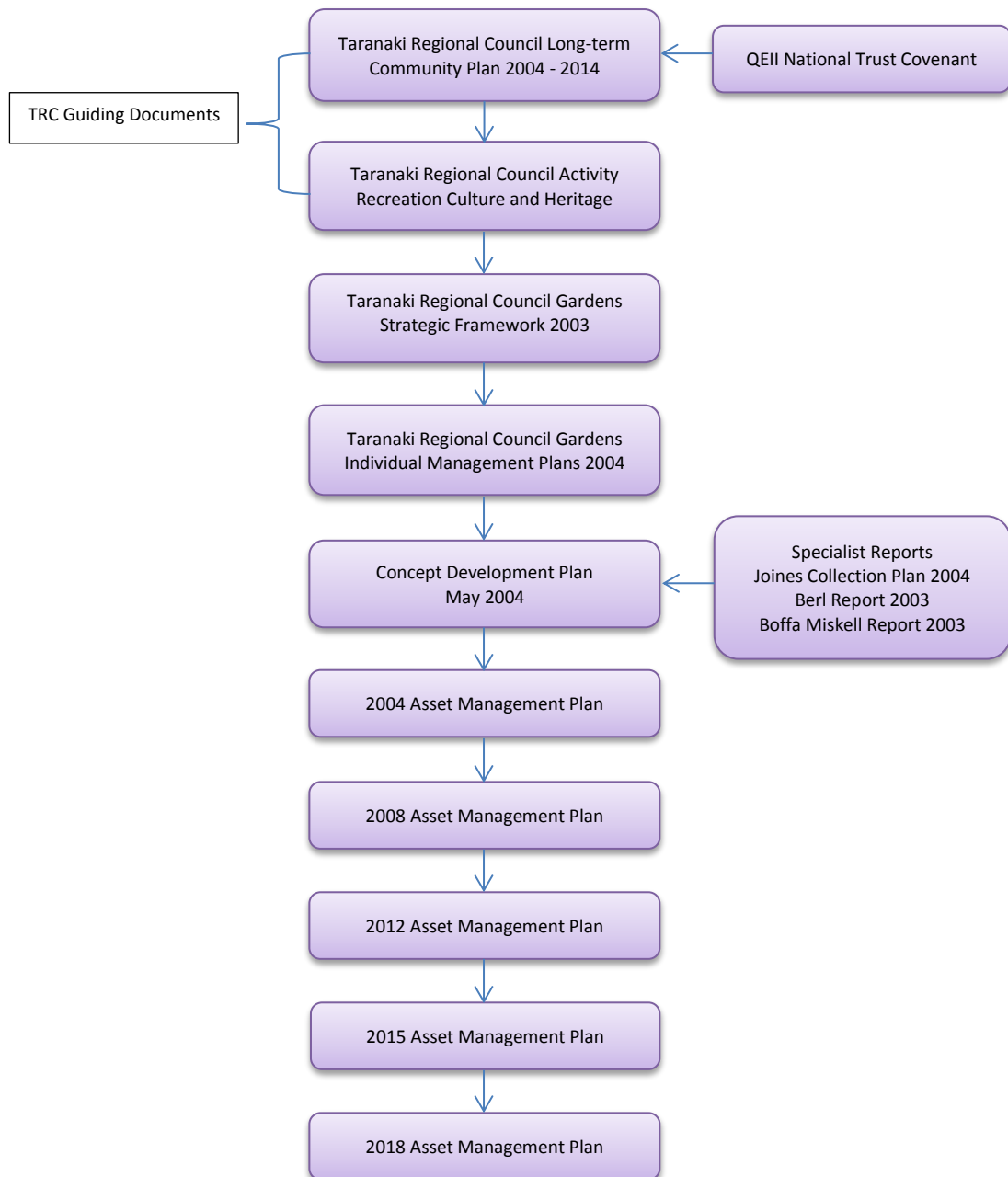
The environments include the many parks, walkways, rivers, lakes, mountain and coastal, urban and rural resources that offer broad conservation, education and recreation values to the Taranaki Experience.

Taranaki has also the potential to be a centre of excellence in plants, gardening and horticultural activities particularly in training and education. This builds on the history and reputation Taranaki has held in the past.

Grouping these experiences and potentials creates a powerful identity and a wealth of opportunities for the region.

1.4 Management Plan Relationships

The Hollard Gardens Management plan relates to a variety of Taranaki Regional Council policy and planning and has undergone a number of reviews.



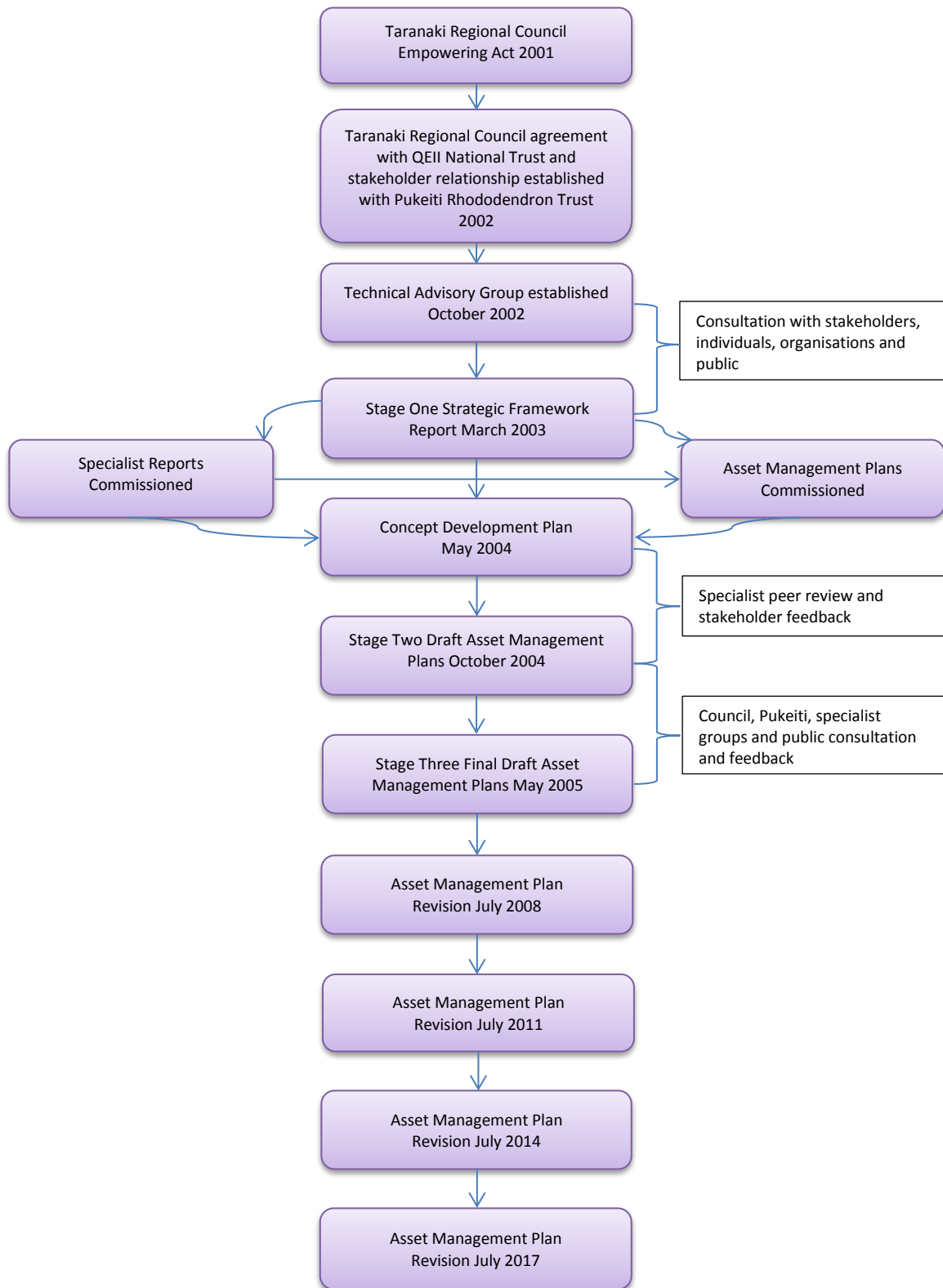
1.5 2017 Management Plan Inputs

A wide range of activities and experiences were called upon in the development of this plan. Ongoing activities including extensive visitor and user surveys have provided a wealth of institutional knowledge relating to the changing needs and preferences of garden users, visitors and community groups.

The use of first hand data, direct from user to provider, has allowed management to act swiftly upon identified needs. The result is the provision of dynamic services and opportunities to meet both immediate and longer term community and visitor requirements.

This plan has been developed with careful consideration of the direct input from garden users, visitors and community groups. The process has been, and still is, to continue with and develop what works, revise or reverse the unsuccessful, and always act within a framework of knowledge of user requirements, preferences and projected demands.

1.6 Management Plan Development Process



1.7 Management Plan Purpose

The Plan provides direction and guidance for the Taranaki Regional Council's management of Hollard Gardens over the next 10 years. The Council's aim is to ensure that Hollard Gardens is maintained and enhanced as a regionally significant recreational and heritage amenity and realise the vision in a way that:

- Protects the heritage qualities of the garden,
- Captures the character and integrity of the gardens,
- Is accessible and appealing to a larger audience,
- Increases the wider Taranaki community's pride and use,
- Provides a range of quality visitor services and events,
- Leads to the ongoing improvement and redevelopment of Hollard Gardens.

The Plan identifies strategies, goals, objectives and principles for the programme of development, operations, management and public use of Hollard Gardens.

1.8 Management Plan Structure

The Plan is in four sections.

Section One: Background

Provides a quick snapshot of Hollard Gardens' history, the garden and bush property and its current audiences and use.

Section Two: Strategy

The vision, goals and objectives supported by recommended policy.

Section Three: Programme

A summary of the key tasks both management and development in relation to the main goal areas.

Section Four: Budget and Asset Management Details

The financial plan for the operations and programme.

Section Five: Collection Plan

The plan for management of the Collection

1.9 Management Plan Monitoring and Review

This Management Plan is a dynamic document that should evolve with the garden, audiences and community. The Plan should always protect the vision and goals for the garden and reflect the changing needs of the community and visitor.

This Plan should be reviewed on a 3-yearly basis with a major update every 7 to 10 years. The review should measure the achievements against stated goals and objectives, and the continued relevance of these achievements.

The update should test the current validity of the goals and objectives and their supporting policy and where appropriate reposition the Plan.

1.9.1 2017 Review

Since the inception of the gardens' Asset Management Plans, development and direction of Hollard Gardens, Tupare and Pukeiti has been driven by the goals and objectives of the plans. These goals and objectives, and their supporting policies, are robust and are still valid. They will continue to provide the ongoing framework for all three gardens.

The last three years, from 2015- 2018, have seen major activity at all three gardens revolving around the concept of community ownership and the management of the growth in visitor numbers resulting from continued community involvement.

The implementation of the Plant Collection Plan is ongoing through the use of the "Iris BG Plant Collection Database". The process of plant verification and input into the database is established and ongoing. The Collection plan has been reviewed as part of the 2017 review with no significant change necessary.

There has also been a focus on adequately resourcing the garden with appropriate, seven day a week staffing levels. The garden now has a full complement of suitably qualified staff. The remote location of the garden has provided a challenge in terms of attracting appropriately qualified staff and this will be an ongoing issue into the future. The ongoing aim is to create a pool of highly professional public gardeners that can move seamlessly between all gardens in the group.

In summary, the main achievements from 2014 to 2017 for Hollard Gardens, include:

- Continued improvements to Bernie's Home Garden and the Food Forest,
- Promotion of the Calendar of Events,
- Collection database consolidation,
- Garden workshops and events,
- Growth of community group involvement,
- Increased community use of the playground, pavilions and event facilities,
- Consolidation of Family corner.

There has been significant progress in developments and upgrades. These have been highly successful in providing the platform for community ownership, pride, use and knowledge.

In terms of the main goals and objectives of the Hollard Garden Asset Management Plan there have not been any significant changes. These goals and objectives are still valid and provide the foundation for the ongoing growth and development of the Hollard experience.

The programme of capital expenditure, asset renewals and non-routine maintenance has been developed for the 2018-2028 period and is included in section four. This has also included an upgrade of the reporting of the Asset Management Plan details aligned to the Office of the Auditor General's criteria for assessing conformity to "core" asset management planning criteria in accordance with the NZ Local Government Act in 2002.

2. Section One – Background

2.1 History

As a young man, Bernie Hollard took over a dairy farm in Kaponga where he had grown up. In 1927, in his second year of farming, he fenced off a section of native bush on the farm and began to nurture it as a hobby, then to extend the garden in stages.

In the 1950s he put share-milkers on the farm and with wife Rose, turned to gardening full time. He worked in the garden for 70 years.

Bernie Hollard learned to propagate plants for himself and provided nurseries and fellow garden enthusiasts with stock, particularly within the Taranaki region and he became well known for breeding rhododendrons. He collected a wide variety of plants that grew alongside his own in his extensive gardens.

In 1982, Bernie Hollard, at the age of 80 years, converted another two hectares of paddock into garden. In the same year, he and Rose Hollard gifted the garden to the Queen Elizabeth II National Trust.

In 1984, Bernie Hollard was awarded the Queen's Service Order for his community work. He was a fellow of both the Royal Horticultural Society and the Royal New Zealand Institute of Horticulture up until his death in 1996.

2.2 Description

Hollard Gardens is a 4.5-hectare garden, located in central Taranaki agricultural farming country, between Stratford and Kaponga, and within close proximity of the Egmont National Park.

Hollard Gardens is primarily a personal plant collection that reflects the passion of Bernie and Rose Hollard. The gardens are an eclectic mix of temperate-zone plants mainly selected by Bernie Hollard, and reflect his preferences and what grew successfully in the garden.

The garden is referred to as a "living museum of heritage plants collected within Bernie Hollard's lifetime". This is its uniqueness and focus for its preservation and value. The garden contains a fine collection that represents the plants introduced to Taranaki from 1927 including some selected and grown at Hollard Gardens. This was not a conscious objective of Bernie Hollard but is a result of his efforts and has evolved into a significant collection over time.

Today the gardens include a fine range of perennials, trees and shrubs, some of which were raised by Bernie Hollard, and others that have been more recently added to the garden collection. Hollard Gardens contains a remnant of New Zealand native temperate forest that provides a mature framework for the garden.

Hollard Gardens currently has a modest range of buildings and structures to serve visitors and staff.

Hollard Gardens is recognised nationally and internationally as a garden collection of national importance, a true plant lovers' garden. The extensive collection features herbaceous plants, azaleas, rhododendrons, and an eclectic mix of rare and unusual trees and shrubs.

2.3 Governance

In 1982, Bernie and Rose Hollard vested in the QEII National Trust, the governance and ownership of Hollard Gardens, along with an endowment for the garden's future protection.

In 2002, ownership and management of Hollard Gardens were transferred to the Taranaki Regional Council for the people of Taranaki. Today, the gardens are funded by the ratepayers of Taranaki through the Taranaki Regional Council.

2.4 Current Audience

Hollard Gardens currently attracts 16–18000 visitors annually. It is opened and staffed daily for visitors throughout the year for self-guided garden experiences with the main visitor season from September to March, peaking over the annual Powerco Taranaki Garden Spectacular in October/November.

Visitors were predominantly garden enthusiasts aged over 40 years, but current strategies have widened the audience to include a more diverse cross section of the public. Hollard Gardens also attracts growing interest from schools, families and community groups. Hollard Gardens relates well to the local rural community providing a recreational and educational focus.

3. Section Two: Strategy

3.1 Vision

“A Plantsman’s garden for all people – Taranaki’s living legacy”

3.2 Visitor Experience

Visitors arriving at the landscaped car park of Hollard Gardens will have few visual clues to the garden that awaits them. This is dairy country, close to Mount Taranaki and away from the urban centres. The rural impression is apt. As a young couple, Bernie and Rose Hollard were dairy farmers first and gardeners second. The priorities later reversed. As the visitor begins to experience Hollard Gardens – from open country road, through the Old Garden, the bush remnant, and the New Garden – the changing gardening focus of the Hollards themselves takes a physical form.

An unattended gatehouse provides visitors with shelter and a gathering point. The journey begins through the Old Garden. The paths are narrow, the garden rich and mature and there are many native birds. The visitor will quickly pick up the characteristics of the garden – informality, surprise, discovery, peacefulness, simplicity and diversity – and begin to learn about the plants.

As they take the short walk up the broad ambling path, the Hollard Centre comes into view and draws them there. This is where visitors will get their directions and general information before they embark on their experience. It also provides a place to relax and learn after they have enjoyed their walk.

There is a sense of purpose here, and as the gardens begin to open up to larger spaces, sweeping lawn areas and open plantings of intensive and varied gardens in the park-like New Garden, the significance of the garden’s collection becomes even more apparent. Hollard Gardens is the impressive achievement of a modest gardener carried out through a lifetime of hard work, skill, innovation and passion.

All visitors whether garden enthusiasts or not, will be greatly impressed by the depth of horticultural information contained here and most will learn something new. Specific information provided along the pathways and in the new visitor centre will explain the variety of the plants in the gardens and their stories of use and origin. Visitors will begin to recognise the evolution in horticulture that these plantings represent and their context in the amenity horticultural development of Taranaki and New Zealand, and will understand how Bernie Hollard’s principles of conservation management sustains the environment of the Gardens today.

But the experience of the Gardens will not be strictly instructional. Hollard Gardens has considerable charm of its own with beautiful trees and shrubs, occasional stunning views and vistas to the rural surrounds, a children’s play area near a conifer collection, a nearby event pavilion and rotunda, and especially in spring, a colourful bog garden. There are quiet, sheltered areas for contemplation and rewarding photograph opportunities.

This is a garden for local festivals, weddings and celebrations too. Hollard Gardens is a place for activity, participation, learning and a safe choice for families seeking quality recreation.

Visiting Hollard Gardens is an inspiring and enriching experience. It has long been treasured by those knowledgeable enough to recognise its true value. Wider interpretation of this value will make the garden accessible to a much broader audience. For all visitors, the journey will be well worthwhile.

3.3 Values

- Accessible
- Available
- Belonging
- Creativity
- Culture
- Discovery
- Enjoyment
- Inclusive
- Inspirational
- Integrity
- Knowledge
- Nature
- Passion
- Persistence
- Pleasure
- Preservation
- Quality
- Relaxation
- Resilience
- Surprise
- Tranquillity
- Unique
- Variety

3.4 Positioning

- Location: rural environment
- Significance: regional/national/international
- Focus: heritage collection education/demonstration
- Management: provide public value

3.5 Audiences

- Taranaki community and their visitors
- Visitors to the regions – specialists, tourists
- Families
- Functions and events
- A wide range of learners and educators

3.6 Synergies

- Garden services –Pukeiti, Tupare and District Councils,
- Marketing and Communications – local/national tourism providers, Tupare and Pukeiti, Provincial newspapers, District councils, Internet and electronic media,
- Collection records management – Pukekura Park, Tupare and Pukeiti, others
- Programme development – Education providers and agencies,
- Staff development - Tupare, Pukeiti and District Councils,
- Horticultural organizations – New Zealand Garden Trust, RN Institute of Horticulture, Botanic Gardens of Australia and New Zealand, American Public Gardens Association.

3.7 Goals, Objectives and Principles

The structure of this section follows the key areas of focus relating to the overall vision. Each activity area has a goal, associated objectives then statements of principle to support the objectives and goals.



3.7.1 Hollard Charter

The following are the key principles under which all management and development of Hollard Garden should apply. These principles encapsulate the ideals of Bernie Hollard and should be read in conjunction with the Hollard Plant Collection Plan 2005.

- The garden will be maintained and developed in the informal style created by Bernie and Rose Hollard,

- The trees, shrubs, perennials and bulbs collected over the lifetime of Bernie Hollard will be preserved and maintained as an important heritage collection - a living museum of plants introduced to the garden,
- The garden will be presented, maintained and developed as a quality horticultural experience in a healthy, sustainable and attractive manner according to best horticulture amenity management practices,
- Trees, shrubs and other plants that furnish the garden will reflect the plant varieties, proportions, colour schemes, spacing and heights favoured by Bernie Hollard,
- Restoration and ongoing management of the garden will be guided by the principles of the Hollard Plant Collection Plan 2018 and the Hollard Asset Management Plan 2018 (and their subsequent revisions) that outline Bernie Hollard's vision and achievements,
- Any future facility developments in the garden will be designed to ensure that the integrity of the garden is not compromised, and will add value to the Hollard Garden visitor experience,
- Access pathways within the garden will not compromise the intimate style of the sections of the garden established before 1980,
- Sustainable land management and conservation practices based on the principles of Bernie Hollard will be continued,
- Communicating the stories of Hollard Gardens will be a primary objective of the visitor experience,
- The Florence Charter along with other garden management principles and best amenity management practices will act as a guide for Hollard heritage garden management.

3.7.2 Plant Collection

The garden presents a collection of plants that reflect the development of the amenity plant nursery industry in Taranaki and New Zealand from 1927 to the present.

The collection is a living museum of heritage plants collected by Bernie and Rose Hollard over their lifetime. It reflects an eclectic range of plant introductions over this period with a focus on cool temperate-zone plants that performed well in their garden especially rhododendrons, azaleas, and some camellias.

All efforts are made to ensure the knowledge contained in the garden is captured, managed and made accessible, and that any collection development reflects the vision of Hollard Gardens and adds value to the heritage and education qualities of this living plant history.

Goal:

The provision of a unique, quality plant collection of local, regional and national significance.

Objective:

To record, protect, enhance and provide access to the quality heritage garden plant collection that is Hollard Gardens.

Principles:

- The Hollard Gardens Plant Collection Plan 2005 (and subsequent revisions) are implemented,
- Hollard Gardens is managed as an informal garden displaying a range of plants beginning with those collected and introduced by Bernie Hollard,
- According to internationally accepted botanical collection management conventions, plants are identified and records maintained to enable identification, accession, breeding and plant heritage value information,
- A full collection analysis is undertaken and maintained to identify the current collection and the specific strategy for future collection management and conservation,
- Consideration is made of the garden heritage value, contents, landscape character and design before any major garden restoration or replanting is undertaken,
- The garden landscape is maintained to protect Bernie Hollard's original vision of spatial balance and character,
- The garden is presented, maintained and developed as a quality horticultural experience in a healthy, sustainable and attractive manner according to best horticulture amenity management practices,
- The remnant forest area is maintained and protected for its intrinsic and education values,
- The New Zealand Gardens Trust endorsement will be maintained.

3.7.3 Environment, Conservation and Heritage

The Hollard family's hard work, passion and sensitive land management led to the transformation of natural lowland bush and farmland into a garden nestled within this environment, complementing and nurturing areas of the original bush remnant.

The garden provides a living example of the evolution of Taranaki and New Zealand's amenity nursery horticulture from the late 1920s. It also illustrates sustainable garden management.

The heritage value of the garden is an intrinsic part of its value. As a benchmark for heritage garden management the international *Florence Charter* (Internal document) provides practical standards and should be used for guidance.

Goal:

A quality, heritage garden and worthy example of environmental care, conservation and heritage management.

Objective:

To protect, conserve and make accessible, the environmental, conservational and heritage values of Hollard Gardens.

Principles:

- Sustainable land management and conservation practices based on the principles of Bernie Hollard are practiced,
- The heritage values of the garden's plant collections are recognised and the significant plants preserved and conserved,
- The existing areas of remnant bush environment and planted exotics are protected, with no future encroachment or removal of plants that could have detrimental effect on the remnant forest,
- Taranaki Regional Council will promote and educate visitors on conservation and environmental care,
- Education, demonstration and training focusing on horticulture, sustainable land management practices, conservation and lifestyle values are developed as an integral part of the Hollard Gardens experience,
- The Florence Charter along with other garden management principles and best amenity management practices act as a guide for heritage garden management.

3.7.4 Information and Education

The gardens provide opportunities to learn about and capture the essence of the Hollard Gardens' stories. These stories need to be articulated and communicated to the visitor to enable the potential of Hollard Gardens to be realised.

Goal:

A visitor experience that captures the imagination and inspires the spirit through the Hollard Gardens' stories.

Objective:

To identify, celebrate and enhance the Hollard Gardens experience through the telling of the associated stories.

Principles:

- Hollard Gardens stories are the focus of all information and include:
 - The Hollard family- their garden, lifestyle and work,
 - The evolution of the Taranaki and New Zealand nursery industry from 1927,

- The living heritage plant collection,
- Sustainable land management and conservation,
- Horticultural garden management,
- Research will continue to fully identify, qualify and record the stories of Hollard Gardens,
- Communicating the stories of Hollard Gardens is a primary objective of all communications, information and interpretation,
- The Hollard Gardens experiences include garden management and conservation education, training, interaction and demonstration,
- The unique identity brand for Hollard Gardens reflect its Taranaki heritage garden collection and education value,
- Hollard Gardens' stories are told through quality interpretive information including plant labelling, guiding, interaction with staff, technology, publications and signage.

Objective:

To market and communicate Hollard Gardens as a unique, integrated regional educational showcase, resource and experience.

Principles:

- All promotion reflects the education and garden heritage experience that is a unique identity of the gardens,
- All signage and information reflects the intimate, informal nature of the gardens and creates a sense of intrigue and surprise,
- Way-finding signage that reflects the garden character is provided to enable ease of direction finding, internally throughout the garden, and externally to the garden from main road routes,
- Education programmes that utilise the gardens and their stories are provided to engage the community, schools, enthusiasts and specialist audiences.

3.7.5 Community and Use

Hollard Gardens has consolidated its position within the Taranaki Community.

Historically the visitor to Hollard Gardens has had limited opportunity for anything other than a garden walk. New and future facilities will provide further opportunities. The garden's proximity to Egmont National Park and its central Taranaki location also invite potential development of further recreation value-added experiences to attract and sustain new regional audiences. Community access to Hollard Gardens is currently free and this situation will continue. However, this should not exclude limited commercial opportunities that further benefit the visitor experience.

Management of the garden, facilities and visitors is an integral part of future development. Where possible, community involvement in this process should be encouraged to promote community pride and goodwill, and to add value to the Hollard Gardens visitor experience.

Goal:

A garden that promotes and engages Taranaki community support, use and involvement, and especially the people of Stratford and South Taranaki districts.

Objective:

To develop opportunities for the wider regional community to utilise and appreciate Hollard Gardens.

Principles:

- Wider community involvement is encouraged, beyond the immediate Central and South Taranaki area,
- Hollard Gardens is promoted as a centre for all garden activities to potential local, regional and national audiences,
- Education development is encouraged,
- Links with other local and regional recreation activities should be utilised (e.g. National Park, Dawson Falls, regional tourism packages, Stratford and South Taranaki districts opportunities),
- Community festivals, programmes and other events are developed that capitalise on the gardens' potential and add value to the local community experience,
- Complementary artistic activities are developed.

Objective:

To provide value-added opportunities that enhance the visitor experience.

Principles:

- Hollard Gardens has no public entry fee,
- Charges for additional services or activities that add value to visitors and are not as of right available to the visitor, may apply,
- Commercial ventures and other value-added activities may be encouraged that are sensitive to the character of the garden and attract and sustain existing and new audiences,
- Minimal commercial opportunities may be developed that align with the Hollard Gardens heritage garden collection character, such as heritage plant sales, products and souvenirs,
- Any commercial activities are subject to business planning proving suitability and sustainability.

Objective:

To manage the gardens effectively and professionally and, where appropriate, to invite community involvement.

Principles:

- Hollard Gardens is open daily with no opening or closing times,
- Hollard Gardens is managed and resourced to achieve the appropriate amenity horticultural quality standards,
- All garden staff should be suitably qualified and/or experienced and training/exchange programmes established to ensure ongoing education and development for staff members,
- A suitably qualified Regional Gardens Manager is required to steer the developments,
- Suitably qualified and dedicated managers are required to ensure the quality presentation of the gardens and environment and maintenance of the collection.

3.7.6 Physical Access, Facilities and Services

Hollard Gardens provides a variety of facilities for visitors. Desired audience growth and development require the review, provision and maintenance of appropriate quality facilities and services. Many of these facilities have now been developed and upgraded as part of the previous asset management plans.

The provision of future facilities or services will be a gradual process that identifies a clear purpose and where appropriate, a business case outlining sustainability.

Goal:

The provision of appropriate facilities, services and physical access within Hollard Gardens that enhance visitor experiences without impacting on the intimate character of the garden landscape.

Objective:

To provide adequate physical access and associated services.

Principles:

- The carpark caters for expected visitor numbers, private cars and buses,
- Circulation patterns within the garden, both pedestrian and vehicular, are reviewed periodically according to changes in demand, site development and visitor trends,
- The intimate pathways within Hollard Gardens are not to be widened or greatly redirected,
- Any built structures are modest and functional in design and nature,

- Pathways are suitably maintained to be accessible in most weather conditions and to be reflective of the informal character of the gardens,
- Vehicle access within the garden is limited to service vehicles. Other vehicles may occasionally be allowed, by arrangement with the site management.

Objective:

To develop facilities and services that will meet the developing needs of new audiences to Hollard Gardens.

Principles:

- Facilities will be provided to reflect the needs of audiences,
- The gatehouse at the main entrance will be maintained,
- The event pavilion, with basic services, is provided on the main lawn for user groups,
- Services such as water and power are provided throughout the garden as appropriate,
- The gazebo and family corner on the main lawn are retained, consistent with the Hollard Garden design character,
- The Hollard Centre is maintained and made accessible primarily for the casual garden visitor and is complemented by ancillary public and private events.

4. Section Three: Programme

PART A. Review of achievements from 2014-2017 programme

The task and priorities listed this section are from the 2014 programme. The achieved comments are as at 30 July 2018.

The 2017 review comments below are made to qualify the situation where relevant. (Note: refer to the *2005 Concept Development Plan* for development concepts.)

(# = Could be implemented in partnership with Tupare, Pukeiti and other regional garden partners.)

Priority 1 1-3yrs
Priority 2 3-5 yrs
Priority 3 5-10yrs

4A.1 Collections

Task	Priority	Achieved
Implement the Hollard Plant Collection Plan 2005.	Ongoing	Yes
Continue to add to and enhance the collection with specific attention to edible ornamentals, Taranaki's rare and endangered species and rare and unusual exotics no longer commercially available.	1	Yes
Continue implementation of the plant labelling system and plant signage.	1	Yes
Provide collection information to the public through the Hollard Centre and the website.	1	Yes

2017 Review comments:

- An ongoing focus for the collection is introducing rare and choice exotics that may be vulnerable in private gardens.
- Plant labelling is ongoing.
- The plant database is increasing all the time and it is now available to the public via a link from the Hollard Gardens page of the website.
- An active propagation programme, working in conjunction with the Pukeiti nursery, has been established to preserve a range of native and exotic plants that are no longer commercially available.

4A.2 Environment, Conservation and Heritage

Task	Priority	Achieved
Protect the garden character of informality, surprise, discovery, peacefulness, simplicity, richness and diversity.	Ongoing	Yes
Retain and protect the remnant forest.	Ongoing	Yes
Identify and make accessible the heritage values of the gardens.	1-2	Yes
Develop opportunities that educate and enable experience of environmental, conservational and heritage values of the property.	1-2#	Yes
Utilise sustainable land management and conservation practices based on the principles of Bernie Hollard.	Ongoing	Yes
Implement the Bernie's Home Garden Management Plan 2014 (internal document).	1	Yes

2017 Review comments:

- We have made good progress with sustainable land management practices in the last three years.
- The 'Woodland School' contains study units based on the national curriculum that is marketed to Taranaki schools through the TRC's environmental education programme.
- Bernie's Home Garden continues to generate interest from casual visitors and our educational workshops.

4A.3 Information and Education

Task		
Continue to develop opportunities in communication, information and interpretation to tell the stories of Hollard Gardens.	Ongoing	Yes
Consider expanding the 'Rainforest School' to Hollard Gardens.	1	Yes
Continue to develop and deliver education and hands-on experiences associated with amenity horticulture, sustainable land management and conservation.	1	Yes
Develop the Hollard Centre as a venue to learn and experience the stories and garden practices at Hollard Gardens.	1	Yes

2017 Review comments:

- The 'Woodland School' programme has now been developed.
- The Hollard Centre is a popular venue for Council learning activities as well as for community to use for their learning experiences.

4A.4 Community and Use

Task	Priority	Achieved
Promote local and wider community support and engagement	Ongoing	Yes
Continue to develop the 'Family Corner' with thoughtful and interactive fixtures.	1	Yes
Maintain links with other Stratford and South Taranaki recreation/tourist providers.	Ongoing	Yes
Facilitate the growth of public events and functions.	Ongoing	Yes
Continue to develop the visitor experience, using both formal and informal techniques, to provide relevant education in historic and heritage areas.	1-2	Yes
Continue to develop garden workshops that inspire, entertain and educate.	1	Yes
Implement the Bernie's Home Garden Management Plan.	1	Yes

2017 Review comments:

- Interactive art in the Family Corner has been well received.
- The Hollard Centre is being appreciated and used by the community.
- The workshop programme continues to engage with the Taranaki community.
- Hollard visitor numbers continue to steadily increase.
- The Family Corner is a popular destination for families.
- Garden workshops are reviewed every year so they remain relevant and topical to the Taranaki Community.

4A.5 Physical Access, Facilities and Services

Task	Priority	Achieved
Continue to review pathways and lawns to improve the visitor experience.	1	Yes
Continue to maintain built structures in a modest yet functional manner.	1	Yes

2017 Review comments:

- The Hollard Centre is an integral part of the visitor experience.
- The review of the pathways and access has resulted in the removal of the driveway which has significantly enhanced the important arrival experience.

4A.6 Partnerships and Strategic Alliances

Task	Priority	Achieved
Implement the Regional Gardens Stakeholder and Partnership Plan.	Ongoing	Yes
Continue to investigate opportunities for horticulture skills training and staff exchanges within and beyond the Taranaki region.	Ongoing	Yes

PART B. 2017 Programme revision for 2018-2028

The following section 4B prescribes the major programme for Hollard Gardens over the next ten years period 2015-2025 that is based on maintaining the goals and objectives of the Asset Management Plan 2005.

(Note: refer to the 2005 *Concept Development Plan* for development concepts)

Priority 1	1-3 yrs
Priority 2	3-5 yrs
Priority 3	5-10 yrs

4B.1 Collections

Task	Priority
Continue to implement the Hollard Garden Collection Plan 2005.	Ongoing
Continue to add to and enhance the collection with specific attention to edible ornamentals, Taranaki's rare and endangered species and rare and unusual exotics no longer commercially available.	1
Continue implementation of the plant labelling system and sympathetic public display labels.	1
Continue to provide collection information to the public through the Hollard Centre and the website.	Ongoing

4B.2 Environment, Conservation and Heritage

Task	Priority
Protect the garden character of informality, surprise, discovery, peacefulness, simplicity, richness and diversity.	Ongoing
Retain, protect and enhance the remnant forest.	Ongoing
Identify and make accessible the heritage values of the garden and people through innovative interpretation.	1-2
Continue to develop opportunities that educate and enable experience of environmental, conservational and heritage values of the property.	1-2#
Utilise sustainable garden management and biological practices that position Hollard Gardens at the forefront of healthy and vibrant public gardens to engage and inspire visitors.	Ongoing
Continue to implement the Bernie's Home Garden Management Plan (2014).	Ongoing

4B.3 Information and Education

Task	Priority
Continue to develop opportunities through communication, information and interpretation to tell the stories of Hollard Gardens.	Ongoing
Continue to offer the 'Woodland school' programme to primary and secondary schools in Taranaki.	1
Continue to develop and deliver hands on interactive education experiences through workshops etc. based on amenity horticulture, sustainable garden management and conservation.	Ongoing
Continue to develop the Hollard Centre as a community hub for formal and informal learning experiences to enhance the visitor experience.	Ongoing

4B.4 Community and Use

Task	Priority
Promote local and wider community support and engagement.	Ongoing
Continue to develop the 'Family Corner' with thoughtful and interactive fixtures to continue to grow the family and community group use.	1
Maintain links with other Stratford and South Taranaki recreation/tourist providers.	Ongoing
Facilitate the growth of inspiring and relevant public events and functions.	Ongoing
Continue to develop the visitor experience, using both formal and informal techniques, to provide engaging information in history, science and gardening.	1
Continue to present garden workshops that inspire, educate and entertain.	1
Implement the Bernie's Home Garden Management Plan (internal document).	Ongoing

4B.5 Physical Access, Facilities and Services

Task	Priority
Continue to maintain the characterful pathways in a safe and durable manner that add to the intimacy and intrigue in the 'Old Garden'.	Ongoing
Continue to maintain and develop the built structures in a modest and functional manner to meet all visitor service and maintenance requirements.	Ongoing

4B.6 Partnerships and Strategic Alliances

Task	Priority
Continue to be involved in appropriate activities associated with gardens, NZGT, BGANZ, RNZIH etc.	Ongoing
Continue to be involved in tourism networking Venture Taranaki, SDC, STDC, Qualmark etc.	Ongoing

5. Section Four: Asset Management Planning Detail

5.1 Summary

For 2018/2019 the Taranaki Regional Council will fund the:

- provision of three regional gardens (Pukeiti, Tupare and Hollard Gardens) for free use by the regional community,
- encouragement of the increased use of the regional gardens by the community for recreational purposes and for specific events,
- maintenance of the regional gardens to the levels of service established in the asset management plans for the three properties,
- renewal of structures, access ways and facilities required for the provision of services,
- plant labelling programme in accordance with the collection management plan.

For each group of activities the Council is required to identify the assets or groups of assets required by the group of activities and identify, in relation to those assets or groups of assets, how the local authority will assess and manage the asset management implications of changes to:

- demand for, or consumption of, relevant services,
- service provision levels and standards,
- what additional asset capacity is estimated to be required,
- how the provision of additional asset capacity will be undertaken,
- the estimated costs of the provision of additional asset capacity,
- how the costs of the provision of additional asset capacity will be met,
- how the maintenance, renewal, and replacement of assets will be undertaken,
- how the costs of the maintenance, renewal, and replacement of assets will be met.

Some of this information is discussed in general within this plan with more extensive financial analysis provided in Councils LTP and Annual Plan.

5.2 Asset Management Plan Details

The following information has been developed from the office of the Auditor General's criteria for assessing conformity to "core" asset management planning criteria in accordance with the NZ Local Government Act in 2002. The aim of asset management is to maintain, upgrade, and operate physical assets cost-effectively and sustainably. The following information examines key areas of Hollard Gardens' assets and provides a template to manage them effectively to protect the values and policy of this plan.

5.2.1 Asset Description

The Council maintains sufficient operational assets to undertake its activities. The operational assets are maintained to sufficient service levels to enable staff to complete their duties efficiently and effectively. The maintenance and replacement of these assets is undertaken on a ten-year programme. All maintenance budgets are included in the operational expenses of the Council. New capital expenditure programmes and replacement capital expenditure programmes are also on a ten-year cycle and are included in the capital expenditure budgets.

All operational assets are depreciated over their useful life. Replacement and new operational assets are funded from retained earnings, being the accumulated depreciation on existing operational assets. Any significant increase in operational assets that could not be funded from retained earnings would be funded by application of the Council's Revenue and Financing Policy (no such expenditure is planned or provided for in this Plan).

The Council has completed an extensive public process of developing and adopting detailed asset management plans for Tupare, Hollard Gardens and Pukeiti.

Hollard Gardens are recognised as having a garden collection of national importance. The vision for the Hollard Gardens experience is:

"A horticultural oasis – in the very heart of dairy country. A true plantsman's garden and Taranaki showcase. A place to experience the legacy of Bernie Hollard's passion and determination that made him legendary among gardeners and nurserymen alike. Where visitors catch the dramatic views of Mount Taranaki, and enjoy special functions and participate in community events."

The asset management plan seeks to focus and develop Hollard Gardens to realise the vision in a way that:

- preserves and enhances a unique regional plant collection,
- communicates the stories of Bernie and Rose Hollard and the gardens,
- promotes community engagement and support,
- provides a range of visitor facilities and services,
- grows recreational and education experiences through tailored events, programmes, functions and activities.

For further details refer to the Hollard Gardens Fixed Asset Schedule (2017) (Appendix II).

5.2.2 Levels of Service

The following levels of service and activities are proposed for the 2018/2028 LTP for Tupare, Pukeiti and Hollard Gardens. They are developed at a high level and consideration needs to be given to the value gained from the provision of more specific service level for each property. They are consistent for all three gardens.

The primary levels of service for the three regional gardens are as follows:

Goal: Providing, maintaining and enhancing Hollard Gardens, Tupare and Pukeiti as regionally significant recreational and heritage amenities.

Measures: Provision of free access to the three regionally significant gardens.

Targets: Hollard Gardens, Tupare and Pukeiti are open to the public every day of the year with free access.

Measures: Maintenance and enhancement of three regionally significant gardens.

Targets: Tupare, Pukeiti and Hollard Gardens maintained and enhanced in accordance with the provisions of the adopted asset management plans.

Measures: Level of use of Pukeiti, Tupare and Hollard Gardens.

Targets: Increase the number of visitors to each property and the number of events at each property.

Activities: Plans for Years 2018/2019 to 2028/2029 unless otherwise noted.

Provide regional gardens (Tupare, Pukeiti and Hollard Gardens) for free general use by the regional community. All gardens are open daily with no opening or closing times.

Encourage the increased use of the regional gardens by the community for recreational purposes and for specific events

Maintain the regional gardens to the levels of service established in the asset management plans for the three properties. Asset management plans reviewed and adopted every three years (2020/2021, 2023/2024 and 2026/2027).

5.2.3 Managing Growth

Growth of visitor numbers, and their related requirements and demands on infrastructure and services, are the impacts to be managed in the plan.

The current situation for Hollard Gardens is one of promoting and facilitating growth of visitor numbers and participation levels. For the next three years this will be led by the marketing plan and associated initiatives and should not impact on either the capacity of the current levels of service or the current financial provision for the gardens.

The next review in 2020/2021 should consider any changes in visitor numbers and asset utilization to determine future direction of assets in terms of use, divestment and acquisition.

5.2.4 Asset Risk Management

Hollard Gardens, Pukeiti and Tupare freely encourage and promote public access and use of these community assets. They are also valued assets of the Taranaki Regional Council and for many people may be the only interaction they have with the Council.

This situation inherently introduces risk to these environments that the Council needs to be aware of and manage appropriately.

Risk assessment identifies the risks and rates them according to impacts and probability. This assessment then provides guidance for planning and policy. The criteria for the assessment are provided in Appendix 1.

The following pages are an analysis of that risk.

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	New Controls	Control effectiveness	Consequence	Likelihood	Risk level	Result of const/benefit Y=accept N= reject	Timetable for implementation	How will risk and controls be monitored?
Asset management	July 2008	July 2014	July 2017	Inadequate maintenance of mature trees	-Pubic and Staff Health & safety -Financial loss -Poor council image -Degradation of asset -Loss of amenity value - Maintenance programme improvement	-Curatorial management -Staff and public observation -Maintenance programme	Very Good	2	3	M	N/A							Staff meeting, maintenance programme, annual audit, Storm inspections.
Asset management	July 2008	July 2014	July 2017	Loss of assets through theft, wiful or accidental damage	-Operational capability loss -Poor image -Injury to members of public or staff -Adverse media -Loss of amenity value -Loss of function -Cost	-H & S preventative measures -Maintenance programme -Site inspection -Security measures -Public education -Community support -Staff training -Public awareness -Security awareness	Very good	2	2	L	N/A							Staff meetings, public information, site inspections, security, staff presence.

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	New Controls	Control effectiveness	Consequence	Likelihood	Risk level	Result of const/benefit Y=accept N= reject	Timetable for implementation	How will risk and controls be monitored?
Asset management	July 2008	July 2014	July 2017	Inadequate resources or funding	-Asset management and development plans not achieved -Corporate goals not met -Poor council image -Degradation of asset -Loss of amenity value	-Management reporting -LTCCP - Annual Plan -Asset Management Plan reviews -Recruiting appropriately qualified staff -Improvements in Asset management planning -Future planning under LTCCP	Good	3	2	M	N/A							Annual Plan, LTCCP, Budget forecasts, Management meetings, Public involvement.
Asset management	July 2008	July 2014	July 2017	Inadequate asset data management, systems design and integration	-Poor financial planning capability -Poor data quality and reporting -Insufficient information for decision making - Inadequate assessment and performance monitoring -Loss of amenity value -Loss of function	-Business plan -Management reporting -Management training -AMP improvement programme - Data management systems - Asset assessment programme	Good	2	3	M	N/A							Asset Management plan, Council financial planning team, management reporting.

Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	New Controls	Control effectiveness	Consequence	Likelihood	Risk level	Result of const/benefit Y=accept N= reject	Timetable for implementation	How will risk and controls be monitored?
Asset management	July 2008	July 2014	July 2017	Inadequate maintenance of heritage structures and buildings.	-Loss of historic value -Financial loss -Poor council image -Degradation of asset -Loss of amenity value	-Curatorial management -Staff and public observation -Maintenance programme -Conservation programme -Values identified -AMP -Heritage conservation maintenance -Historic research and rehabilitation	Very Good	2	3	M	N/A							Heritage maintenance programme, Historic Places Trust liaison, staff and public observation.
Asset management	July 2008	July 2014	July 2017	Inadequate communication and patronage with/from stakeholders.	-Poor public accountability -Poor Council image -Adverse media -Loss of amenity value -Loss of community support -Loss of sponsorship relationships -Failure to meet community objectives	-LTCCP -Annual plan -AMP objectives -Community support -Improved Marketing plan implementation -Public awareness -Market research -Publications and promotions -Establishment of Friends Org.	Good	3	2	M	N/A							Market research, visitor numbers, community awareness, Annual plan submission, Friends feedback.



Source of risk	Date identified	Date reviewed	Date reviewed	Risk description: What can happen? How can it happen?	Consequences	Existing controls	Control effectiveness	Consequence	Likelihood	Current risk level	New Controls	Control effectiveness	Consequence	Likelihood	Risk level	Result of const/benefit Y=accept N= reject	Timetable for implementation	How will risk and controls be monitored?
Asset management	July 2008	July 2014	July 2017	Inadequate maintenance of heritage structures and buildings.	-Injury/death to members of the public and staff -Poor council image -Legislative repercussions -Asset Management planning and systems -Maintenance programme improvement	-Staff and public observation -Asset Management programme -Maintenance and inspection programme	Very Good	5	1	H	N/A							Maintenance inspections, maintenance programme, annual audit, storm event inspections.
Asset management	July 2008	July 2014	July 2017	Inadequate communication and patronage with/from stakeholders.	-Poor image -Adverse media -Loss of amenity value -Loss of function -Loss of community support -Damage to plant collection integrity -Loss of garden status -Staff training and additional skills -Public support -Collections database -Resources and improvement/development programme	-Asset Management plan -Skilled staff resource -Maintenance programme	Very good	2	3	M	N/A							Asset Management plan, Plant Collection plan, staff recruitment, professional liaison, community involvement.

5.2.5 Financial Forecasts

The following is an outline of the capital and capital renewals programme for Hollard Gardens. The operational budget is included in the Taranaki Regional Council Annual Plan and the LTCCP (Long Term Council Community Plan).

Hollard Gardens Capital and Development Programme 2018-2028

Capital expenditure	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Plant/Equipment renewals	\$20000	\$20000	\$20000	\$20000	\$20000	\$20000	\$20000	\$20000	\$20000	\$20000
Garden structures and features renewal	\$47000 ¹	\$12000 ⁴		\$7000	\$3000	\$4000				
Pavilion toilet upgrade		\$21000 ⁵								
Staff facilities	\$17000 ²	\$3000		\$4000				\$2000		
Family corner		\$12000 ⁶		\$6000	\$2000		\$4000			\$10000
Interpretation/wayfinding	\$7000 ³		\$5000 ³		\$8000	\$12000 ³		\$8000 ³		
Main car park expansion			\$37000 ⁷							
Hollard Centre improvements				\$9000			\$14000			\$17000
Power supply to main lawn		\$7000								
Total Hollard Gardens	\$91,000	\$75,000	\$62,000	\$46,000	\$33000	\$36,000	\$38,000	\$30,000	\$20,000	\$47,000

Notes:

1. New barbeque shelter \$27,000, lighting for arrival walkway \$20,000
2. New shed and shade house
3. Thematic booklets, signage and story panels
4. Replace Summerhouse Hill Shelter
5. New toilet
6. New palisade play area
7. Extend culvert and reconfigure carpark

5.2.6 Lifecycle Decision Making

Hollard Gardens and Tupare are entering a consolidation stage in their journey. The focus is new stage in their journey. Pukeiti is in a transformational development stage. The primary focus for Hollard Gardens and Tupare is consolidation of the developments and to further develop community use and benefit from the garden experience.

Over the next ten years the asset management plan identifies some key objectives supporting the growth in patronage and involvement from local, regional and tourist markets. Further objectives will come from the marketing plan.

The growth in visitors and the corresponding growth in demand for facilities and services will assist in determining any gaps between the current levels of service capability and the desired levels of service. These gaps can be identified, evaluated, prioritised and provided for in future asset management provision and planning.

When growth predictions are more determinable this will also enable more robust forward planning for asset renewal and provision.

5.2.7 Planning Assumptions and Confidence levels

The Asset Management Plan is based on the following assumptions:

- The Council will continue its current level of commitment to Tupare, Pukeiti and Hollard Gardens,
- Free public access will continue to be provided to Tupare, Pukeiti and Hollard Gardens,
- Following the development and upgrade programme all assets are estimated to be in good condition,
- The current levels of service outlined in this plan are applicable,
- The remaining life of assets has been estimated in line with past and current knowledge,
- The confidence level of the asset data is reliable with data based on current and historic records and analysis which is documented but has some shortcomings that rely on unconfirmed information and some estimation,
- All asset data is accurate as at 1 July 2017.

5.2.8 Improvement Programme

The following issues require further discussion and consideration for the improvement of the plan by the next review in 2020/2021.

- This is a basic “Core” level Asset Management Plan and Council should determine whether further detailed advancement is appropriate,
- Growth projections and demand patterns for activities should be further developed as visitor numbers increase and marketing and user strategies are implemented by the next review in 2020/2021,
- The replacement costs for assets will be annually upgraded,
- A programme for service level review should be determined and possible service options tested according to customer feedback and market research by 2020/2021,

- If required by the TRC, further development of asset renewals programme development and asset condition analyses to be provided in 2020/2021.

5.2.9 Planning process

The Asset Management Plan has been developed in accordance with Taranaki Regional Council policy and with the financial support of the Council Corporate Services Team. The basis of the financial planning review is the Office of the Auditor General's criteria for assessing conformity to "Core" and "Advanced" level of asset management (New Zealand).

5.2.10 Commitment

The 2015 plan has been approved by the Council and is part of the current LTCCP. The 2017 review will be approved by the Council and implemented as part of annual and long term objectives for Council in the 2018/2028 LTP.

6. Section Five: Hollard Gardens Collection Plan

6.1 Introduction

Hollard Gardens is a plant collector's dream. It reflects the passion and excitement of an avid plant collector, Bernie Hollard, ably assisted by his wife Rose. It is not a true botanical plant collection, as it has not had a conscious collection focus. Rather, it has been landscaped and planted according to the personal vision of Bernie Hollard.

This plan has the task of identifying what makes Hollard Gardens' plant collection special and exciting. The plan aims to encapsulate, protect and enhance Bernie Hollard's vision for the collection, to enable the continued sustainability, intimacy, beauty, plant innovation, informality and vigour that the gardens are well known for.

The garden itself has been described as a "plant zoo", as it is an eclectic range of plants with no formal theme or structure to the collection planted over the era of the Bernie and Rose Hollard dating from 1927. Maintaining this character and composition is the challenge of the Gardens Manager using this plan as the guiding document.

The gardens have also been described as a "living heritage" garden. Although perhaps by default, it is an important example of plants introduced to the nursery industry, particularly in Taranaki, over the period of the gardens' development.

It is worth preserving this "living heritage" collection as its unique identity not only lies in the plants themselves, but also in the stories they tell through their provenance, and through Bernie Hollard's association with the evolving New Zealand Nursery industry of the time.

This collection plan outlines policy for the practical collection management of the gardens. The plan focuses on maintenance and enhancement of the collection's integrity.

It defines objectives and the scope of the collections. It also helps determine how the collection is to be managed and records maintained.

The Collection Plan should be read in conjunction with the Hollard Asset Management Plan 2005 (and subsequent revisions), which outlines issues of management, maintenance, and development.

This plan is a practical and dynamic document and as such should be reviewed on a three yearly basis to ensure the Hollard Gardens Collection Plan objectives are meeting Bernie Hollard's vision, and that the policy provided is achieving its purpose.

This is the fourth review undertaken since the first 2005 Collection Plan with no significant changes to purpose, policy or objectives.

6.2 The Hollard Gardens Collection

Hollard Gardens' plant collections reflect the passion of Bernie Hollard. The gardens are an eclectic mix of temperate zone plants consistent with Bernie Hollard's philosophy. The garden is a fine heritage collection that represents a vast array of cultivated plants from Bernie's network of friends and the nursery industry. This was not a conscious objective of Bernie Hollard but a result from his efforts that has evolved over time.

Today the gardens have a fine range of perennials, trees and shrubs, some of which were raised by Bernie Hollard, and others that have been more recently added to the garden collection. It also offers areas of remnant New Zealand native cool temperate bush that provide the mature framework for much of the garden.

6.2.1 Collection Objectives:

1. To maintain, conserve, protect and enhance the living heritage plant collection of Bernie Hollard,
2. To provide a collection of temperate zone trees, shrubs and perennials that display the qualities of innovative selection of Bernie Hollard,
3. To provide a garden that is maintained and developed as a quality horticultural experience in a healthy, sustainable and attractive manner according to best horticulture amenity management practices,
4. To grow and display a diversity of plants that collectively provide all year interest and excitement, and that attract new regional audiences,
5. To manage the Hollard Gardens' collection to enhance the horticultural education experience of Taranaki and visitors,
6. To educate the public about how food can be sourced from edible ornamental plants,
7. To educate the public about the benefits of gardening and growing their own food.

6.2.2 Collection Descriptions

Hollard Gardens has a rich variety of trees, shrubs and perennials that are suitable to the climate and general environment. These collections focus on plants that perform well in the woodland environment.

Bernie Hollard's favourite plant was the rhododendron and the gardens have a broad range of mainly hybrids from the 1950s to the present day that perform well in the local environment. They are the dominant plant throughout the gardens but do not have a specific collection theme.

Camellias and azaleas were also favourites and hybrids of these are also well represented throughout the gardens.

There are many small plant groups such as perennials, fuchsias, conifers, edibles and more lately rare and unusual New Zealand natives, and other flora that reflect anything that Bernie Hollard liked and performed to his satisfaction.

Bernie Hollard also bred or selected a number of plants some of which are now well known in the market. These include:

- *Acanthus mollis* "Hollards Lemon" (or "Hollard's Gold")
- *Arthropodium cirrhatum* "Hollard's Pink"
- *Camellia* "Rose Hollard"
- *Camellia saluensis* "Young Bernie"
- *Dierama pulcherimum* "Bernie's Plum"
- *Hebe townsonii* x *diosmifolia* "Bernie Hollard"
- *Magnolia mollicomata* "Bernie Hollard"
- *Melicope ternata* "Pink Delight"
- *Rhododendron* hybrids "Bernie Hollard", "Bernie's Kiev", "Hollard's No 12, 9, 7 and 5", "Hollard's Red", "Kaponga", "Milton Hollard", "Rose Hollard" and "Thoron Hollard".

6.2.3 Garden Collection Character

The gardens are informal and very intimate in nature. In simple terms the garden reflects Bernie Hollard's preferred plants placed where he thought they might do their best.

The result of Bernie Hollard's preferences is the display of his heritage collection of plants in a healthy, vibrant, rich and diverse garden, with a blend of layers, textures and colour reflective of a woodland garden.

To aid the protection of this character the international *Florence Charter* should be used as a guide for the heritage management of the plant collection.

Policy Recommendations

1. The plant composition developed by Bernie Hollard is maintained as far as practical,
2. Garden design reflects the informal character of the gardens and is consistent with Bernie's style of natural composition where each plant is displayed to best effect.
3. The woodland character of the gardens must not be compromised by the unnecessary removal of bush and specimen framework trees,
4. The developed garden is restricted to the area that currently exists, protecting the bush remnant from future development,
5. New plants are introduced that reflect plants originally collected by Bernie Hollard.

6.3 Collection Management and Development

Hollard Gardens has the objective of maintaining the vision of Bernie Hollard through the protection of its informal nature and growing the general plant compositions of the past. It also needs to maintain the excitement and sense of discovery that Bernie was so enthusiastic about.

6.3.1 Accessions

Whilst Hollard Gardens is generally well established there is the continued need to keep the gardens vital and to adapt to an evolving garden environment. This requires the addition of new plants both as replacements and new additions to the garden.

Hollard Gardens continues to work closely with Tupare and Pukeiti to introduce plants from these gardens that may grow better in the Hollard Gardens environment as long as they fit within the collection focus of plants that Bernie grew in his lifetime.

Policy Recommendations:

1. Accession records are consistent with International Plant Database conventions,
2. New, rare and exciting plants that reflect Bernie Hollard's preferences are the priority for addition to the garden collection,
3. Plant selection from sports or seedlings raised at Hollard Gardens continue to be trailed and where suitable added to the collection,
4. Rhododendron hybrids preferred by Bernie Hollard continue to be added as a garden focus but maintained to the general plant composition levels that he developed,
5. In the New Zealand plant garden collections, priority is given to those that are rare and /or of unusual character,
6. Edible plants are added to the collection to enhance and build upon existing examples,
7. Hollard Gardens is a recipient of disseminated plant material from other sources where the plant is appropriate to the Collection Policy and the Hollard Gardens environment,
8. A formal link with Pukeiti and Tupare is maintained as Taranaki regional network for plant dissemination.

6.3.2 Deaccessions

The nature of any garden is the evolution of its plants. Some may have a limited life, some may prove not suitable for a variety of reasons, and others may fall to pest disease or other factors.

Policy Recommendations:

1. If it is valuable to the collection, propagation material is recovered to ensure the on-going sustainability of that plant in the collection;
2. Plants may be removed from the garden collection under the following criteria:
 - There are plants of the same type in the collection,
 - The plant is of no particular significance,
 - Changes in the collection policy,
 - Severe plant damage,
 - The plant is diseased or infected by pests beyond recovery and/or a risk to other plants,
 - The plant is proving the potential as a weed pest,
 - The plant is not performing to its potential in the Hollard Gardens environment,
 - The plant poses public safety concerns,
 - The plant is adversely affecting built structures, causing other damage or shading.
3. It is worthwhile noting that, although the process of removing a plant from the collection is known as deaccessioning, the plant is never removed from the database. The record remains with its fate noted.

6.3.3 Collection Conservation

Conserving the garden collection is an ongoing management issue that involves all aspects of plant husbandry and garden management. The international garden heritage *Florence Charter* should be used as a guide for the heritage management of the plant collection.

In relation to Hollard Gardens this relates to protecting the vision of Bernie Hollard and the plants of historic and specimen interest, many of which are no longer available in the nursery trade. This can be achieved through good practices that include propagation, plant replacement planning, and dissemination of plant material.

6.3.3.1 Plant Propagation and Breeding

The purpose of Hollard Gardens' propagation programme is for the sustaining of its collections, as much of the collection is uncommon and no longer available. It is therefore important not only to produce plant replacements of this rare material but also to ensure its original provenance is represented and sustained. The propagation is organised around the plant replacement programme (see below).

Although some of the vegetative propagation can be done onsite any specialist or difficult propagation should be contracted out or undertaken at Pukeiti.

Plant breeding is not undertaken, but in the spirit of Bernie Hollard any sports or seedlings arising from the property showing potential domestic garden values and do not pose a threat to biosecurity are grown on for assessment.

Policy Recommendations:

1. Plants bred or introduced by Bernie Hollard are propagated from the original plantings for future replacement and/or further addition to the garden (where possible)
2. Propagation is undertaken for plant material planted in Bernie Hollard's era to maintain and protect its plant provenance
3. Plant selection from sports or seedlings from the property continues and where proven successful, are produced for the market and include "Hollard" in its name

6.3.3.2 Dissemination

Bernie Hollard, as any good plantsman, was always keen on plant exchanges and distribution with plants people, for the purposes of conserving the plant in garden culture within New Zealand. He also bred and selected plants that he later introduced to the nursery industry.

This protects the plants from being lost in the garden and enables the best growing environment to be found that can sustain it in the future.

Policy Recommendations:

1. Any plant that is of collection value and is not performing in the Hollard Gardens environment as expected is, wherever possible, transferred to another suitable grower/institution to grow,
2. Growers and/or institutions that are provided with plant material must be first recognised of having the environment, facilities, knowledge and capabilities of successfully growing the plant material,
3. Hollard Gardens acts as a recipient of such disseminated plant material from other sources where the plant is appropriate to the Collection Policy and the Hollard Gardens environment,
4. A formal link with Tupare and Pukeiti should be maintained as a Taranaki regional network for plant dissemination.

6.3.3.3 Plant Replacement Programme

The plant replacement programme for Hollard Gardens is required to assist in sustaining the garden collection integrity in terms of the plantings undertaken by Bernie Hollard.

The main aim is to ensure the continued representation of the Key Garden Collection Plants (Signature plants);

- Plants bred/selected by Bernie Hollard (original provenance),
- Plants in the Hollard collection and no longer available in the market,
- Rare and endangered plants in the Hollard Collection,
- Plants with some historic or personal interest to Hollard Gardens.

Replacement planning also involves revitalisation as, although some plants may live for a long period, they perform best over a shorter time period and should be replaced to provide for best garden performance where possible.

Hollard Gardens is constantly changing with, in particular, shade and space proving very dynamic. Continued husbandry and evolution of the garden may require plants to be relocated for best performance or new plants added which are more suited to the changing environment. There is also the risk of suddenly losing a plant for unexpected occurrences (e.g. snow damage). For this reason it is important to maintain more than one of each key garden collection plant in the gardens and to plan for this provision.

Careful forward planning is required to ensure the ongoing sustainability of the plants in the collection. This planning needs to be formal and linked to the computer collection database.

Policy Recommendations:

1. All Key Garden Collection plants are accorded a replacement programme that identifies propagation and replanting timetables,
2. The plant replacement programme is determined by the two key factors of sustaining important plants in the collection and, where applicable, maximising its performance potential over a given time,
3. For the general tree and shrub collections of plants not readily available in the New Zealand nursery trade, there is a minimum of two plants in the garden collections at any one time, preferably in different locations.

6.4 Collection Records Management

For both historical and botanical benefits it is important to have accurate records of Bernie Hollard's garden collections. As many of the plants are no longer available, it is important to capture and manage information on them.

Hollard Gardens has adopted the Iris BG plant collection database. All information is recorded using the Iris BG database for botanical collection management enabling future benefit for education and institutional partnerships.

6.4.1 Database

The Taranaki Regional Council has purchased the Iris BG plant database for Hollard Gardens, Tupare and Pukeiti.

A current priority is to continue to verify the provenance of the heritage plants and to have this information recorded on the database.

The database is populated with verified plant collection records. Ensuring accurate plant verification is very important particularly with the limited information that exists in the form of Bernie Hollard's notes and plant references. In the early 1980s Massey University prepared a partial collection record which is also referenced. More recently garden notes have been recorded informally.

The requirements of Hollard Gardens are for historical reference and plant nomenclature. Information on plant husbandry (an important management tool for Hollard Gardens) is being added to the database. The database is now publically accessible.

Policy Recommendations:

1. Use the IrisBG Database to maintain accurate digital records of all key garden collection plants within the gardens,
2. Maintain up to date plant collection data to develop a collection catalogue as a base for future collection development,
3. As soon as a plant is planted it is accorded an accession reference number and added to the plant database,
4. Provide husbandry information or gardeners' notes where possible for public and management information purposes,
5. Regularly update records.

6.4.2 Collection Information Management

Accessibility to the Hollard Gardens garden collection information is essential to the visitor (virtual or physical) experience. The information should be managed to fulfil the varying levels of need from the public and garden management. There is no one solution that will suit all purposes and a variety of media and communications need to be provided where possible.

6.4.2.1 Public Access to Collection Information.

Public access to information is critical to grow their interest and understanding and to increase the educational value offered by Hollard Gardens. It is useful for the public to have access to the digital plant database information both on-site and off-site and this is achieved via the Bernie's Plant Register website. Collection information is provided using a simple search function with categories and supporting information including:

1. Botanical name
2. Common name
3. Family
4. Country of collection
5. Location in garden
6. Husbandry notes
7. History
8. How the public may source examples

Onsite, garden visitors have access to the Bernie's Plant Register website via a computer terminal in the Hollard Centre or on their own device while in the garden.

Offsite, Bernie's Plant Register website and social media will provide the most significant connection to the garden for the Taranaki community and beyond. It is

anticipated that virtual visitor numbers will translate to actual, physical visitors to the gardens.

The majority of visitors to the gardens are more interested in what they see and experience rather than detailed collection information. Means such as interpretative signage and printed materials should be provided to meet these needs.

Printed material useable on site will be provided to feature activities such as theme walks, specific collections (including edibles), seasonal feature walks, scavenger hunts, discovery walks, and nature walks. Interpretative signage could be provided that tells the stories of Bernie Hollard and his garden collection, specific specimen information on use/history, and to feature any rare and unusual plants.

Policy Recommendations:

1. Collection information is provided both onsite and offsite to promote public interest and understanding of Hollard Gardens and the wealth and interest of its plant collections,
2. Onsite information shall include but not be limited to: Interpretative and plant name signage, printed information, and computer access to the plant database,
3. Offsite information shall include but not be limited to: Hollard Gardens website (including general information and link to Bernie's Plant Register), Taranaki Regional Council website, brochures and other publications.

6.4.3 Plant Labelling

Plant labelling is an essential part of promoting interest and engaging the visitor. It is required on three levels:

- individual plant labels
- interpretative labels
- collection reference labels

All naming of plants and display of their names should be in line with international botanical standards of plant nomenclature.

6.4.3.1 Individual Labels

Individual specimen label for trees or shrubs of particular interest identifies aspects of the core information, such as: botanical name, genus/family, country of origin, common name and collection reference, and/or tell a unique story about the specimen and its relationship to Hollard Gardens.

These labels need to be durable in the Hollard Gardens environment, styled with the Hollard Gardens branding and character, easily maintained, cost effective and of suitable but limited range of sizes so the visitor can easily see them. They can be pegged in the ground or, only where appropriate, attached to the tree.

The main use for these signs is for key garden collection plants, specimens, and particular plants of display interest.

6.4.3.2 Interpretative Plant Collection Signs

Interpretative signage may be used for groups or beds of plants, or areas of the garden. These signs may identify the commonality of the plants or themes whether this is the environment, origin, species/genera, ecosystem, Hollard story or some other Hollard Garden context. The plants or garden area may not require individual identification although this may be possible expressed graphically where practical.

These signs should be pegged to the ground or displayed on appropriate sign stands and styled with Hollard Gardens branding and character.

6.4.3.3 Collection Accession tags

Thirdly is the labelling or tagging for collection management purposes. These are unobtrusive accession tag labels required for reference only not generally for public information although if suitable could provide for both. These labels are embossed aluminium as this is proven durable. These tags can be tied to the plant itself or attached to the back of the display labels.

These tags require botanical name and accession number.

Policy Recommendations:

1. Move toward having all garden plants listed in the database labelled with accession tags,
2. Key garden collection plants, tree specimens and special plants of display interest are individually labelled,
3. Interpretative signage is provided for plantings that are of primary display value, with themes of visitor interest and education,
4. All plant labels are consistent with Hollard Gardens branding and character.

6.4.4 Glossary of botanical terms

Accessions	additions of plants to the plant collections
Cultivars	distinct and selected forms of the species maintained only through vegetative propagation
Deaccessions	removal of plants from the plant collections
Dissemination	distribution/sharing of plant material to other gardens
Genera	a cluster of plants with common characteristics that are easily recognized (typically flower structure)
Hybrids	plants bred from two or more species or varieties
Nomenclature	botanical classification for naming of organisms
Provenance	the origin / source of the plants (botanical and/or historical)

Species	naturally occurring forms of the genera
Taxa	for the purposes of this report, taxa encompasses all members of the plant kingdom.
Varieties	naturally occurring forms of the species

Appendix I

Risk Assessment Criteria

Risk Assessment Criteria

Risk likelihood

Category	Level	Definition
Almost certain	5	This event is expected to occur in most circumstances e.g. 90% chance
Likely	4	This event will probably occur in most circumstances e.g. 70% chance
Moderate	3	This event should occur at some time e.g. 50% chance
Unlikely	2	This event could occur at some time e.g. 25% chance
Rare	1	This event may occur only in exceptional circumstances .g. 10% chance

Risk Consequence Rating

Factor	Catastrophic	Major	Moderate	Minor	Insignificant
Score	5	4	3	2	1
Financial	Loss => \$10 million	Loss \$1-\$10 million	Loss \$250K to \$1 million	Loss \$50K to \$250K	Loss <\$50K
Public & Staff health & safety	Loss of life	Injury with 3 months off work	Injury with 2 weeks off work	Injury with 1 day to 2 weeks off work	No time-off injury
Human Resource (staff turnover)	Permanent staff annual turnover exceeds 30%	Permanent staff annual turnover 20% to 30%	Permanent staff annual turnover 15% to 20%	Permanent staff annual turnover 10% to 20%	Permanent staff annual turnover 0% to 10%
Legal claim cost	Council sued or fined for more than \$10 million.	Council sued or fined for \$1 to \$10 million.	Council sued or fined for \$250K to \$1 million	Council sued or fined for \$50K to \$250K	Council sued or fined for <\$50K
Political	National wide one-week adverse comment	National wide several days adverse comment	Regional wide several days adverse comment	Local one-week adverse comment	Local one-day adverse comment
Image- media	2 weeks multi media national wide	Up to 2 weeks multi media national wide	Several days multi media national wide	2 days multi media national wide	2 days multi media regional wide
Operational (capability & service levels)	Serious loss of operational capability for 4 weeks and serious disruption to service levels.	Serious loss of operational capability for 2-3 weeks and major disruption to service levels.	Serious loss of operational capability for less than 2 weeks and disruption to service levels.	Serious loss of capability in some areas and disruption to service levels.	No loss of operational capability or negative disruption to service levels.

Risk Matrix

Consequences	Insignificant-1	Minor-2	Moderate-3	Major-4	Catastrophic-5
Likelihood					
Almost certain-5	Medium	High	High	Extreme	Extreme
Likely-4	Medium	Medium	High	High	Extreme
Moderate-3	Low	Medium	High	High	High
Unlikely-2	Low	Low	Medium	Medium	High
Rare-1	Low	Low	Medium	Medium	High

Risk Control Effectiveness

Category	Score	Definition
Excellent	1	Controls are strong and operating properly, providing a high level of assurance that objectives will be achieved
Very Good	2	Controls are operating properly, providing a reasonable level of assurance that objectives are being achieved
Good	3	Controls operate, providing some assurance that objectives are being achieved
Unsatisfactory	4	Controls are weak and do not provide reasonable assurance that objectives will be achieved
Poor	5	There are little or no controls in evidence

Appendix II

Asset and Depreciation Schedule

Asset and Depreciation Schedule

Depreciation is fully funded on a straight-line basis, which writes off the value of the assets over their expected remaining lives after allowing for residual values where applicable. The depreciation rates are as follows:

Buildings	5 to 50 yrs	2 to 20%
Motor vehicles	5 yrs	20%
Plant and equipment	2.5 to 25 yrs	4 to 40%
Office furniture and fittings	5 to 10 yrs	10 to 20%
Computer equipment	3 to 5 yrs	20% to 33%

The table below outlines the depreciation and renewal programme for Hollard Gardens' assets.

Hollards Fixed Assets as at 30 June 2017											
Document # 1937089											
Category	Asset #	Asset Description	Cost code	Purchase Date	Projected Yr of Replacement	Cost Price	Depreciation YTD	Depreciation LTD	30 June 2017 Book Value	Dep Method	Dep Rate
BLDG	818	Hollards Garden Visitor Centre	30 07 03	30-Nov-13		567,875.85	14,197.00	52,056.00	515,819.85	FLAT	2.5
BLDG	290	Building Additions per Asset Mgmt Plan - Hollards	30 07 03	28-Feb-09		401,030.27	10,026.00	84,385.00	316,645.27	FLAT	2.5
BLDG	2691	Hollard's Garden Gazebo	30 07 03	30-Jun-17		1,574.50	3.00	3.00	1,571.50	FLAT	2.5
BLDG	2690	Hollard's Pavillion Roof	30 07 03	30-Jun-17		22,690.30	47.00	47.00	22,643.30	FLAT	2.5
BLDG	2689	Hollard's Family Corner	30 07 03	30-Jun-17		7,565.88	16.00	16.00	7,549.88	FLAT	2.5
BLDG	2574	Hollards Service Area Alterations	30 07 03	30-May-16		2,763.40	69.00	81.00	2,682.40	FLAT	2.5
BLDG	2509	SHADE HOUSE	30 07 03	30-Jun-02		1,113.00	56.00	848.00	265.00	FLAT	5
BLDG	2505	GAZEBO	30 07 03	30-Jun-02		7,385.00	295.00	4,424.00	2,961.00	FLAT	4
BLDG	2504	CARPORT	30 07 03	30-Jun-02		4,451.00	178.00	2,673.00	1,778.00	FLAT	4
BLDG	2503	PUMP SHED	30 07 03	30-Jun-02		202.00	7.00	118.00	84.00	FLAT	3.65
BLDG	2498	SHELTER (SUMMER HOUSE)	30 07 03	30-Jun-02		809.00	25.00	373.00	436.00	FLAT	3.13
BLDG	2497	AMENITY BLOCK	30 07 03	30-Jun-02		19,222.00	602.00	9,025.00	10,197.00	FLAT	3.13
						1,036,682.20	25,521.00	154,049.00	882,633.20		
LAND	2111	Hollards	30 07 03	30-Jun-02		101,293.00	0.00	0.00	101,293.00	FLAT	0
						101,293.00	0.00	0.00	101,293.00		
MV	913	2014 Suzuki Grand Vitara 5 Door HSW344 Vhl 480 Asset 913	30 07 03	06-Nov-14		31,144.15	6,229.00	16,392.00	14,752.15	FLAT	20
MV	254	Commerical trailer & rubbish crate	30 07 03	02-Oct-08		3,052.44	0.00	3,052.44	0.00	FLAT	20
MV	2104	TRAILER	30 07 03	30-Jun-02		750.00	0.00	750.00	0.00	FLAT	20
						34,946.59	6,229.00	20,194.44	14,752.15		
PLT	1045	LARGE STONE CARVING	30 07 03	30-Jun-02		10,000.00	250.00	3,752.00	6,248.00	FLAT	2.5
PLT	965	Hollards Wayfinding Interpretation (2015)	30 07 03	30-Jun-15		4,644.90	929.00	1,935.00	2,709.90	FLAT	20
PLT	915	Plan Trolleys	30 07 03	29-Oct-14		1,306.00	261.00	696.00	610.00	FLAT	20
PLT	832	Front End Loader KBT LA243	30 07 03	16-Dec-13		4,590.00	918.00	3,290.00	1,300.00	FLAT	20
PLT	826	Kubota BX2360 lawn mower	30 07 03	31-Oct-13		17,825.00	3,565.00	13,072.00	4,753.00	FLAT	20
PLT	786	Hollards Playground	30 07 03	30-Jun-13		27,587.59	5,517.00	14,099.00	13,488.59	FLAT	20
PLT	671	Bernies Home Garden Upgrade	30 07 03	30-Jun-12		10,495.99	1,924.99	10,495.99	0.00	FLAT	20
PLT	556	Timber for 6 Wooden Tables	30 07 03	21-Jun-11		782.16	0.00	782.16	0.00	FLAT	20
PLT	551	Garden Improvements Hollards gardens	30 07 03	31-May-11		2,466.70	0.00	2,466.70	0.00	FLAT	20
PLT	550	Stihl MS270 Chainsaw	30 07 03	09-Jun-11		956.52	0.00	956.52	0.00	FLAT	20
PLT	445	Petrol Hedge Trimmer	30 07 03	08-Dec-10		1,126.09	0.00	1,126.09	0.00	FLAT	20
PLT	314	Signage for Plants	30 07 03	30-Jun-09		6,855.00	0.00	6,855.00	0.00	FLAT	20
PLT	307	Signage for Hollards	30 07 03	30-Apr-09		2,400.00	0.00	2,400.00	0.00	FLAT	20
PLT	292	Signage & Interpretation (AMP) Hollards	30 07 03	28-Feb-09		115,881.38	0.00	115,881.38	0.00	FLAT	20

PLT	291	Garden Structural Restoration (AMP) Hollards	30 07 03	28-Feb-09		34,291.31	1,372.00	11,548.00	22,743.31	FLAT	4
PLT	2703	Staff Fridge	30 07 03	30-Jun-17		955.65	16.00	16.00	939.65	FLAT	20
PLT	2661	Stihl Hedgetrimmer HS 46 Serial 501208470	30 07 03	16-Feb-17		796.09	66.00	66.00	730.09	FLAT	20
PLT	2589	Hollard Visitor Technologies	30 07 03	30-May-16		4,573.77	915.00	1,067.00	3,506.77	FLAT	20
PLT	2588	Hollards Signage & Interpretation	30 07 03	30-May-16		11,981.88	2,396.00	2,795.00	9,186.88	FLAT	20
PLT	2586	Hollards Visitor Centre Fitout (including Fire)	30 07 03	30-May-16		15,449.17	3,090.00	3,605.00	11,844.17	FLAT	20
PLT	1655	Waterblaster Honda 5.5 HP	30 07 03	04-Oct-02		1,773.00	0.00	1,773.00	0.00	FLAT	20
PLT	1653	ROVER PREMIER MOWER	30 07 03	29-Nov-04		710.00	0.00	710.00	0.00	FLAT	20
PLT	1652	CHAINSAW, TRIMMER	30 07 03	28-Jul-03		2,584.00	0.00	2,584.00	0.00	FLAT	20
PLT	1651	MULCHER-HONDA BIO 150 9HSP	30 07 03	30-Jun-02		1,300.00	0.00	1,300.00	0.00	FLAT	20
PLT	1148	NEPTUNE 3000 SERIES STOVE	30 07 03	18-Oct-02		738.00	0.00	738.00	0.00	FLAT	10
						282,070.20	21,219.99	204,009.84	78,060.36		
		TOTAL FIXED ASSETS (EXCLUDING WIP) AS AT 30 JUNE 2017				1,454,991.99	52,969.99	378,253.28	1,076,738.71		

Appendix III

The Florence Charter (1982)

The Florence Charter (1982)

Historic Gardens and Landscapes

The ICOMOS-IFLA International Committee for Historic Gardens, meeting in Florence on 21 May 1981, decided to draw up a charter on the preservation of historic gardens which would bear the name of that town. The present Florence Charter was drafted by the Committee and registered by ICOMOS on 15 December 1982 as an addendum to the Venice Charter covering the specific field concerned.

Definitions and Objectives

- Art. 1** "An historic garden is an architectural and horticultural composition of interest to the public from the historical or artistic point of view". As such, it is to be considered as a monument.
- Art. 2** "The historic garden is an architectural composition whose constituents are primarily vegetal and therefore living, which means that they are perishable and renewable." Thus its appearance reflects the perpetual balance between the cycle of the seasons, the growth and decay of nature and the desire of the artist and craftsman to keep it permanently unchanged.
- Art. 3** As a monument, the historic garden must be preserved in accordance with the spirit of the Venice Charter. However, since it is a living monument, its preservation must be governed by specific rules that are the subject of the Present charter.
- Art. 4** The architectural composition of the historic garden includes:
- Its plan and its topography.
 - Its vegetation, including its species, proportions, colour schemes, spacing and respective heights.
 - Its structural and decorative features.
 - Its water, running or still, reflecting the sky.
- Art. 5** As the expression of the direct affinity between civilization and nature, and as a place of enjoyment suited to meditation or repose, the garden thus acquires the cosmic significance of an idealized image of the world, a "paradise" in the etymological sense of the term, and yet a testimony to a culture, a style, an age, and often to the originality of a creative artist.
- Art. 6** The term, "historic garden", is equally applicable to small gardens and to large parks, whether formal or "landscape".
- Art. 7** Whether or not it is associated with a building in which case it is an inseparable complement, the historic garden cannot be isolated from its own particular environment, whether urban or rural, artificial or natural.
- Art. 8** An historic site is a specific landscape associated with a memorable act, as, for example, a major historic event; a well-known myth; an epic combat; or the subject of a famous picture.

Art. 9 The preservation of historic gardens depends on their identification and listing. They require several kinds of action, namely maintenance, conservation and restoration. In certain cases, reconstruction may be recommended. The authenticity of an historic garden depends as much on the design and scale of its various parts as on its decorative features and on the choice of plant or inorganic materials adopted for each of its parts.

Maintenance, Conservation, Restoration, Reconstruction

Art. 10 In any work of maintenance, conservation, restoration or reconstruction of an historic garden, or of any part of it, all its constituent features must be dealt with simultaneously. To isolate the various operations would damage the unity of the whole.

Maintenance and Conservation

Art. 11 Continuous maintenance of historic gardens is of paramount importance. Since the principal material is vegetal, the preservation of the garden in an unchanged condition requires both prompt replacements when required and a long-term programme of periodic renewal (clear felling and replanting with mature specimens).

Art. 12 Those species of trees, shrubs, plants and flowers to be replaced periodically must be selected with regard for established and recognized practice in each botanical and horticultural region, and with the aim to determine the species initially grown and to preserve them.

Art. 13 The permanent or movable architectural, sculptural or decorative features which form an integral part of the historic garden must be removed or displaced only insofar as this is essential for their conservation or restoration. The replacement or restoration of any such jeopardized features must be effected in accordance with the principles of the Venice Charter, and the date of any complete replacement must be indicated.

Art. 14 The historic garden must be preserved in appropriate surroundings. Any alteration to the physical environment which will endanger the ecological equilibrium must be prohibited. These applications are applicable to all aspects of the infrastructure, whether internal or external (drainage works, irrigation systems, roads, car parks, fences, caretaking facilities, visitors' amenities, etc.).

Restoration and Reconstruction

Art. 15 No restoration work and, above all, no reconstruction work on an historic garden shall be undertaken without thorough prior research to ensure that such work is scientifically executed and which will involve everything from excavation to the assembling of records relating to the garden in question and to similar gardens. Before any practical work starts, a project must be prepared on the basis of said research and must be submitted to a group of experts for joint examination and approval.

Art. 16 Restoration work must respect the successive stages of evolution of the garden concerned. In principle, no one period should be given precedence over any other, except in exceptional cases where the degree of damage or destruction affecting certain parts of a garden may be such that it is decided to reconstruct it on the basis of the traces that survive or of unimpeachable documentary evidence. Such reconstruction work might be undertaken more particularly on the parts of the garden nearest to the building it contains in order to bring out their significance in the design.

Art. 17 Where a garden has completely disappeared or there exists no more than conjectural evidence of its successive stages a reconstruction could not be considered an historic garden.

Use

Art. 18 While any historic garden is designed to be seen and walked about in, access to it must be restricted to the extent demanded by its size and vulnerability, so that its physical fabric and cultural message may be preserved.

Art. 19 By reason of its nature and purpose, an historic garden is a peaceful place conducive to human contacts, silence and awareness of nature. This conception of its everyday use must contrast with its role on those rare occasions when it accommodates a festivity. Thus, the conditions of such occasional use of an historic garden should be clearly defined, in order that any such festivity may itself serve to enhance the visual effect of the garden instead of perverting or damaging it.

Art. 20 While historic gardens may be suitable for quiet games as a daily occurrence, separate areas appropriate for active and lively games and sports should also be laid out adjacent to the historic garden, so that the needs of the public may be satisfied in this respect without prejudice to the conservation of the gardens and landscapes.

Art. 21 The work of maintenance and conservation, the timing of which is determined by season and brief operations which serve to restore the garden's authenticity, must always take precedence over the requirements of public use. All arrangements for visits to historic gardens must be subjected to regulations that ensure the spirit of the place is preserved.

Art. 22 If a garden is walled, its walls may not be removed without prior examination of all the possible consequences liable to lead to changes in its atmosphere and to affect its preservation.

Legal and Administrative Protection

Art. 23 It is the task of the responsible authorities to adopt, on the advice of qualified experts, the appropriate legal and administrative measures for the identification, listing and protection of historic gardens. The preservation of such gardens must be provided for within the

framework of land-use plans and such provision must be duly mentioned in documents relating to regional and local planning. It is also the task of the responsible authorities to adopt, with the advice of qualified experts, the financial measures which will facilitate the maintenance, conservation and restoration, and, where necessary, the reconstruction of historic gardens.

Art. 24 The historic garden is one of the features of the patrimony whose survival, by reason of its nature, requires intensive, continuous care by trained experts. Suitable provision should therefore be made for the training of such persons, whether historians, architects, landscape architects, gardeners or botanists. Care should also be taken to ensure that there is regular propagation of the plant varieties necessary for maintenance or restoration.

Art. 25 Interest in historic gardens should be stimulated by every kind of activity capable of emphasizing their true value as Part of the patrimony and making for improved knowledge and appreciation of them: promotion of scientific research; international exchange and circulation of information; publications, including works designed for the general public; the encouragement of public access under suitable control and use of the media to develop awareness of the need for due respect for nature and the historic heritage. The most outstanding of the historic gardens shall be proposed for inclusion in the World Heritage List.

Nota Bene

The above recommendations are applicable to all the historic gardens in the world.

Additional clauses applicable to specific types of gardens may be subsequently appended to the present Charter with brief descriptions of the said types.