



Tupare Asset Management Plan

(2018/2028)

Revision 1 July 2017

**Taranaki Regional Council
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Quality Control Information

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Revision History

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			Name/ Position	Signature
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Executive Summary

Tupare is a 3.6 hectare property situated at 487 Mangorei Rd, New Plymouth. Developed from 1931 by Sir Russell and Lady Mary Matthews and their family, Tupare has been regarded as one of New Zealand's finest landscape gardens. The blend of a Chapman-Taylor heritage house, hard landscape features, tree and shrub plantings and flowerbeds, makes it a garden of distinction that has received much regional and national acknowledgement.

Governance and ownership of Tupare was transferred to the Taranaki Regional Council for the people of Taranaki, in 2002.

This plan identifies the ongoing potential of Tupare as a unique house and garden experience for the public value.

The vision for the Tupare Experience:

"Experience a beautifully restored garden and Chapman-Taylor home. Sculptured from the Taranaki hillside, this is the premier landscaped garden. Sense the prestige, lifestyle and stories of the Matthews family and the people who surrounded them. Enjoy a relaxed stroll through the garden, a picnic with friends and family, or high tea in the homestead. Or perhaps take in a tour of the house and experience a taste of 1950s Taranaki home life, Matthews family style."

This plan seeks to focus and develop Tupare to realise the above description in a way that:

- Protects the heritage and domestic qualities of the House and Garden,
- Captures the splendour of the gardens,
- Is accessible and appealing to a broad audience,
- Increases New Plymouth's and the wider Taranaki Community's pride and use,
- Maintains and enhances the high standard of visitor services and events,
- Leads to the ongoing improvement and redevelopment of Tupare,
- Maintains an inclusive environment between Tupare, individuals and groups.

The 2017 Review

The 2005 Tupare Asset Management Plan acknowledged the value of the Tupare experience and provided the framework and opportunity for an exciting restoration, development and upgrade programme. The last review (2014) review consolidated the upgrade work with a continued focus on improving the property.

In achieving this 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.

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

The review measured 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 Tupare. Apart from those objectives directly linked to developments that have been achieved; they remain consistent with the 2005 plan.

The review also highlighted the progress made in terms of increased visitor numbers, community ownership and continual improvements of the gardens and the visitor experience. Over the past three years these areas have been the focus of activities at Tupare.

As a result of the developments and improvements achieved, Tupare is well positioned to continue to broaden its audience and consolidate the visitor experience.

This 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 Tupare.

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

1. Promote local community support and engagement.
 - The priority is the local North Taranaki community,
 - Facilitate and promote community engagement through the "Friends of Tupare" who continue to engender community involvement and a sense of community ownership,
 - Continue developing opportunities for education and experience of the landscape, cultural and heritage values of Tupare,
 - Maintain a shared position with Hollard Gardens and Pukeiti for the management and promotion of events, advertising and communications with the aim to facilitate and promote a common audience.
2. Implement the Marketing Plan to attract, inform and engage audiences.
 - Implement a marketing programme for the engagement of the variety of target audiences, local, regional, national and international,

- Continue an active programme of monitoring visitor numbers and the quality of the visitor experience to inform future development plans, maximise the Council's investment and value for stakeholders,
 - Communicate the vision for long-term strategic direction, and development priorities for projects.
3. Implement the Tupare Plant Collection Plan 2005.
 - Continue to implement Collection Management and Development Plan,
 - Actively manage the garden in a manner consistent with the Collection Management and Development Plan policy as outlined within this plan.
 4. Continue to undertake appropriate garden restoration and development in accordance with the research and planning undertaken.
 - Restore, maintain and develop the garden and landscape.
 5. Maintain and enhance the period restoration of the house, cottage and all landscape and ancillary structures to protect their authentic character and design.
 - Continue appropriate maintenance and management of the house, cottage and all landscape and ancillary structures to maintain their authentic period character, design and future relationship to the property,
 - Give top priority to public use, enjoyment and controlled public access to the main interior areas,
 - This process may involve the NZ Historic Places Trust,
 - Maintain and enhance the restored garden cottage to tell the story of the garden and house development,
 - Continue long term preservation and maintenance activities, as required, for the house, cottage and all landscape and ancillary structures.
 6. Provide public with access to the garden at no charge.
 - Charges should be made for added value services and use for public and private functions and events.

The Council adopted this Asset Management Plan Revision 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 for 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. The 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 Tupare, along with Hollard Gardens and Pukeiti, be maintained and enhanced as a regionally significant recreational and heritage amenity

International and 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, Taranaki Regional Council, 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, staff training and development.

Community and other stakeholder consultation throughout this report process has identified a high level of support, strong interest and pride in the gardens, and has 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 together 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.

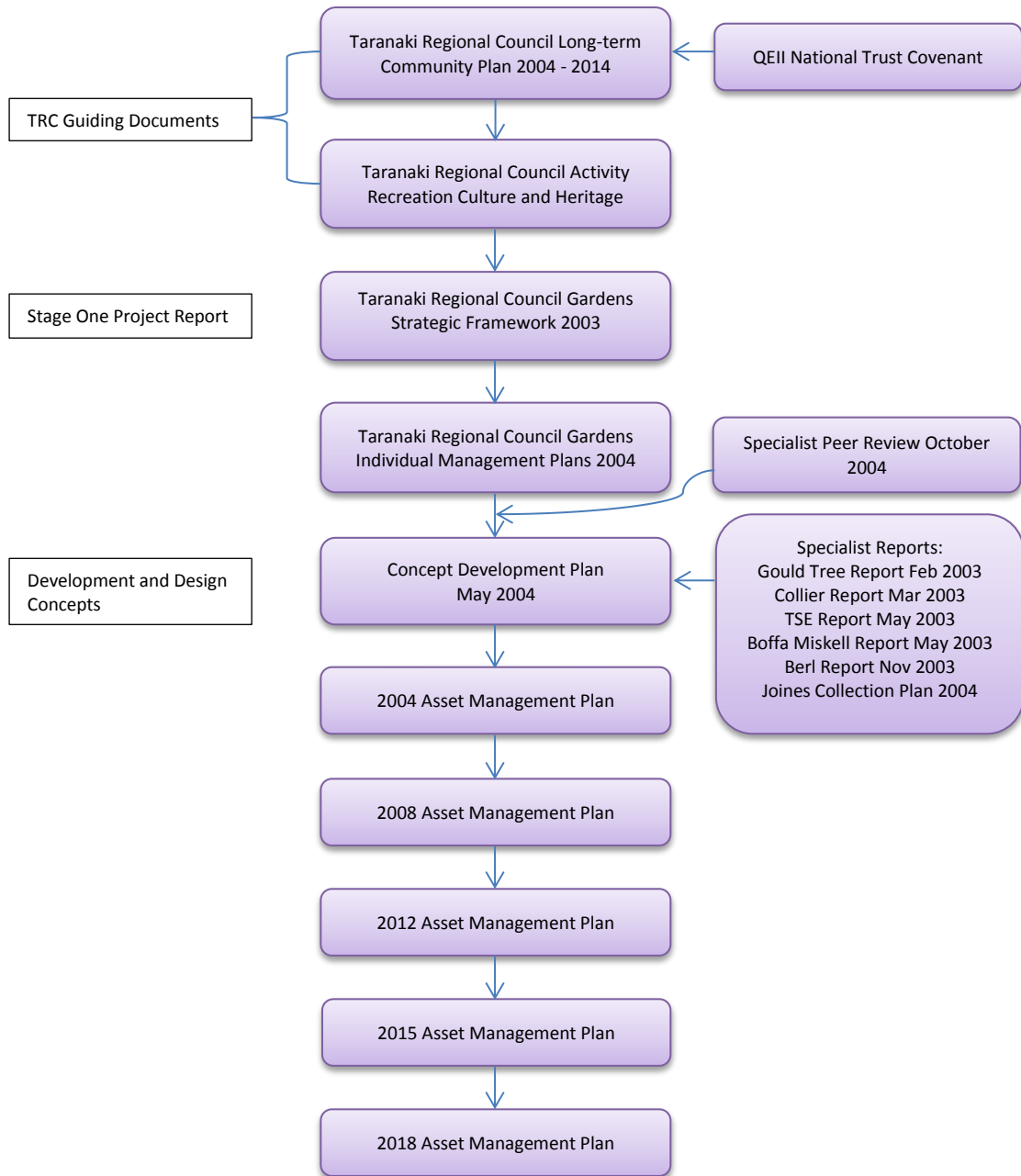
The environments include the many parks, walkways, rivers, lakes, mountain and coastal, urban and rural resources that offer broad conservation, education and recreation values to the Taranaki Experience.

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 Tupare Management plan relates to a variety of Taranaki Regional Council policy and planning and is informed by a number of external specialist reports.



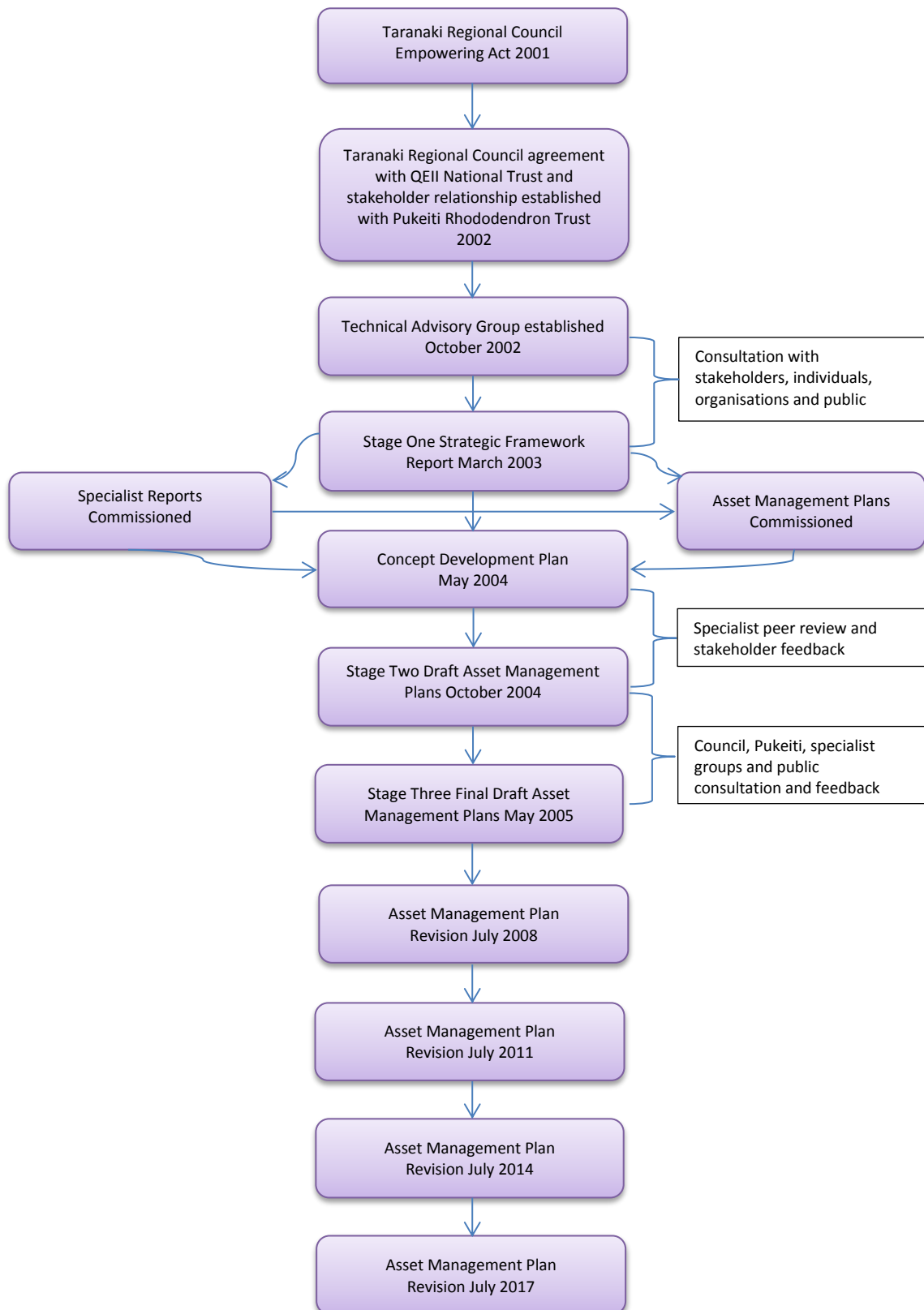
1.5 2017 Management Plan Inputs

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 Tupare over the next 10 years. The Council aim is to focus and develop Tupare to realise the vision in a way that:

- Protects the heritage and domestic qualities of the house and garden,
- Captures the splendour of the gardens,
- Is accessible and appealing to a larger audience,
- Increases New Plymouth's and 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 Tupare.

This Plan identifies strategies, goals, objectives and principles for the programme of development, operations, management and public use of Tupare.

1.8 Management Plan Structure

The Plan is in four sections.

Section One: Background

Provides a quick snapshot of Tupare's history, the house and gardens 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 Asset Management Plan is a dynamic document that should evolve with the garden, its audience and community. The plan should always protect the vision and goals for the garden and reflect the changing needs of the community and visitors.

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 Tupare, Hollard Gardens 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 consolidating 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.

At Tupare there continues to be a focus on adequately resourcing the garden with appropriate staffing levels. This comprises a dedicated Gardens Manager and two full-time Gardeners. The ability for staff to move between gardens considered in all is ongoing and is encouraged.

In summary, achievements from 2014 to 2017 for Tupare, include:

- Continued consolidation of Calendar of Events including workshops and fairs
- Staff resourcing
- Involvement of Friends Of Tupare
- Continued garden development with new cottage border gardens
- Endorsed as a Garden of National Significance
- Introduction of art to the garden
- Period kitchen refurbishment
- New water reticulation
- Path renewal programme

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 Tupare Asset Management Plan, there have not been any significant changes. These goals, objectives and principles are still valid and provide the foundation for the ongoing growth and development of the Tupare 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.

The programme for the next ten years is outlined in section three.

2. Section 1: Background

2.1 History

In 1931, Russell and Mary Matthews bought 3.6 hectares of gorse and blackberry covered farmland at the edge of the Waiwhakaiho River. The area was called Ngati Tupare Kino after the Maori people who had once lived there.

There was only one tree - a mahoe - on the site. It was the time of the Depression and for 18 months, men cleared the gorse and blackberry through the “over the fence” scheme, which subsidised the unemployed. The Matthews planted shelter trees and moved in to a corrugated iron shed on the site.

Architect-craftsman, James Chapman-Taylor, was commissioned in 1932 to design a Tudor-replica home with reinforced concrete walls made with shingle from the Waiwhakaiho River, adzed Australian hardwood beams and a cedar shingle roof. The house took 12 years to build.

The first tree planted was a kauri given by Mary Matthews’ parents to celebrate Russell’s birthday, July 26, 1932. The garden’s collection and landscape evolved in a similar manner, marking events and relationships of the Matthews family.

In its heyday, Tupare was considered to be *the* landscaped garden in the country. Each Labour weekend, the Matthews family would open the gates to a large number of visitors from throughout New Zealand who made the pilgrimage to enjoy the spring colour and the privilege of sharing this private, stylish world.

In 1985, the Matthews family passed their home to Queen Elizabeth II National Trust who, along with member councils of the Taranaki United Council, bought both house and garden. Governance and ownership of Tupare were transferred to the Taranaki Regional Council in 2002.

In 2006 adjacent land to the north of the property was purchased by the Taranaki Regional Council. This land has been incorporated into the garden and includes the carpark and entrance.

2.2 Description

Tupare is a 3.6 hectare property situated at 487 Mangorei Rd, New Plymouth. The property slopes from its northern boundary of Mangorei Rd, its only current point of access, to a river flat area adjacent to the Waiwhakaiho River on its south-eastern boundary.

Tupare has been regarded as one of New Zealand’s finest landscape gardens. The blend of a Chapman-Taylor-style heritage house, hard landscape features, tree, shrub and herbaceous plant compositions, makes it a garden of distinction that has received much regional and national acknowledgement.

The garden is not a botanical plant collection as such, but rather a fine example drawn from its period of development starting from the mid half of the 20th

Century. Its strengths lie in the use of the hillside landscape, its display qualities and its intimacy and relationship with the house.

Tupare's gardens have been described as "heritage gardens". The central focus of these heritage qualities is reflective of the passion and development over the Matthews' era. This term reflects both the house and the garden landscape that are inextricably integrated.

The relationship between house and garden is an essential part of the Matthews family development of the landscape. The garden was a living home-landscaped garden with tracks, vegetable patch, orchard, glasshouse and functional areas such as the tennis court and terraces.

Tupare is a private, exclusive, heritage home and garden experience. It reflects the uniqueness of its topography and the skill and passion of the Matthews family who developed it.

2.3 Governance

The Matthews family vested the governance and ownership of Tupare in the QEII National Trust in 1985.

Governance and ownership were then transferred to the Taranaki Regional Council for the people of Taranaki, in 2002.

Today, the gardens are funded by the ratepayers of Taranaki through the Taranaki Regional Council.

2.4 Current Audience

Tupare is a public garden that is estimated to attract in excess of 35,000 visitors annually. Ongoing strategies have broadened the audience to include a more diverse cross section of the public.

It is open daily for visitors throughout the year with the main visitor season from September to March peaking over the annual Powerco Taranaki Garden Spectacular in October/November.

3. Section Two: Strategy

3.1 Vision

“One of New Zealand’s finest heritage house and garden experiences”.

3.2 Visitor Experience

Tupare is conveniently close to the heart of New Plymouth, yet suitably located in semi-rural landscape in growing suburbia. This combination makes it an eminently desirable visitor destination.

This is a private garden made public and retains its air of exclusiveness. The first impression gained from arrival at the car park is of a sequestered, elegant house situated within a framework of mature trees, and a landscaped garden bordered by a river.

The gatehouse sets the scene fittingly, providing general directions and information. A path directs visitors to start them on the journey down the hill to the house. The walk is relatively steep and curving, but a comfortable stroll. There is no reason to bustle here. There are trees and shrubs to admire along the way, intriguing views of the house, garden and river, and the stylish tennis court with its loggia to pause by.

Each visitor seems to be a “guest” at Tupare, the formalities and the experience is similar to how they were 50 years ago.

The house too is restored and furnished to its original form. This is a Chapman-Taylor design, crafted and substantial. It has links to Wilkinson’s “Castle” at Wai-iti and to other notable homes in Taranaki and elsewhere. It is full of intrigue. Visitors discover the hidden attic rooms and the doorbell with its Napier earthquake connection.

Outside in the garage there is a period vehicle to admire, a quaint clothesline, the clever dog kennel. Inside, the house has been tastefully refurbished to reflect its heyday as a 1950s family home.

Nearby is the cottage, again restored and presented in authentic style. Here is information on the garden, its establishment and the people who made it.

Stories of Tupare begin to unfold as the visitor, armed with knowledge and stimulated by curiosity, journeys along the pathways – John, Jill and Richard Walks, Elizabeth Garden, Russell Avenue and Mary Lane. Here are the magnolias, cedars and rhododendrons the family nurtured, the simple flowers Lady Matthews favoured, the family vegetable garden and the glasshouse. At the bottom of the garden are the rural river flat and the boisterous Waiwhakaiho River.

The River Flat, which evokes a bucolic English landscape, has a shelter/barbeque, toilet and picnic areas. This is a space to be enjoyed by groups for long periods of the day.

Tupare is a snapshot in time, a rare chance to experience one family's life in the original house and fine garden of another era, distinctive in New Zealand.

3.3 Values

- Accessible
- Artistry
- Availability
- Beauty
- Belonging
- Creativity
- Discovery
- Elegance
- Enjoyment
- Excellence
- Imagination
- Inclusive
- Inspiration
- Integrity
- Nature
- Passion
- Persistence
- Pleasure
- Quality
- Reflection
- Relaxing
- Resilience
- Tranquillity
- Unique

3.4 Positioning

- Location - urban environment
- Significance - regional, national and international
- Focus - heritage/ambience
- Management - protect and develop

3.5 Audiences

- Taranaki community
- District, regional, national and international visitors
- Garden and heritage sector
- Families – events and river flat
- Urban exercisers
- Functions – low disruption, approved activities
- Education – formal and informal

3.6 Synergies

- Garden services – Pukeiti and Hollard Gardens, District councils,
- Marketing and communications – District councils, local/national tourism providers, Venture Taranaki, Pukeiti, Hollard Gardens, Provincial newspapers and publications, TAFT (Taranaki Arts Festival Trust),
- Collection records management – Pukeiti, Hollard Gardens, Pukekura Park and others,
- Programme development – Community groups ,
- Staff development - District councils, Pukeiti, Hollard Gardens, others,
- Horticultural organizations – New Zealand Garden Trust, Royal New Zealand 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 goal, associated objectives then statements of principle to support the objectives and goals.



3.7.1 Tupare Charter

The following Charter is the key principles under which all management and development of Tupare should apply. These principles encapsulate the ideals of the Matthews legacy and should be read in conjunction with the Tupare Plant Collection Plan 2005 (and its subsequent revisions).

The garden restoration programme aims to recreate the style of domestic garden developed during the era of the Matthews family.

Trees, shrubs and other plants that furnish the garden shall reflect the plant varieties, proportions, colour schemes, spacing and heights, structural and decorative features developed by the Matthews family.

The house and garden will be made accessible to the public.

- The garden will be presented, maintained and developed as a quality horticultural experience in a vibrant, sustainable and attractive manner according to best amenity horticulture management practices,
- The integrity of all landscape structures and features is preserved or authentically renewed as created by the Matthews family,
- The house will reflect the architecture of Chapman-Taylor and the domestic environment in which the Matthews family lived,
- Neither interpretation nor social uses shall compromise the heritage features or character of the house or garden,
- No other activities will inhibit or undermine the domestic house and garden environment,
- Events and activities will be encouraged that attract new audiences and add value to the Tupare experience,
- Communicating the stories of Tupare will be a primary objective of the visitor experience,
- The Florence Charter along with other nationally and internationally recognised garden management principles and best amenity management practices will act as a guide for heritage garden management.

3.7.2 Environment, Conservation and Heritage

The house and garden environment provide a privileged glimpse into the private world of the Matthews family. The uniqueness of this experience relies on capturing and maintaining the era when the house and garden were in their prime. Conservation, protection and enhancement of this heritage quality need to be a primary focus.

The heritage value of the house and garden is an intrinsic part of Tupare. As a benchmark for heritage house and garden conservation management the International *Florence Charter* provides practical standards and, along with other relevant references, is used for heritage management guidance.

Goal:

A quality house and garden that demonstrates environmental care, conservation and heritage management nationally.

Objective:

To recognise, retain and develop the heritage values of the house as an example of the period for Taranaki people and all visitors.

Principles:

- The stories of Tupare and its heritage are identified, researched and recorded,

- A long-term conservation programme of monitoring and maintaining the house is followed,
- Hosted public access throughout the house is provided at selected times,
- The heritage experiences of the house and garden provide a seamless reflection of the Matthews family era,
- While the house and cottage may provide for additional uses such as visitor information, café and amenity services - these will be without compromising the heritage values or visitor access,
- The river flat area is maintained according to its original use as natural, open space and rural paddock.

3.7.3 Garden Collection

“Tupare” translates from Maori as “a garland”. Sir Russell and Lady Matthews developed their property as a well landscaped, colourful, interesting and very personal garden collection that reflects the period over which it was established. These attributes, with adequate resources, continue to be captured and enhanced for today’s visitors.

While it is a priority to retain, as far as practical, the plant composition established by the Matthews, that is the domestic and heritage qualities of the garden, it is also important that new fresh plants are added to the garden collection to maintain the vision of Sir Russell of a dynamic, innovative and fashionable garden.

Goal:

The provision of a personal, unique, quality garden of local, regional and national significance.

Objective:

To capture the splendour of the original garden experience.

Principles:

- The Tupare Plant Collection Plan 2005 (and subsequent revisions) are implemented,
- Plant records are maintained in the Iris BG plant database to ensure the record of and accessibility to plant identification and heritage information,
- Research is continued to verify the garden domestic heritage character, style, contents and design before any garden restoration or replanting is undertaken,
- The selection of plant material and garden landscape restoration solutions reflect the Matthews original objectives of highest quality, fashion and suitability,
- Where practical, the Matthews’ favourite plants are re-established in the garden displaying a wide-ranging collection of plants from their era,

- A sustainable boundary tree planting is maintained to provide adequate and long-term protection of the garden, whilst, where practicable, screening neighbours, maintaining mountain and river view shafts,
- The New Zealand Garden Trust endorsement will be maintained.

3.7.4 Community and Use

Tupare is in the business of providing a high quality public leisure and recreational experience. It requires management, resourcing and vision to achieve and grow this business. It has a range of target audiences, the local Taranaki community and visitors – regional, national and international.

The local New Plymouth and Taranaki Community are an important element and strength of Tupare’s success. Local community access to Tupare is free and this situation will continue. However, a pricing model and conditions of use has been established to reflect its value, quality and uniqueness for added-value experiences.

Recreational opportunities for the use of Tupare including the use of the House, Garden and River Flat continue to encourage audience growth and participation, particularly within the local community.

All activities must be sensitive to the ambience and intimacy of the Tupare experience, and be appropriate to the physical and practical constraints of the house and garden. Any commercial activities will be evaluated against these principles before being accepted.

Goal:

A quality house and garden experience offering a range of recreational opportunities that engage existing audiences and attract new audiences.

Objective:

Continue to provide opportunities that sympathetically utilise the property.

Principles:

- New Plymouth and the wider Taranaki community are a priority focus for audience development and support,
- A range of recreational opportunities, that are sensitive to the character of the house and garden experience, are offered to promote use and add positively to the visitor experience,
- Links with other recreational activities are maintained (e.g. Pukeiti /Hollard Gardens, regional tourism packages, North Taranaki District events and opportunities),
- The 1 hectare river flat area is maintained as a rural component of the Tupare experience,
- Appropriate seasonal festivals, programmes and events are developed that capitalise on the garden’s potential and provide for year round audiences,

- Charges for services or activities that add value to visitors that are not as of right available to the visitor, will apply,
- Commercial ventures may be permitted at the discretion of management, but such activities must not compromise public access and enjoyment,
- The pricing model will promote free access for garden visitors while protecting the value perception held by visitors and the tourist industry.

3.7.5 Information and Education

The house, cottage and garden provide opportunities to learn about and capture the essence of Tupare's stories. These stories need to be articulated and communicated to the visitor for the full potential of Tupare to be realised.

Telling these stories, however, must not compromise the integrity of the authentic and period experience of the family house and garden. They should also create an element of surprise both in how they are presented and in the nature of their content.

Goal:

A visitor experience that captures the imagination and inspires its audience through Tupare's stories and knowledge.

Objective:

To identify and impart the Tupare experience through the telling of Tupare's stories and associated educational experiences.

Principles:

- The stories of Tupare are the focus of all information and include;
 - The Garden – style, distinction, people, influences, techniques
 - The Landscape – development, design, use,
 - Matthews family - their garden, lifestyle, events, activities, business (bitumen),
 - James Walter Chapman-Taylor – architecture, New Zealand and international,
- Research continues to fully identify, qualify and record the stories of Tupare,
- The Tupare stories are told through a blend of visitor experiences,
- All signage and information reflect the nature of the Tupare's character and integrity,
- Way-finding signage reflects the garden character and enables ease of direction finding throughout the garden,
- Educational experiences encompass design, garden management techniques and heritage,

- The cottage is used to tell stories of the garden and landscape – its history, character, plants, use, landscape, design, people, garden relationships and other interpretative information,
- The House is used to offer an experience of the Matthews family home, their lifestyle, Chapman-Taylor architecture and other period information.

Objective:

To market Tupare as a unique, nationally acclaimed heritage house and garden showcase, resource and experience.

Principles:

- Management strategies develop current audiences, communicate the Tupare experience to potential audiences, attract new audiences, regional, national, and international particularly in relation to garden tourism and heritage,
- Communicating the stories of Tupare is a primary objective,
- The unique identity brand for Tupare reflects its heritage house and garden experience,
- All promotion reflects the education and heritage experience that is a unique identity of the house and gardens,
- Education programmes engage the community, tourists, schools, enthusiasts and specialist audiences.

3.7.6 Physical Access, Facilities and Services

Many of Tupare's original structures and facilities inherent to its unique heritage character require ongoing conservation. A fundamental priority is the provision of safe and accessible public walking and restricted vehicle access. Many of the existing services have been renewed.

Goal:

Access to the house and garden and associated facilities in a way that provides for visitor needs while conserving the heritage value of the property.

Objective:

To provide for the public access needs of visitors to Tupare whilst protecting the heritage qualities of the facilities.

Principles:

- Implementation of any developments is a planned and managed process that protects Tupare's vision and values, considers the sustainability of all development proposals and reflects public use and enjoyment,
- All structures and facilities reflect the heritage house and garden experience as envisioned by the Matthews family,

- Where practical all existing heritage landscape facilities are protected and maintained to their original form and purpose,
- New facilities reflect the changing needs of future audiences,
- The provision of basic amenities and refreshment facilities will not compromise the integrity of existing facilities,
- Any additional activities or events will not impede access to the garden's primary users,
- Adequate utility services are provided to meet the requirements of the visitor and to enable effective property management.

Objective:

To improve physical access within Tupare, without impacting on the intimate character of the house and garden landscape.

Principles:

- A programme of path renewal is continued,
- The main drive is the principal pedestrian access into the gardens and vehicle access is restricted,
- Track slopes and steps are minimised while maintaining the original property landscape objectives,
- All the original pathways and routes are retained,
- Limited transport may be provided to facilitate easy access and egress of the main drive slope by less physically able visitors.

Objective:

To provide reliable and efficient services at strategic locations throughout the garden.

Principles:

- Access to pressurized unmetered water will be available at all locations requiring such for purposes such as; irrigation, ablutions and fire safety,
- Access to electrical power outlets will be available at all locations requiring such.

4. Section Three: Programme

PART A. Review of achievements from 2015 - 2018 programme.

The tasks and priorities listed in this section are from the 2014 programme. The achieved comments are as at 1 July 2018.

The 2017 review comments below each item are made to qualify the situation where relevant. (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

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

4A.1 Environment, Conservation and Heritage

Task	Priority	Achieved
Further develop opportunities for education and experience of the landscape, conservation and heritage values of the property.	1 - 2	Yes
Continue to add to the archived material as opportunities arise.	1	Yes
Continue to maintain conservation management plans for the house.	1	Yes
Continue to add to the furnishment of the house in a manner in keeping with the style and character. Aim to continue to add interest and novelty for the repeat visitor.	1	Yes
Continue to add to the character of the garden through effective and managed renewals and improvements.	1	Yes

2017 Review comments:

- The first self-guiding thematic booklet has been developed.
- A new shingle roof for the house was installed in 2016.
- Refreshed garden borders were planted in 2017.

4A.2 Garden Collection

Task	Priority	Achieved
Implement the Tupare Plant Collection Plan 2005.	Ongoing	Yes
Continue to undertake appropriate garden restoration in accordance with the research and planning undertaken to identify the character and values of the garden.	Ongoing	Yes
Undertake plant identification, evaluation and inventory.	1 -ongoing	Yes
Undertake garden restoration and presentation works to provide character and quality objectives.	1- ongoing	Yes
Continue garden management and implementation according to the principles of the Tupare Asset Management Plan and Tupare Collection Plan.	1-ongoing	Yes

2017 Review comments:

- New hard landscaping features were completed between the Cottage Borders and the Glade.

4A.3 Information and Education

Task	Priority	Achieved
Undertake regular market research to identify strategies to develop audiences, utilize visitor surveys.	1	Yes
Manage and evolve the house display to present an experience of the Matthews family lifestyle, Chapman-Taylor architecture and design, and other period information.	1 - ongoing	Yes
Manage and evolve the cottage to tell the stories of the garden history, family and business, character, plants, use, landscape, design, people, garden relationships etc.	1 - ongoing	Yes
Maintain and develop activity programmes that engage the family, community, tourist, school, enthusiast and specialist audiences.	1-2	Yes

2017 Review comments:

- The house kitchen was period refurbished in keeping with the original kitchen.
- The “Riverside School” educational programme was developed for school groups.
- Learning and leisure programmes are reviewed annually so they are relevant and engaging to the Taranaki community.

4A.4 Community and Use

Task	Priority	Achieved
Continue promotion of local community support and engagement.	1# - ongoing	Yes
Maintain a suitable charging model for added value services.	1#	Yes
Work with Friends of Tupare with a view to community engagement, promotion, education and visitor hosting.	Ongoing	Yes
As part of Marketing and Communication Plan and Business Plan develop a strategy to acknowledge and manage the expectations and requirements for the Taranaki community use, private exclusive use, tourism and commercial use.	1	Yes

2017 Review comments:

- The Friends of Tupare remain an active part of the operations through hosting house tours, assisting in the garden and with events.

4A.5 Physical Access, Facilities and Services

Task	Priority	Achieved
Produce a business plan for any commercial development or activities.	1	Yes
Initiate discussion with the New Plymouth District Council over linking Tupare with the sea to mountain walkway concept up the Waiwhakaiho River.	3	Yes
Include the top house in maintenance and renewal planning and provision.	1	Yes
Renew house roof	1	Yes
Add garden art as appropriate	1	Yes
Renew garden features and structures as planned	1	Yes
Restore house kitchen to period	1	Yes
Replace remaining old water reticulation and relevant path renewal	1	Yes
Renew the car park drainage without adding to wastewater run off	1	No

2017 Review comments:

- House kitchen has been restored.
- The garden water reticulation has been renewed.
- The path network has been resurfaced where necessary.

4A.6 Partnerships and Strategic Alliances

Task	Priority	Achieved
Where appropriate, maintain relationships with community groups in respect to the value they would derive from and add to the Tupare experience and to visitors and the community.	1	Yes
Establish partnerships with organisations such as the Historic Places Trust to ensure the appropriate protection and conservation of the heritage qualities and assets of Tupare.	1	No
Investigate and form alliances with local and regional tourism providers, event managers and facilitating agencies that will add value to the Tupare experience for the visitor.	1-2	Yes
Further develop the relationship with Venture Taranaki, Puke Ariki and other local tourist providers, partners and development agencies for the promotion of Taranaki Gardens.	1-2	Yes
Foster membership and activities for "Friends of Tupare".	1	Yes
Facilitate staff networking and learning by associate and activities with appropriate groups, individuals, gardens, parks and institutions.	1-2	Yes

2017 Review comments:

- Tupare maintains active relationships with; Mangorei School PTA (High Teas), Fitzroy Rotary Club (Events) and Inglewood Photography Club (Workshops).
- Local artist exhibitions have been successful and will continue.

PART B. 2017 Review Programme revision for 2018- 2028

The following section 4B prescribes the major programme for Tupare based on maintaining the goals and objectives of the Asset Management Plan 2014 over the next ten years period 2015-2025.

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

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

4B.1 Environment, Conservation and Heritage

Task	Priority	Achieved
Continue to develop opportunities to enhance the landscape and architectural heritage of the property	1-2	
Continue to add to the archival material as opportunities arise	Ongoing	
Consider removing the new toilets and return space to the original office in the main house	2	
Continue to add to the furnishings of the house in keeping with the character and style	Ongoing	
Consider Heritage NZ protection for Tupare house	1	
Continue to add to the character of the garden through effective and managed renewals and improvements of garden compositions and structures and features	Ongoing	

4B.2 Garden Collection

Task	Priority	Achieved
Continue to undertake appropriate garden restoration and rejuvenation using the Tupare Collection Plan as a guide	Ongoing	
Continue to undertake plant identification, evaluation and inventory	Ongoing	
Continue to maintain the gardens in a high health state using horticultural best practice and alternatives to chemicals where possible	Ongoing	

4B.3 Information and Education

Task	Priority	Achieved
Continue to undertake regular market research and visitor surveys to identify strategies to develop audience growth	Ongoing	
Manage and evolve the house displays to present an experience of the Matthews family lifestyle, Chapman Taylor architecture and design, and other period information in an innovative, thoughtful and engaging way	Ongoing	
Manage and evolve the cottage and garden interpretation to tell the stories of the garden history, family and business, character, plants use, landscape, design, people, relationships etc.	Ongoing	
Continue to develop and implement activity programmes that engage the family, community tourist, school, enthusiast and special audience	Ongoing	
Implement the Tupare Interpretation Plan (revised every 3 years, internal document)	Ongoing	

4B.4 Community and Use

Task	Priority	Achieved
Continue promotion of local community knowledge, pride and use	Ongoing	
Maintain and periodically review suitable charging models for added value services	Ongoing	
Work with the Friends of Tupare to foster advocacy, knowledge, relationships and support	Ongoing	
Balance public access and use with the private events / functions so the public values are always balanced and protected	Ongoing	
Understand and enable any initiative by NPDC to link the mounga to the sea through public access whilst protecting Tupare's values	1-2	

4B.5 Physical Access, Facilities and Services

Task	Priority	Achieved
Renew the car park drainage without adding to wastewater run off	1	
Continue to review and renew garden structure and features as required	Ongoing	
As part of the tennis court resurfacing etc. evaluate the construction of permanent function facilities on this site	1	
Implement destination based wayfinding throughout the property	1	
Continue to add garden art as appropriate	1	
Maintain all access to a high standard	Ongoing	

4B.6 Partnerships and Strategic Alliances

Task	Priority	Achieved
Where appropriate, maintain and enhance relationships with community groups to nurture community knowledge pride and use	Ongoing	
Establish partnerships and formal associations with organisations such as Heritage NZ to ensure appropriate protection and conservation of the heritage qualities and assets of Tupare	1	
Form alliances and engage with local and regional tourist providers, event managers and facilitating agencies that will share the Tupare experience to a wider audience	Ongoing	
Foster membership and activities for the 'Friends of Tupare'	Ongoing	
Facilitate staff networking and learning by association and activities with appropriate groups, individuals gardens, parks and organisations	Ongoing	

5. Section Four: Budget and Asset Management Details

5.1 Summary

For 2018/2028 the Taranaki Regional Council will fund the:

- provision of three regional gardens (Tupare, Pukeiti 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 LTCCP 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 Tupare's 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, Pukeiti and Hollard Gardens.

Tupare is acknowledged as one of New Zealand's finest and most important heritage house and garden properties. The vision for the Tupare experience is:

"Experience a beautifully restored garden and Chapman-Taylor home. Sculptured from the Taranaki hillside, this is the premier landscaped garden. Sense the prestige, lifestyle and stories of the Matthews family and the people who surrounded them. Enjoy a relaxed stroll through the garden, a picnic with friends and family, or high tea in the homestead. Or perhaps take in a tour of the house and experience a taste of 1950s Taranaki home life, Matthews family style."

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

- protects the heritage and domestic qualities of the house and garden,
- captures the splendour of the gardens,
- is accessible and appealing to a larger audience,
- increases New Plymouth's and the wider Taranaki community's pride and use,
- provides a range of quality visitor services and events,
- leads to the ongoing improvement and development of Tupare.

For further details refer to the Tupare 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, Hollard Gardens and Pukeiti. 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 Tupare, Hollard Gardens and Pukeiti as regionally significant recreational and heritage amenities.

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

Targets: Tupare, Hollard Gardens 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 Tupare is one of promoting and facilitating growth of visitor numbers and participation. 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 risk and rates them according to impacts and probability. This assessment then provides guidance for planning and policy. The criterion for the assessment is provided in Appendix 1.

The following pages are an analysis of that risk.

Regional Gardens Risk Summary

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	-Curatorial management -Staff and public observation -Maintenance programme - Maintenance programme improvement	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, wilful 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 new and appropriately qualified staff -Improvements in Asset management planning -Future planning under LTCCP -Increased public accountability	Good	3	2	M	N/A							Annual Plan, LTCCP, Budget forecasts, Management meetings, Public involvement.

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 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	-Asset management Plan -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 -Asset Management Plan -Heritage conservation maintenance -Historic research and rehabilitation	Very Good	2	3	M	N/A							Heritage maintenance programme, 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 -Marketing plan -Asset management plan objectives -Community support -Improved Marketing plan implementation -Public awareness -Market research -Publications and promotions -Establishment of Friend organisation	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	Unsafe structures, walkways, platforms, visitor amenities and facilities.	-Injury/death of the public and staff -Poor council image -Legislative repercussions	-Staff and public observation -Asset Management programme -Maintenance and inspection programme -Asset Management planning and systems -Maintenance programme improvement	Very Good	5	1	H	N/A							Maintenance inspections, maintenance programme, annual audit, storm event inspections.
Asset management	July 2008	July 2014	July 2017	Loss of quality standards in garden and structural presentation and plant collection management.	-Poor image -Adverse media -Loss of amenity value -Loss of function -Loss of community support -Damage to plant collection integrity -Loss of garden status	-Asset Management plan -Skilled staff resource -Maintenance programme Staff training and additional skills -Public support -Collections database -Resources and improvement/development 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 Tupare. The operational budget is included in the Taranaki Regional Council Annual Plans and the LTP (Long Term Plan).

Tupare 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 renewals	\$9000 ¹		\$4000		\$12000		\$6000			\$10000
Garden Art Programme		\$12000 ⁵	\$7000		\$8000		\$7000			
Interpretation and Wayfinding	\$7000 ²	\$8000 ²	\$12000 ²			\$6000		\$8000		
Top house roof replacement			\$35000							
Path resurfacing			\$10000 ⁶			\$9000				\$15000
Tennis Court redevelopment	\$5000 ³			\$25000 ⁷						
Cottage upgrade	\$40000 ⁴					\$5000				
River Flat facilities		\$5000								
River Flat landscaping	\$10000									
Staff facilities upgrade			\$5000			\$4000			\$7000	
Carpark drainage	\$7000									
Main house restoration		\$9000			\$12000			\$9000		
Total Tupare	\$98,000	\$54,000	\$93,000	\$45,000	\$52,000	\$44,000	\$33,000	\$37,000	\$27,000	\$45,000

Notes:

1. Replace brick archway, restore waterfalls
2. Thematic booklets, story panels
3. Feasibility study, hospitality area, engineering, resurfacing, etc.
4. New heating, doorways, lighting, signage
5. Artworks for River Flat, North Garden and Mary Lane
6. Zig Zag upgrade
7. Replace fence around Tennis Court

5.2.6 Lifecycle Decision Making

Tupare and 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 to 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 and the renewal programme 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 and asset condition analyses are 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 LTP. 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: Tupare Collection Plan

6.1 Introduction

Tupare is a magical experience of a private, exclusive, heritage house and garden. It reflects the uniqueness of its topography and the skill and passion of the Matthews family who developed it.

The Tupare experience is not the garden alone but its relationship with the house and the functionality of a living house and garden landscape.

The relationship between house and garden is an essential part of the Matthews family development of the landscape. The garden was a living home garden with vegetable patch, orchard and functional areas such as the tennis court and terraces. This Tupare Asset Management Plan (2018) identifies this relationship and through policy and principles protects it for future generations.

This Collection Plan has the task of identifying what makes Tupare's gardens unique and magical. The plan aims to encapsulate, protect and enhance the vision of the Matthews family, particularly Sir Russell and Lady Matthews, to enable the continued sustainability, intimacy, vigour and richness that the gardens are well known for.

The garden collection is not a botanical plant collection, rather an example of Tupare's period of development. Its strengths are the use of the landscape, its plant heritage qualities, composition and its intimacy and relationship with the house.

Tupare has been described as a heritage garden reflecting the Matthews era. This is inclusive of both the house and the garden and it is difficult to separate both elements as they inextricably rely on each other.

This plan focuses on the plants in the garden and the collection management that is required to sustain their integrity and develop their future. It defines objectives and the scope of the collections and determines how the collection is to be managed and records maintained.

The plan should not be considered in isolation and should be read in conjunction with the Tupare Asset Management Plan 2018 which outlines issues of management, maintenance, and development.

The Collection Plan is a practical and dynamic document and as such should be reviewed on a three yearly basis to ensure Tupare objectives are meeting the Matthews family vision and that the policy provided is achieving its purpose.

6.2 Tupare Gardens Collection

Tupare is a garden collection developed as a personal family garden by Sir Russell and Lady Matthews and members of their family. The garden is not a botanical collection and never should be treated as one; rather it reflects the passion of particularly Sir Russell Matthews over a period of time and the style of garden development, from the mid half of the 20th Century.

Tupare was one of the finest heritage house and gardens in New Zealand. It is the role of this plan and the Tupare Asset Management Plan 2018 to provide the framework for this stature to be maintained and managed.

Today, it is particularly notable for its landscape, composition and form, and the relationship between the house and garden. It has some fine tree specimens and a mix of deciduous and evergreen shrubs, many from the original Matthews plantings and some from later developments. Tupare has a woodland and cottage ambience and many of smaller shrubs, perennials and herbaceous material typify this.

In contrast to the rest of the Tupare the river flat is distinctly rural in character with specimen tree plantings and open grass fields.

6.2.1 Collection Objectives:

1. To maintain one of the finest New Zealand heritage house and garden experiences,
2. To protect and maintain a range of trees, shrubs, perennials, bulbs and annuals that the Matthews family planted,
3. To provide a garden that is maintained and developed as a quality horticultural experience in a vibrant, sustainable and attractive manner according to best horticulture amenity management practices,
4. To provide an example of the domestic heritage garden of plants that were available to Taranaki from the mid half of the 20th century,
5. To grow new plants that are reflective of the Matthews family preferences and their garden style, provide all year interest, flowering and colour displays for visitors,
6. To maintain the river flat rural character and its informal recreation use,
7. To support educational outcomes and experiences.

6.2.2 Collection Description

The garden has a rich variety of trees, shrubs and perennials that are suitable for the Taranaki climate and environment. These collections focus on plants that perform well in the woodland and cottage environment.

The Matthews garden plants were typical of the period it was developed, the era from the 1930s to the early 1980s, and both Sir Russell and Lady Matthews had their favourite plants. This plant composition displays the heritage character of the garden.

Sir Russell Matthews had an exclusive and fashionable taste in plants; he preferred anything new and exciting. He particularly liked rhododendron hybrids, especially the Loderis, his favoured *Rhododendron* "Tupare", and some species such as *Rhododendron arboreum* ssp. *delavayii* and *Rhododendron kyawii*. Grand coniferous trees

like the dawn redwood set the framework for the garden. They are supported by some large European specimens such as the copper beech. Smaller trees, typically maples and magnolias, were favoured alongside shrubs; camellias, hydrangeas, fuchsias, kalmia, abutilons and the unusual New Zealand native, *Rhabdothamnus solandri*.

Lady Matthews liked the cottage garden plants with roses and rhododendrons particularly the scented *Rhododendron* "Countess of Haddington" and "Fragrantissimum". These provided the framework for a wide selection of cottage annuals and perennials; violets, delphiniums, buttercups, daisies, nasturtiums, larkspurs, lily of the valley, forget-me-nots, mignonette and granny bonnets. Spring and autumn bulbs are also a favoured feature.

The favoured plants not only reflect the Matthews' preferences but also provided the quality heritage character of the garden.

The gardens also have some plants of significance. These include the commemorative kauri for the Matthews' 1982 Golden Wedding anniversary and for the death of Sir Russell, the gift from Sir Victor Davies *Cordyline* "Albertii", and possibly one of the oldest Dawn Redwood in New Zealand; these plants should be retained and their stories told.

6.2.3 Garden Collection Character

The house and garden experience with its intimate landscape and mix of woodland and cottage gardens collectively provide the heritage ambience of Tupare. The plantings and blends of formality and informality characterise this ambience.

The garden is structured to capitalise on the landform and to help create the private haven that is Tupare. This landform has not been modified greatly to protect this haven. The gardens themselves are formed around the many paths and functional areas. The outer areas of the garden have an informal woodland character and, closer to the house, the formality and cottage character is introduced. The immediate house gardens and the Elizabeth Garden area are the most formal and historically prominent. The river flat area retains the strong rural character with simple plantings of specimen trees.

Like any garden, Tupare is continually evolving with the most dramatic feature being the growth of its trees and larger shrubs. Along with this evolution, the fullness of its heritage character plantings has been compromised. It is therefore, a key objective to recapture and maintain its vitality with good plant management, keeping within the woodland and cottage themes.

As a guide the international *Florence Charter* (internal document) can be consulted in relation to the protection of Tupare's heritage garden features that reflect the Matthews era of development.

Policy Recommendations:

1. The developed garden is restricted to the area that currently exists or was historically developed by the Matthews family,

2. The plant compositions developed by the Matthews family is the foundation of the garden and will be maintained as much as practical,
3. The key tree framework is retained and maintained to protect the woodland character and scale of the garden,
4. Any development should aim to capture and maintain the intimacy and vitality of the Tupare created by the Matthews family whilst keeping within the woodland and cottage themes,
5. Sir Russell's passion for introducing new fashionable, luxurious and exciting plants to the gardens is continued,
6. *The Florence Charter* is used as a guide for the protection of Tupare's garden features that reflect the Matthews era,
7. The rural informal character of the river flat, with open grass and a limited number of large specimen trees, is retained.

6.3 Collection Management and Development

Tupare has the objective of reflecting the vision and developments of the Matthews family during their era of occupation. This is achieved in the garden through maintaining the general plant compositions of the past. Just as importantly it also needs to maintain the sustainability, vitality and attractiveness that Tupare is notable for.

6.3.1 Accessions

Tupare has plantings over 80 years old. Its mature coniferous framework now dominates the landscape perhaps far beyond the vision of Sir Russell Matthews. The treescape along with other factors have created new challenges in the garden and resulted in a loss of vitality and sustainability of many of the garden plants.

Therefore, while it is a priority to retain as far as practical the plant compositions established by the Matthews, it is important also that new fresh plants added to the garden collection and that the environmental factors are addressed to improve the growing conditions of all the gardens.

A continued focus is the Matthews' favourite plants and particularly the regeneration of the woodland and cottage garden beds.

This does not preclude the addition of any other new and interesting other plants that have potential to perform well at Tupare and add value to the heritage garden displays. The addition of new plants of luxuriant quality and interest is indeed in character with Sir Russell's development of the gardens.

Policy Recommendations:

1. Accession records are consistent with International Plant Database conventions,

2. In the context of the heritage garden display of the Matthews' favourite plants, choice new and exciting plants continue to be added to the garden collection in a limited fashion, when opportunities arise,
3. Rhododendron hybrids continue to be added as a garden focus but maintained to the general plant composition levels that Sir Russell Matthews developed,
4. Trees, shrubs and other woody plants, particularly kurume and deciduous azaleas, camellias and roses, are added to the garden collections when proven in terms of suitability to the environment, and proven aesthetic value and that;
 - Reflect the Matthews' plant preferences
 - Provide seasonal colour range (flower/bark/autumn colour)
 - Feature scent/texture/form
 - Provide heritage interest
 - Are suitable to Taranaki
 - Continue the "arts and crafts" plant styles
 - Are not of pest potential
5. Herbaceous material including annuals and perennials are added to the garden to enhance the vitality of seasonal gardens displays particularly in association with the house, cottage and cascade gardens,
6. Tupare is a recipient of disseminated plant material from other sources where the plant is appropriate to the Collection Policy and the Tupare environment,
7. A formal link with Pukeiti and Hollard Gardens 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. Propagation material of valued plants in the garden collection is recovered to ensure the on-going sustainability of that plant in the garden collection,
2. Plants may be removed from the garden collection under one or more 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 Tupare 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. At Tupare it relates to protecting the vision of Sir Russell and Lady Matthews and the plants of heritage, personal and specimen interest.

Conservation of the more significant plants, which may not be able to be replaced from the nursery industry, can be achieved through good practices that may include propagation, and plant replacement planning.

6.3.3.1 Plant Propagation

Tupare's requirements for propagation are minimal. Its main reason for doing so is the sustaining of its more significant plants that may be no longer available or to bulk up herbaceous material for display purposes. It is important to produce plant replacements of this rarer material.

The propagation is organised around the plant replacement programme (see below). Although some of the vegetative propagation is done on site any specialist or difficult propagation is undertaken at the Pukeiti nursery or contracted out.

Policy Recommendations:

1. Propagation is only undertaken for plant material not readily available in the domestic nursery industry,
2. Plants planted by the Matthews and no longer available in the nursery market (where possible) will be propagated from the original plantings for future replacement and/or further addition to the garden. Although some of the vegetative propagation can be done onsite any specialist or difficult propagation should be undertaken at Pukeiti or contracted out,
3. Perennials and annuals will be propagated to bulk them up and refresh the displays.

6.3.3.2 Plant Replacement Programme

The plant replacement programme for Tupare is required to assist in sustaining the garden collection heritage integrity in terms of the plantings undertaken by the Matthews family.

The main aim is to ensure the continued representation of the heritage garden character and the key garden plants:

- Plant genera favoured by the Matthews,
- Plants no longer available in the market place and of heritage and/or display value,
- Rare and endangered plants,

- Plants that reflect the luxurious and vibrant style as favoured by Sir Russell Matthews,
- Plants representative of the development period,
- Plants with some historic or personal interest to Tupare and the Matthews family.

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

Tupare is constantly changing, in particular shade and competition are very dynamic. Continued husbandry and evolution of the garden may require plants to be removed or relocated for best performance or new plants added where more suited to the changing environment.

Some forward planning is required to ensure the ongoing sustainability of the plants in the collection.

Policy Recommendations

1. All key garden plants shall be accorded a replacement programme that identifies propagation and replanting timetables,
2. The plant replacement programme will be determined by the two key factors of sustaining key plants in the collection and, where applicable, maximising their display potential over a given time.

6.4 Collection Records Management

The heritage aspect of the collection and the stories they provide are unique and engaging benefits Tupare offers.

For historical and to a lesser extent botanical benefits, it is important to have accurate records of the Tupare garden collections. As many of the plants are no longer available, information on them such as their provenance and the relationships formed around them with the Matthews, are important to capture, record and communicate.

Tupare tells the story of the Matthews garden development through its plantings and the relationships they made over this time. It is a valuable historical reference that can be told through the plants in the garden.

6.4.1 Database

The IrisBG plant database has been adopted for Tupare, Pukeiti and Hollard Gardens. IrisBG is a database application designed to manage information on biological (primarily botanical) collections. It is used in a wide variety of botanic gardens, arboreta, herbaria, zoos, universities, and similar institutions needing to document their collections as well as to maintain other biological information.

For Tupare this database will be managed as more of a historical reference and plant nomenclature rather than a strict botanical database.

Policy Recommendations:

1. Maintain accurate digital records of all key garden plants within the gardens on the Iris BG database,
2. As soon as plant is planted it should be accorded an accession reference number and added to the plant database,
3. Provide husbandry information or gardeners' personal notes where possible for public and management information purposes,
4. Regularly update records minimum 2 monthly,
5. Provide historical notes.

6.4.2 Collection Information Management

Accessibility to Tupare's stories is an important element of the Tupare visitor 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 valuable to grow their interest and understanding of Tupare. Access to information needs to be both onsite and off site. The majority of visitors to the gardens are more interested in what they see and experience rather than detailed collection information. Such means as interpretative signage and printed materials should be provided to meet these needs.

Printed material useable on site could be provided to feature activities such as specimen tree walks, seasonal highlights and the house and garden stories. Interpretative signage could be provided that tells the stories of the Matthews and their garden, specific specimen information on use/history, and to feature any plant or garden area with a story of their own.

Collection information should be provided offsite by accessing the digital plant database, named "Tupare's Plants" from the Tupare website. It will have a simple search function with a limited number of categories and supporting information such as:

1. Botanical name
2. Common name
3. Family
4. Location in garden
5. Husbandry notes/comments
6. Their significance and/or Tupare background

Policy Recommendations:

1. Collection information is provided both onsite and offsite to promote public interest and understanding of Tupare and the wealth and interest of its garden stories,
2. Onsite information shall include but not be limited to: interpretive and limited name plant signage and printed information,
3. Offsite information shall include but not be limited to: Tupare website (including general information and link to Tupare's Plants), TRC website, brochures and other publications.

6.4.3 Plant Labeling

Plant labelling is essential complementary part of promoting interest and value to the visitor. In Tupare the focus of information is less botanical and more focused on the landscape and lifestyle stories of the garden. It is required in two levels; the individual plant label and interpretative labels. Accession tags are not required.

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 labels for trees or shrubs should be limited to the fine specimen trees and any noteworthy smaller trees only. Individual labels will identify the core information – botanical name, genus/family, origin, common name and where appropriate age (when planted) and collection reference, and/or tell a unique story about the specimen and its relationship to Tupare.

These labels need to be durable in the Tupare environment, styled with Tupare 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 main key garden plants, specimens, and particular plants of interest.

6.4.3.2 Interpretative Plant Collection Signs

Interpretative signage is 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, garden fashion and design, origin, Matthews' story, ecosystem or some other Tupare garden context. The plants or garden area will not require individual identification although this may be possibly expressed graphically where practical and desirable.

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

6.4.3.3 Collection Accession tags

The labelling or tagging for collection management purposes is not necessary for Tupare. The position of all plants will be recorded on a map within the IrisBG database. Although the accession tags used at Pukeiti and Hollard Gardens are fairly unobtrusive they may detract from the style of Tupare so there is a deliberate strategy of avoiding them so the appearance of the arts and crafts garden is not undermined.

Policy Recommendations:

1. Interpretative signage or thematic booklets should be provided for plantings and garden areas that are of primary display value and /or with themes of visitor interest.
2. Signage should not detract from the plants and the natural experience. Signs are kept to a minimum and are always unobtrusive and sympathetic to the surroundings.

6.4.4 Glossary of botanical terms

Accession	addition of plants to the plant collection
Cultivar	distinct and selected form of a species maintained only through vegetative propagation
Deaccession	removal of plants from the plant collection
Dissemination	distribution/sharing of plant material to other gardens
Genera	plural of genus, a group of plants with common characteristics that are easily recognized (typically flower structure)
Hybrid	plant bred from two or more species and/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 a genus, botanically distinct and growing true from seed
Variety	naturally occurring form of a 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 \geq \$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 nor 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 Tupare's assets.

Tupare 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	787	Tupare Top House Driveway	30 07 01	30-Jun-13		21,715.00	543	2,217.00	19,498.00	FLAT	2.5
BLDG	785	Tupare Tennis Court Pergola	30 07 01	30-Jun-13		20,322.82	508	2,061.00	18,261.82	FLAT	2.5
BLDG	727	Re-roof Tupare Cottage	30 07 01	26-Nov-12		23,305.00	583	2,672.00	20,633.00	FLAT	2.5
BLDG	666	Tupare House Upgrade	30 07 01	30-Jun-12		45,256.58	1,131.00	5,748.00	39,508.58	FLAT	2.5
BLDG	665	Tupare Bathroom 2012	30 07 01	30-Jun-12		17,548.43	439	2,232.00	15,316.43	FLAT	2.5
BLDG	383	Tupare Top House Kitchen Alterations	30 07 01	30-Apr-10		67,644.14	1,691.00	12,260.00	55,384.14	FLAT	2.5
BLDG	286	Building Additions per Asset Mgmt Plan - Tupare	30 07 01	28-Feb-09		851,278.47	21,282.00	179,124.00	672,154.47	FLAT	2.5
BLDG	2685	Tupare House - Kitchen Upgrade	30 07 01	30-Jun-17		32,882.23	69	69	32,813.23	FLAT	2.5
BLDG	2683	Tupare Water Supply & Reticulation (2016)	30 07 01	30-Jun-17		84,763.03	177	177	84,586.03	FLAT	2.5
BLDG	2573	Tupare House Roof Improvement (Cedar)	30 07 01	30-May-16		109,922.19	2,748.00	3,206.00	106,716.19	FLAT	2.5
BLDG	2506	STABLES	30 07 01	30-Jun-02		2,227.00	89	1,340.00	887	FLAT	4
BLDG	2500	GARAGE WORKSHOP	30 07 01	30-Jun-02		8,200.00	257	3,858.00	4,342.00	FLAT	3.13
BLDG	2499	GATE HOUSE	30 07 01	30-Jun-02		10,528.00	330	4,949.00	5,579.00	FLAT	3.13
BLDG	2479	GARDENS COTTAGE	30 07 01	30-Jun-02		49,605.00	1,240.00	18,601.00	31,004.00	FLAT	2.5
BLDG	2471	MAIN DWELLING	30 07 01	30-Jun-02		265,435.00	5,309.00	79,660.00	185,775.00	FLAT	2
BLDG	219	House 481 Mangorei Rd, NP (Tupare)	30 07 01	12-Jun-06		236,167.78	5,904.00	65,251.00	170,916.78	FLAT	2.5
						1,846,800.67	42,300.00	383,425.00	1,463,375.67		
COMP	2529	Install Fibre cable at Tupare	30 07 01	26-Jan-16		12,769.89	2,554.00	3,831.00	8,938.89	FLAT	20
						12,769.89	2,554.00	3,831.00	8,938.89		
LAND	218	Land 481 Mangorei Rd, NP (Tupare)	30 07 01	12-Jun-06		440,000.00	0	0	440,000.00	FLAT	0
LAND	2153	TUPARE GARDENS	30 07 01	30-Jun-02		303,665.00	0	0	303,665.00	FLAT	0
						743,665.00	0.00	0.00	743,665.00		
MV	939	Farm Bike Trailer	30 07 01	25-May-15		1,421.74	284	615	806.74	FLAT	20
MV	819	GTZ896 Vhl 456 Asset 819 2013 Toyota Rav 4	30 07 01	14-Nov-13		31,573.22	6,315.00	23,155.00	8,418.22	FLAT	20
MV	618	FZR812 vhl 423 Asset 618 Toyota Corolla GX Wagon 2011	30 07 01	28-Sep-11		21,430.87	1,071.87	21,430.87	0	FLAT	20
MV	338	Electric Vehicle, graphics & luggage rack	30 07 01	07-Oct-09		20,904.86	0	20,904.86	0	FLAT	20
MV	2624	2016 Toyota Hi Lux Utility Manual JZN191 Vhl 510	30 07 01	17-Oct-16		40,187.75	7,234.00	7,234.00	32,953.75	FLAT	20
MV	2107	TRAILER	30 07 01	30-Jun-02		600	0	600	0	FLAT	20
						116,118.44	14,904.87	73,939.73	42,178.71		
OFF	789	Tupare Staffroom Furniture	30 07 01	30-Jun-13		4,200.95	840	3,430.00	770.95	FLAT	20
OFF	1769	WILLIAM MORRIS GATES-MAIN X 2	30 07 01	30-Jun-02		5,000.00	250	3,752.00	1,248.00	FLAT	5
OFF	1768	LONG CHAIR - GATEHOUSE	30 07 01	30-Jun-02		2,000.00	100	1,498.00	502	FLAT	5
OFF	1767	CHAPMAN TAYLOR ADZED CHAIRSx2	30 07 01	30-Jun-02		4,000.00	200	2,996.00	1,004.00	FLAT	5
OFF	1766	DINING CHAIRS (8)	30 07 01	30-Jun-02		8,000.00	400	6,005.00	1,995.00	FLAT	5
OFF	1765	FIDDLE BACK OCCASIONAL CHAIR	30 07 01	30-Jun-02		1,500.00	75	1,117.00	383	FLAT	5
OFF	1764	PIANO STOOL	30 07 01	30-Jun-02		1,700.00	85	1,273.00	427	FLAT	5
OFF	1763	MAHOGANY EXTENSION DINING TBLE	30 07 01	30-Jun-02		2,000.00	500	7,492.00	7,508.00	FLAT	3.33
OFF	1762	INLAID OCCASIONAL TABLE	30 07 01	30-Jun-02		2,500.00	63	937	1,563.00	FLAT	2.5
OFF	1761	MAHOGANY SIDBOARD & MIRROR	30 07 01	30-Jun-02		10,000.00	250	3,752.00	6,248.00	FLAT	2.5

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OFF	1767	CHAPMAN TAYLOR ADZED CHAIRSx2	30 07 01	30-Jun-02	4,000.00	200	2,996.00	1,004.00	FLAT	5
OFF	1766	DINING CHAIRS (8)	30 07 01	30-Jun-02	8,000.00	400	6,005.00	1,995.00	FLAT	5
OFF	1765	FIDDLE BACK OCCASIONAL CHAIR	30 07 01	30-Jun-02	1,500.00	75	1,117.00	383	FLAT	5
OFF	1764	PIANO STOOL	30 07 01	30-Jun-02	1,700.00	85	1,273.00	427	FLAT	5
OFF	1763	MAHOGANY EXTENSION DINING TBLE	30 07 01	30-Jun-02	15,000.00	500	7,492.00	7,508.00	FLAT	3.33
OFF	1762	INLAID OCCASIONAL TABLE	30 07 01	30-Jun-02	2,500.00	63	937	1,563.00	FLAT	2.5
OFF	1761	MAHOGANY SIDEBOARD & MIRROR	30 07 01	30-Jun-02	10,000.00	250	3,752.00	6,248.00	FLAT	2.5
OFF	1760	CIRCULAR BEE H TABLE	30 07 01	30-Jun-02	500	12	180	320	FLAT	2.5
OFF	1759	CARVED CORNER CABINET	30 07 01	30-Jun-02	1,200.00	30	452	748	FLAT	2.5
OFF	1758	OAK CARVED TABLE	30 07 01	30-Jun-02	3,000.00	75	1,117.00	1,883.00	FLAT	2.5
					58,600.95	2,880.00	34,001.00	24,599.95		
PLT	1047	FENCING	30 07 01	30-Jun-02	3,000.00	200	2,996.00	4	FLAT	6.67
PLT	971	Kubota GR2120 Lawn Tractor	30 07 01	30-Jul-15	7,800.00	1,560.00	3,120.00	4,680.00	FLAT	20
PLT	948	Original German Clock	30 07 01	30-Jun-15	1,150.00	230	479	671	FLAT	20
PLT	92	F & P Double Dishdrawer	30 07 01	12-Dec-06	1,217.78	0	1,217.78	0	FLAT	20
PLT	846	Sthl BR200Z Back pack	30 07 01	17-Mar-14	735.44	147	490	245.44	FLAT	20
PLT	807	Stihl Chainsaw MS 192 & Chain	30 07 01	05-Aug-13	1,167.28	234	897	270.28	FLAT	20
PLT	7	Fuji Digital Camera & Card	30 07 01	22-Jul-05	388.75	0	388.75	0	FLAT	20
PLT	694	Stihl FS90 Weed Eater And Masport Rotary Mower	30 07 01	17-May-12	1,703.15	341	1,676.00	27.15	FLAT	20
PLT	683	Outdoor Timber and Steel Signage	30 07 01	04-Jul-12	1,080.00	216	1,080.00	0	FLAT	20
PLT	672	Russell Ave Tupare	30 07 01	30-Jun-12	14,645.82	2,685.82	14,645.82	0	FLAT	20
PLT	668	CIM Plant Labeling Machine	30 07 01	01-Jun-12	15,594.00	2,858.00	15,594.00	0	FLAT	20
PLT	628	Stihl KM90 Kombisystem Brushcutter	30 07 01	10-Oct-11	1,646.53	110.53	1,646.53	0	FLAT	20
PLT	62	Stihl Brushcutter	30 07 01	01-Apr-06	720	0	720	0	FLAT	20
PLT	452	Honda Self Propelled Mower	30 07 01	20-Dec-10	1,565.22	0	1,565.22	0	FLAT	20
PLT	418	Cattlestop Gateway	30 07 01	30-Jun-10	8,870.00	0	8,870.00	0	FLAT	20
PLT	407	Signage	30 07 01	30-Jun-10	9,810.00	0	9,810.00	0	FLAT	20
PLT	313	Electrical & Water Main Drilling	30 07 01	30-Jun-09	11,240.00	0	11,240.00	0	FLAT	20
PLT	306	Furniture Items for Tupare House	30 07 01	07-Mar-09	686.6	0	686.6	0	FLAT	20
PLT	296	Stihl Chainsaw MS192T	30 07 01	17-Feb-09	710.22	0	710.22	0	FLAT	20
PLT	288	Signage & Interpretation (AMP) Tupare	30 07 01	28-Feb-09	115,775.05	0	115,775.05	0	FLAT	20
PLT	287	Garden Structures & Features Tupare (AMP)	30 07 01	28-Feb-09	121,744.90	4,870.00	40,989.00	80,755.90	FLAT	4
PLT	2724	Victor Bronco Mower	30 07 01	29-Jun-17	520.87	9	9	511.87	FLAT	20
PLT	2699	Honda Mulch n Catch LawnMower	30 07 01	30-Jun-17	1,734.78	29	29	1,705.78	FLAT	20
PLT	2585	Tupare CCTV Security System	30 07 01	30-May-16	3,373.19	675	787	2,586.19	FLAT	20
PLT	255	Farmall Cub Tractor	30 07 01	21-Oct-08	2,251.82	0	2,251.82	0	FLAT	20
PLT	206	Stihl Mistblower	30 07 01	08-Feb-08	1,110.22	0	1,110.22	0	FLAT	20
PLT	1654	SPRAYER-WINSTON	30 07 01	30-Jun-02	600	0	600	0	FLAT	20
PLT	1649	ECHO CS3400 CHAINSAW	30 07 01	19-Aug-02	618	0	618	0	FLAT	20
PLT	1146	Brushcutter	30 07 01	15-Apr-04	769	0	769	0	FLAT	10
					332,228.62	14,165.35	240,771.01	91,457.61		
		TOTAL FIXED ASSETS (EXCLUDING WIP) AS AT 30 JUNE 2017			3,110,183.57	76,804.22	735,967.74	2,374,215.83		

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.