



Te Kaunihera-ā-Rohe o Ngāmotu

**New Plymouth  
District Council**

# **EXTRAORDINARY COUNCIL MEETING AGENDA**

**Tuesday 1 April 2025**

to commence at the conclusion of the Strategy and  
Operations Committee meeting (approximately 4pm)

**Council Chamber  
Liardet Street, New Plymouth**

**Chairperson:**

Mayor Neil Holdom

**Members:**

Cr Tony Bedford

Cr Sam Bennett

Cr Max Brough

Cr Gordon Brown

Cr David Bublitz

Cr Murray Chong

Cr Amanda Clinton-Gohdes

Cr Harry Duynhoven

Cr Bali Haque

Cr Te Waka McLeod

Cr Anneka Carlson Matthews

Cr Dinnie Moeahu

Cr Marie Pearce

Cr Bryan Vickery

**Purpose of Local Government**

The reports contained in this agenda address the requirements of the Local Government Act 2002 in relation to decision making. Unless otherwise stated, the recommended option outlined in each report meets the purpose of local government and:

- Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.
- Would not alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of Council, or transfer the ownership or control of a strategic asset to or from Council.

## **OPENING KARAKIA**

### **Tutawa Mai**

Tūtawa mai i runga

I summon from above

Tūtawa mai i raro

I summon from below

Tūtawa mai i roto

I summon from within

Tūtawa mai i waho

I summon from the outside  
environment

Kia tau ai

to calm and settle

Te mauri tū

the vital inner essence

Te mauri ora

the wellbeing of everyone

Ki te katoa

Be joined,

Haumi e, hui e, tāiki e!

together united!



Te Kaunihera-ā-Rohe o Ngāmotu

**New Plymouth  
District Council**

**Health and Safety Message / Te Whaiora me te Marutau**

In the event of an emergency, please follow the instructions of Council staff.

Please exit through the main entrance.

Once you reach the footpath please turn right and walk towards Pukekura Park, congregating outside the Spark building. Please do not block the footpath for other users.

Staff will guide you to an alternative route if necessary.

If there is an earthquake – drop, cover and hold where possible. Please be mindful of the glass overhead.

Please remain where you are until further instruction is given.



**APOLOGIES / NGĀ MATANGARO**

None noted

## **CONFLICTS OF INTEREST / NGĀ ARA KŌNATUNATU**

1. People who fill positions of authority must undertake their duties free from real or perceived bias. Elected members must maintain a clear separation between their personal interests and their duties as an elected member. Failure to do so could invalidate a Council decision and leave the elected member open to prosecution and ouster from office.
2. An elected member is entitled to interact with the Council as a private citizen. However, they cannot use their position as an elected member to gain an advantage not available to the general public.
3. Elected and appointed members will:
  - Declare any interest whether pecuniary or non-pecuniary at a meeting where the interest is relevant to an item on that agenda.
  - Exclude themselves from any informal discussions with elected members relating to a matter they have an interest in.
  - Seek guidance from the Chief Executive if they are unclear of the extent of any interest.
  - Seek guidance or exemption from the Office of the Auditor General if necessary.

## **ADDRESSING THE MEETING**

*Requests for public forum and deputations need to be made at least one day prior to the meeting. The Chairperson has authority to approve or decline public comments and deputations in line with the standing order requirements.*

## **PUBLIC FORUM / ĀTEA Ā-WĀNANGA**

*Public Forums enable members of the public to bring matters to the attention of the committee which are not contained on the meeting agenda. The matters must relate to the meeting's terms of reference. Speakers can speak for up to 5 minutes, with no more than two speakers on behalf of one organisation.*

- None advised

## **DEPUTATIONS / MANUHIRI**

*Deputations enable a person, group or organisation to speak to the meeting on matters contained on the agenda. An individual speaker can speak for up to 10 minutes. Where there are multiple speakers for one organisation, a total time limit of 15 minutes, for the entire deputation, applies.*

- The YMCA Taranaki - Te Whare o Tapatahi - Gareth Jones (Strategic Kaitohutohu YMCA), Joanne Dusterhoft (CEO YMCA) – Rough Sleepers project (Tab 1)

## **REPORTS**

- 1 Proposed Shelter for Rough Sleepers
- 2 Venture Taranaki Trustees Remuneration 2025
- 3 Exclusion of the Public for the Remainder of the meeting

**REPORTS – PUBLIC EXCLUDED**

- 4 Appeals to Proposed New Plymouth District Plan

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## **PROPOSED SHELTER FOR ROUGH SLEEPERS – FUNDING DECISION**

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### **MATTER / TE WHĀINGA**

1. The matter for consideration by the Council is whether to approve funding for YMCA to establish and operate a shelter for rough sleepers in New Plymouth, named *Te Whare o Tapatahi a Taranaki*.

### **RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU**

**That having considered all matters raised in the report, Council:**

- a) **Approves funding of up to \$350,000 from the Housing Reserve for YMCA to establish a shelter in New Plymouth for rough sleepers.**
  - b) **Approves annual funding for the YMCA's shelter operating costs, contingent upon the YMCA securing the remaining necessary funds each year, with the total amounts as follows:**
    - i) **Year One: [insert amount]**
    - ii) **Year Two: [insert amount]**
    - iii) **Year Three: [insert amount]**
  - c) **Notes that Section 80 of the local government act enables the Council to make a decision inconsistent with policy which in this case is appropriate for the following reasons:**
    - i) **The inconsistency is identified through this report**
    - ii) **An opportunity has arisen, and this funding is a tool to contribute towards solving a growing challenge in the community with extenuating circumstances.**
    - iii) **Following a review of the draft Community Funding Investment Policy (to be considered by Council in May 2025) this situation will be provided for in the future to accommodate the decision.**
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| <b>COMPLIANCE / TŪTOHU</b>                  |   |
|---|---|
| Significance                                | This matter is assessed as being of some importance.  |
| Options                                     | <p>This report identifies and assesses the following reasonably practicable options for addressing the matter:</p> <ol style="list-style-type: none"> <li>1. Approve a grant of up to \$350,000 from the Housing Reserve to YMCA for construction of the shelter; and a grant of \$150,000 from the Housing Reserve toward the first year of operating costs.</li> <li>2. Approve a grant of up to \$350,000 from the Housing Reserve to YMCA for construction of the shelter; and grants towards operating costs of \$200,000 for the first year, \$150,000 for second year, and \$100,000 for the third year of operation.</li> <li>3. Do not provide funding to YMCA for the shelter.</li> </ol> |
| Affected persons                            | The persons who are affected by or interested in this matter are people sleeping without shelter in New Plymouth city, ratepayers, businesses and the public.   |
| Recommendation                              | This report recommends Option Two for addressing the matter.  |
| Long-Term Plan / Annual Plan Implications   | No  |
| Significant Policy and Plan Inconsistencies | No  |

### **EXECUTIVE SUMMARY / WHAKARĀPOPOTOTANGA MATUA**

2. It is recommended that Council approves funding for YMCA to establish a shelter facility for rough sleepers and approves funding for a contribution towards operation of the shelter for the first three years.
3. The shelter will provide support and interim accommodation for people who are homeless, and sleep without shelter, in New Plymouth city. The shelter will have a positive impact both for the individuals who use it and for the city centre, where homelessness is increasingly an issue. Council has an opportunity to help the YMCA establish the shelter and to contribute to enabling it to operate.

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4. Taking this approach will enable Council to make a tangible contribution towards ensuring those without shelter in New Plymouth have a safe place to sleep and be helped to access support, while efforts continue to secure central government support and funding to address the challenges faced by the homeless community long term.
  5. If YMCA can begin work to construct the shelter near the start of April, it will be ready to operate in winter.

### **BACKGROUND / WHAKAPAPA**

6. Homelessness in the district is a growing and complex issue involving many individual, social and economic factors. Currently, around 20 men and 4 women are in the situation of having to sleep in the open in New Plymouth city centre alone, with many others sleeping rough around the district.
  7. Council regularly receives complaints and enquiries from the public and from businesses, expressing concern and impatience with the situation. Businesses that have homeless people congregating outside complain their customers feel intimidated and business is suffering directly as a result. Complainants ask what Council is doing to resolve the issue of homelessness, and request that Council takes action.
  8. Council has proactively engaged with both non-governmental and government organisations to try to find solutions to homelessness in the district for over the past twelve months. Finding meaningful, proactive solutions has been challenging due to the complexity of the challenge.
  9. People who are homeless and sleeping without shelter experience many barriers to accessing the support they need as individuals. With ongoing issues of access to emergency accommodation, affordable housing and mental health services across the country, the challenges that result in homelessness are unlikely to be resolved soon.
  10. Research such the *Rough Sleeping in Central Auckland* report by Lifewise et al. (Appendix 1) and from other organisations such as The Salvation Army emphasises the importance of holistic and long-term solutions. To make a lasting impact in reducing homelessness, the root causes of homelessness need to be addressed. Ultimately, a multifaceted approach is essential, including long-term housing solutions and supportive services tailored to each person's needs - such as trauma support, mental health care, and addiction treatment.
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11. Shelters play a vital role in providing immediate relief to those experiencing homelessness and help to reduce the number of people sleeping in public spaces. A shelter will not be a permanent home or completely resolve the issues the community faces due to homelessness. However, by helping restore the dignity of people who have no safe place to sleep, meeting unmet basic human needs and providing support to address individual challenges, it will make a positive difference for the community.
  12. Council can continue to advocate, alongside community partners, for central government funding of long-term solutions and a programme such as Housing First or a similar model. This is a model that the shelter could be part of, along with longer term accommodation and wrap-around support services.
  13. Council supporting establishment of a shelter for rough sleepers would give a clear signal to the community that its concerns have been heard, and Council is responding appropriately to requests that action is taken to improve the challenge of rough sleeping in the city.
  14. Council has an opportunity to enable the YMCA to establish the shelter and to contribute to its operation. This opportunity was socialised with elected members at the pre-annual plan workshop on 28 January 2025, following which widespread support in principle was indicated and reported in the media. Council Officers were then asked to present options for funding contributions that would have no cost to ratepayers.

#### *YMCA Proposed Shelter for Rough Sleepers*

15. YMCA has a long history of providing social support both in New Zealand and internationally, helping people overcome challenges and move forward positively. YMCA New Plymouth has developed a detailed plan for construction and operation of a shelter for twenty rough sleepers, within YMCA's existing premises. YMCA's funding request (Appendix 2), shelter plan (Appendix 3) and FAQ documents (Appendix 4) are attached.
  16. The YMCA holds social services accreditation to deliver a range of programmes for the community, including both recreation and social support provision, and has both local and international experience and expertise to draw from. They are well connected to work collaboratively with other community, social service and housing providers, and are able to deliver holistic and culturally appropriate support for rough sleepers.
  17. The focus of this report is the YMCA shelter at its premises, which will be for men, however, the YMCA is also working with others in the community to ensure suitable accommodation and pastoral support for women, prior to the arrival of winter.
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18. Showers and a laundry facility, currently being refurbished with funding from the Toi Foundation as a first phase for the shelter initiative, will soon be ready for use. Current funding will enable provision of the shower and laundry service to women on some nights and men on others. Establishment of the shelter will enable the shower and laundry facility to operate each night the shelter is open.
  19. The YMCA's proposed shelter will provide a safe place for people to sleep, have nutritious meals and be supported to navigate and access support tailored to their individual needs. This will include mental health and addiction services, financial support, medical help, and other support individuals need to overcome barriers to accessing long term housing when it is available.
  20. The support provided at the shelter will be delivered by YMCA in collaboration with other providers, such as food services, trauma counselling services, wellbeing providers, a barber service, and social supports. Trained social workers will help provide individual guidance and referrals to other supports.
  21. People using the shelter will be encouraged and helped to access support programmes provided by the YMCA and other social service providers during the day, with transport provided in the morning from the shelter to the premises of other providers.
  22. There will be 22 secure lockers available at the shelter. People will be able to store their belongings in the lockers during the day. They will be able to access their belongings when the shelter opens in the evening.
  23. The plan also includes provision of appropriate safety compliance and security measures. The shelter and its operation will comply with all necessary rules and regulations.
  24. An overnight stay at the shelter follows a detailed 12 step process, summarised in Appendix 5, *YMCA's Check In Process*.
  25. Arrival and departure from the shelter will be supervised by staff and security personnel, with security personnel positioned outside the shelter. The entrance to the shelter is not directly next to any residences. Security will conduct checks of the surrounding area, to minimise any potential disruptions or security issues for the neighbourhood. The *Safety Plan* (Appendix 6) outlines these measures.
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*Engagement to date*

26. The YMCA has hosted visits from interested elected members, several neighbours including Central School's principal and a member of the board of trustees, and other interested parties in the community. The purpose of these visits has been to show the premises, explain the plan for the shelter, how it will operate, and the security measures planned for the shelter and neighbourhood. To date, positive feedback has been reported from those meetings, including some offers of donations and support.
27. YMCA will establish a Shelter Advisory Committee, which will include representatives of the neighbourhood and other stakeholders.
28. Engagement with other interested parties and neighbours is ongoing and will continue as the shelter is established, and then while it operates.
29. YMCA has been working closely with the Police and has received support regarding the plan for the shelter and its security measures.
30. Letters of support have been received from the Taranaki Foundation (Appendix 7), Taranaki Chamber of Commerce (Appendix 8). The Regional Public Service Director (Appendix 9) has also provided a letter of support outlining commitments of government agencies to support the shelter.

*Funding Needed*

31. In total, the funding needed is up to \$350,000 to establish the shelter facility within YMCA's existing building, and \$600,000 per year to operate (Appendix 3). YMCA is currently negotiating with service providers in an effort to keep costs as low as practicable.
  32. YMCA is seeking a grant from Council of up to \$350,000 to establish the shelter, along with a contribution towards operating costs for the first three years of operation.
  33. Although it is preferable for the wellbeing of rough sleepers that they have access to safe accommodation and support seven nights per week, the shelter operation is designed to be scalable. For example, with total operating funding of \$400,000 per year it could operate five nights per week.
  34. The YMCA has been canvassing support and discussing funding from other sources such as businesses and philanthropic organisations. Indications are that funding contributions will be confirmed once those organisations have confidence of Council's financial support for the initiative.
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35. Toi Foundation has confirmed it will provide \$300,000 toward operating costs for the first year of operation (Appendix 10) subject to Council's decision. YMCA is confident of receiving further commitment from other funders if Council grants the full amount needed to establish the shelter along with a contribution towards operating costs.
36. If Council decides to provide operating funding conditional on the remaining funding being secured, the YMCA has requested that this allows for the remaining funding to be confirmed to Council at the beginning of each year of operation. This commitment from Council would be more likely to give other funders confidence to pledge the remaining amount needed for the shelter to operate.
37. For the shelter to remain operating beyond the initial few years, Council may need to make an ongoing financial commitment. This will depend on commitments made by other funders. In the medium to long-term, the ideal is to work with the community and central government towards a Housing First model, of which a shelter could be part, along with longer-term accommodation and wrap-around support services.
38. A more comprehensive solution such as a Housing First model will take significant time and advocacy. While this work continues, there is an immediate need for safe and warm accommodation for rough sleepers as winter is approaching and temperatures at night are decreasing.

#### *Housing Reserve*

39. On 19 May 2021 Council resolved to create a Housing Reserve using the unallocated general rates surplus for the 2020/21 year. The Housing Reserve totalled \$752,000. The purpose of this reserve was to help with the housing crisis. Currently \$552,000 of the original reserve remains.
40. In August 2024 Council approved the use of up to \$150,000 from the Housing Reserve for promotion and delivery of a one-year pilot enhanced service for property owners wishing to add another dwelling to their existing property. Following implementation of the pilot, and slow uptake so far, Council officers consider \$50,000 will be sufficient to resource that project going forward. Therefore \$502,000 of the Housing Reserve could be used for other projects.

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|--|-----------|
| Housing Reserve Total                        | \$552,000 |
| Additional dwellings pilot                   | \$50,000  |
| Housing Reserve available for other projects | \$502,000 |

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### *Policy Consistency*

42. The Community Investment Funding Policy states an exclusion of, "services, programmes or projects have received funding from the Council via another funding mechanism, including the Annual Plan, Long-Term Plan, and Major Events Fund" and where "Funding support has already been given within the same financial year".
43. If Council chooses to approve funding to YMCA it will be inconsistent with the Community Investment Funding Policy as YMCA was already awarded \$2000 of grant funding within this financial year's community funding round, however, no funding has been provided to YMCA for this programme or service specifically.
44. Section 80 of the Local Government Act 2002 enables decisions to be made that are inconsistent with policy where appropriate. Considering:
  - a) The inconsistency is identified through this report
  - b) An opportunity has arisen, and this funding is a tool to contribute towards solving a growing challenge in the community with extenuating circumstances.
  - c) Following a review of the draft Community Funding Investment Policy (to be considered by Council in May 2025) this situation will be provided for in the future to accommodate the decision

### **CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI**

45. There are no climate change impacts or considerations associated with this matter although it is well documented that climate change will disproportionately affect marginalised communities such as those this shelter proposes to support.

### **NEXT STEPS / HĪKOI I MURI MAI**

46. If funding is approved, YMCA will complete the process of obtaining appropriate consents for the shelter.
  47. YMCA will continue engagement with residents and businesses in the vicinity of the shelter and with other interested parties, detailing the plan to establish the shelter, how it will operate, and the safety and security measures for the shelter and neighbourhood.
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48. YMCA will continue work with other potential funders to secure the remaining operational funding needed to ensure sustainability of the shelter operation. Council Officers will be available to support connections and discussions including activating the support of the Taranaki Foundation and Taranaki Chamber of Commerce to help secure funding needed to meet any shortfall.
49. Council Officers will continue to engage with regional and central government and other housing and social services organisations to advocate for suitable long-term accommodation and wrap-around support for homeless people.

### **SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA**

50. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of some importance.

### **OPTIONS / KŌWHIRINGA**

Three options have been assessed as being reasonably practicable, detailed below.

#### **Option 1**

**A grant of up to \$350,000 from the Housing Reserve to YMCA for construction of the shelter; and an operating grant for the facility totalling \$150,000 for the first year of operation, with no impact on rates.**

51. Summary of funding needed for the shelter if Option 1 is approved

| <b>Year</b>      | <b>NPDC funded</b> | <b>Other funders</b> | <b>Total</b> |
|------------------|--------------------|----------------------|--------------|
| Yr 1 Capital     | \$350,000          | -                    | \$350,000    |
| Yr 1 Operational | \$150,000          | \$350,000            | \$600,000    |
| Yr 2 Operational | -                  | \$600,000            | \$600,000    |
| Yr 3 Operational | -                  | \$600,000            | \$600,000    |

#### *Financial and Resourcing Implications / Ngā Hīraunga ā-pūtea, ā-rauemi*

52. Contributions toward the shelter's capital and operating costs would have no rates impact if funded through the Housing Reserve, which currently contains funds of \$552,000.
53. This option would leave \$52,000 in the housing reserve for other housing-related work.
54. There are no immediate financial or resourcing implications for this option on the Long-Term Plan 2024-27.
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*Risk Analysis / Tātaritanga o Ngā Mōrearea*

- 55. Lack of seed funding beyond year one could result in other funding sources having less confidence to commit to providing funding to meet the balance of the shelter's operational costs in the first year and in outyears. This might contribute to the project being unable to go ahead or not being sustainable.
- 56. There is a risk that the shelter may not be needed long term or may not continue to operate long term, but it is anticipated the shelter will be needed for some years into the future due to the barriers to rough sleeping homeless people accessing affordable long-term accommodation being unlikely to be resolved in the near future.

*Promotion or Achievement of Community Outcomes / Hāpaitia / Te Tutuki o Ngā Whāinga ā-hāpori*

- 57. This option supports community outcomes of Thriving Communities and Culture by helping provide members of the community experiencing homelessness a safe place to sleep and support to help overcome barriers to accessing long term accommodation when it is available.
- 58. This will promote the community outcomes of Prosperity by improving the environment for businesses operating in the New Plymouth City Centre.

*Statutory Responsibilities / Ngā Haepapa ā-ture*

- 59. This option meets the statutory responsibilities of the Local Government Act 2002. Funding community initiatives contributes to the Local Government Act 2002 purpose of local government "to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future".

*Consistency with Policies and Plans / Te Paria i ngā Kaupapa Here me ngā Mahere*

- 60. The Community Investment Funding Policy states an exclusion of "services, programmes or projects have received funding from the Council via another funding mechanism, including the Annual Plan, Long-Term Plan, and Major Events Fund" and where "Funding support has already been given within the same financial year".
  - 61. Approving the funding to YMCA is inconsistent with the Community Funding Investment Policy, as YMCA has been allocated \$2000 funding by the Community Development Committee in this financial year. No funding has been provided to YMCA for this programme service specifically. The policy outlines, Council will not provide funding when the applicant has received via another funding mechanism.
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62. Section 80 of the Local Government Act 2002 enables decisions to be made that are inconsistent with policy where appropriate. Considering:
- a) The inconsistency is identified through this report
  - b) An opportunity has arisen, and this funding is a tool to contribute towards solving a growing challenge in the community with extenuating circumstances.
  - c) Following a review of the draft Community Funding Investment Policy (to be considered by Council in May 2025) this situation will be provided for in the future to accommodate the decision

*Participation by Māori / Te Urunga o Ngāi Māori*

63. Council Officers have engaged on the topic of housing with Iwi and Hapū partners including Te Kotahitanga o Te Atiawa, Te Kāhui o Taranaki, Ngāti Maru, Ngāti Tama, and Puketapu as well as Ka Uruora as a kaupapa Māori housing provider.
64. The focus of discussions has been ongoing development of housing, and strategic and long-term housing opportunities. Homelessness has been discussed as a growing and complex issue.
65. YMCA continue their engagement plan with Iwi Māori and plan to have Māori representation on the shelter advisory committee.
66. Most people sleeping rough in New Plymouth city are Māori and, in conversations with YMCA, have supported the idea of a shelter being established.

*Community Views and Preferences / Ngā tirohanga me Ngā Mariu ā-hāpori*

67. Anecdotal feedback from business owners, those working in city centre facilities, and other organisations providing support within the community who have heard of this project has been positive. Preference regarding exactly how Council could help fund the shelter has not been canvassed.
68. A number of complaints have been received through the contact centre and directly with elected members. These complaints from members of the public expect and urge Council to take action to help resolve rough sleeping in the city centre.
69. YMCA has been engaging with people from neighbouring properties to explain the plans and security measures for the shelter and neighbourhood. If required to formally engage during the consent process, the YMCA will do so.
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70. This project has strong support from the business community and from the Taranaki Foundation, the Taranaki Chamber of Commerce and the Regional Public Service. Letters of support are attached from the Taranaki Foundation (Appendix 7), Taranaki Chamber of Commerce (Appendix 8) and The Regional Public Service Director (Appendix 9).

*Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.*

71. An advantage of this option is that it will help achieve the community outcomes and repurpose available resources to avoid any impact or increase in rates.
72. Another advantage is that providing seed funding to cover the capital works required covers the greatest hurdle for the YMCA as it is likely to give other funding sources confidence to commit to providing operational funding to meet the balance of the shelter's operational costs.
73. The disadvantage of this option is that support for only year one operational funding may result in a lower level of confidence for other funders to commit funding long term.

## Option 2

**A grant of up to \$350,000 from the Housing Reserve to YMCA for construction of the shelter; and an operating grant for the facility totalling \$200,000 for the first year, \$150,000 for the second year and \$100,000 for the third year of operation, with no impact on rates.**

74. Summary of funding needed for the shelter if Option 2 is approved

| Year             | NPDC funded  | Other funders | Total     |
|------------------|--|---------------|-----------|
| Yr 1 Capital     | <b>\$350,000</b><br>housing reserve  | -             | \$350,000 |
| Yr 1 Operational | <b>\$200,000</b><br>Comprised of:<br>\$100k Housing Reserve<br>\$50k Community funding diversion<br>\$50k City Centre budget | \$400,000     | \$600,000 |
| Yr 2 Operational | <b>\$150,000</b><br>Comprised of:<br>\$50k Housing Reserve<br>\$50k Community funding diversion<br>\$50k City Centre budget  | \$450,000     | \$600,000 |

|                     |   |           |           |
|---------------------|---|-----------|-----------|
| Yr 3<br>Operational | <b>\$100,000</b><br>\$50k Community funding diversion<br>\$50k City Centre budget | \$500,000 | \$600,000 |
|---------------------|---|-----------|-----------|

*Financial and Resourcing Implications / Ngā Hiraunga ā-pūtea, ā-rauemi*

75. Contributions toward the shelter's capital and operating costs would have no rates impact if funded through the Housing Reserve, which currently contains funds of \$552,000.
76. This option would leave \$52,000 in the housing reserve for other housing-related work.
77. This option would reduce funding available for the other initiatives in the city centre and for community initiatives to be funded by Council. Contributions from each budget limits the impact this will have and this project will benefit both the city centre and community by addressing an unmet need within the community.

*Risk Analysis / Tātaritanga o Ngā Mōrearea*

78. There is a risk that the shelter may not be needed long term or may not continue to operate long term, but it is anticipated the shelter will be needed for some years into the future due to the barriers to rough sleeping homeless people accessing affordable long-term accommodation being unlikely to be resolved in the near future.
79. The need for emergency shelter accommodation and the support it will provide has been identified by the community. Providing funding to establish the shelter and seed funding for three years of operating costs is likely to give other funders confidence to commit to providing operational funding to meet the balance of the shelter's operational costs but it is not guaranteed.

*Promotion or Achievement of Community Outcomes / Hāpaitia / Te Tutuki o Ngā Whāinga ā-hāpori*

80. This option supports community outcomes of Thriving Communities and Culture by helping provide members of the community experiencing homelessness a safe place to sleep and support to help overcome barriers to accessing long term accommodation when it is available.
81. This will promote the community outcomes of Prosperity by improving the environment for businesses operating in the New Plymouth City Centre.

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*Statutory Responsibilities / Ngā Haepapa ā-ture*

82. This option meets the statutory responsibilities of the Local Government Act 2002. Funding community initiatives contributes to the Local Government Act 2002 purpose of local government "to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future".

*Consistency with Policies and Plans / Te Paria i ngā Kaupapa Here me ngā Mahere*

83. The Community Investment Funding Policy states an exclusion of "services, programmes or projects have received funding from the Council via another funding mechanism, including the Annual Plan, Long-Term Plan, and Major Events Fund" and where "Funding support has already been given within the same financial year".
84. Approving the funding to YMCA is inconsistent with the Community Funding Investment Policy, as YMCA has been allocated \$2000 funding by the Community Development Committee in this financial year. No funding has been provided to YMCA for this programme service specifically. The Policy outlines, Council will not provide funding when the applicant has received via another funding mechanism.
85. Section 80 of the Local Government Act 2002 enables decisions to be made that are inconsistent with policy where appropriate. Considering:
- a) The inconsistency is identified through this report
  - b) An opportunity has arisen, and this funding is a tool to contribute towards solving a growing challenge in the community with extenuating circumstances.
86. Following a review of the draft Community Funding Investment Policy (to be considered by Council in May 2025) this situation will be provided for in the future to accommodate the decision.

*Participation by Māori / Te Urunga o Ngāi Māori*

87. Council Officers have engaged on the topic of housing with Iwi and Hapū partners including Te Kotahitanga o Te Atiawa, Te Kāhui o Taranaki, Ngāti Maru, Ngāti Tama, and Puketapu as well as Ka Uruora as a kaupapa Māori housing provider.
88. The focus of discussions has been the ongoing development of housing, and strategic and long-term housing opportunities. Homelessness has been discussed as a growing and complex issue.
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- 89. YMCA continue their engagement plan with Iwi Māori and plan to have Māori representation on the shelter advisory committee.
  - 90. Most people sleeping rough in New Plymouth city are Māori and, in conversations with YMCA, have supported the idea of a shelter being established.

*Community Views and Preferences / Ngā tirohanga me Ngā Mariu ā-hāpori*

- 91. Anecdotal feedback from business owners, those working in city centre facilities, and other organisations providing support within the community who have heard of this project has been positive. Preference regarding exactly how NPDC could help fund the shelter has not been canvassed.
- 92. A number of complaints have been received through the contact centre and directly with elected members. These complaints from members of the public expect and urge Council to take action to help resolve rough sleeping in the city centre.
- 93. YMCA has been engaging with people from neighbouring properties to explain the plans and security measures for the shelter and neighbourhood. If required to formally engage during the consent process, the YMCA will do so.
- 94. This project has strong support from the business community and from the Taranaki Foundation, the Taranaki Chamber of Commerce and the Regional Public Service. Letters of support are attached from the Taranaki Foundation (Appendix 7), Taranaki Chamber of Commerce (Appendix 8) and The Regional Public Service Director (Appendix 9).

*Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.*

- 95. The advantage of this option is that it will help achieve the community outcomes and repurpose available resources to avoid any impact or increase in rates.
  - 96. However, the need for emergency shelter accommodation and the support it will provide has been identified by the community, and providing seed funding is likely to give other funding sources confidence to commit to providing operational funding to meet the balance of the shelter's operational costs.
  - 97. Providing seed funding for more than one year of operating is likely to result in other funding sources having confidence to commit to meeting the balance of the shelter's operational costs. It will provide more time for funders to be identified and approached to support the shelter beyond the first few years of operation. This is more likely to result in the project becoming sustainable in outyears.
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### Option 3

#### **Do not provide any funding to YMCA for the development or operation of the shelter.**

##### *Financial and Resourcing Implications / Ngā Hiraunga ā-pūtea, ā-rauemi*

98. There are no financial or resourcing implications for this option as the proposal will be declined, however, ongoing costs and resourcing required for service requests and enforcement action of those sleeping rough could continue to rise if the root cause of this matter is left unaddressed.

##### *Risk Analysis / Tātaritanga o Ngā Mōrearea*

99. There is a risk that not supporting the shelter would result in the YMCA being unable to get the project off the ground. This would be a continuation of the status-quo would result in ongoing health and wellbeing risks to those sleeping without adequate shelter.
100. Council will continue to receive requests that it address the rough sleeping problem and will continue to pro-actively engage with many groups to try to find shelter and support for rough sleepers.

##### *Promotion or Achievement of Community Outcomes / Hāpaitia / Te Tutuki o Ngā Whāinga ā-hāpori*

101. This option would not contribute to promotion or achievement of positive community outcomes, however, funding would be available for other purposes.

##### *Statutory Responsibilities / Ngā Haepapa ā-ture*

102. The Local Government Act 2002 does not require local government to provide accommodation for people who are homeless.

##### *Consistency with Policies and Plans / Te Paria i ngā Kaupapa Here me ngā Mahere*

103. Declining the funding to YMCA is consistent with the Community Funding Investment Policy, as YMCA has been allocated \$2000 funding by the Community Development Committee in this financial year. The Policy outlines, Council will not provide funding when the applicant has received via another funding mechanism.
-

*Participation by Māori / Te Urunga o Ngāi Māori*

104. Council Officers have engaged on the topic of housing with Iwi and Hapū partners including Te Kotahitanga O Te Atiawa, Te Kāhui o Taranaki, Ngāti Maru, Ngāti Tama, and Puketapu as well as Ka Uruora as a kaupapa Māori housing provider.
105. The focus of discussions has been ongoing development of housing, and strategic and long-term housing opportunities. Homelessness has been discussed as a growing and complex issue.
106. Most people sleeping rough in New Plymouth city are Māori and, in conversations with YMCA, have supported the idea of a shelter being established.

*Community Views and Preferences / Ngā tirohanga me Ngā Mariu ā-hāpori*

107. Declining to fund the shelter would go against community views and preferences. A number of complaints have been received through the contact centre and directly with elected members. These complaints from members of the public expect and urge Council to take action to help resolve rough sleeping in the city centre.
108. This option goes against the strong support from the business community and from the Taranaki Foundation, the Taranaki Chamber of Commerce and the Regional Public Service. Letters of support are attached from the Taranaki Foundation (Appendix 7), Taranaki Chamber of Commerce (Appendix 8) and The Regional Public Service Director (Appendix 9).

*Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.*

109. The advantages of not helping to fund a shelter for rough sleepers are that the funding could be used for other projects that address longer term housing challenges.
110. The disadvantages of not helping to fund a shelter for rough sleepers are that it would likely impact YMCA's ability to set up a shelter this year resulting in the immediate needs of those sleeping rough going unmet and ongoing complaints from the community and businesses for NPDC to take action.

**Recommended Option**

This report recommends Option 2, a grant of up to \$350,000 from the Housing Reserve to YMCA for construction of the shelter; and an operating grant for the facility totalling \$200,000 for the first year, \$150,000 for the second year and \$100,000 for the third year of operation, with no impact on rates.

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## **APPENDICES / NGĀ ĀPITIHINGA**

Appendix 1 *Rough Sleeping in Central Auckland* – Lifewise et al. (ECM 9470221)

Appendix 2 YMCA's Funding Request to Council (ECM 9470243)

Appendix 3 YMCA's shelter plan documents (ECM 9470245)

Appendix 4 YMCA FAQ document (ECM 9470227)

Appendix 5 YMCA's *Check In Process* (ECM 9470238)

Appendix 6 YMCA's Safety Plan (ECM 9470231)

Appendix 7 Taranaki Foundation Letter of Support YMCA Proposal (ECM 9452145)

Appendix 8 Taranaki Chamber of Commerce Letter of Support (ECM 9452156)

Appendix 9 Letter of Support from Regional Public Service Director (ECM 9470186)

Appendix 10 Toi Foundation funding confirmation letter (ECM 9470563)

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### **Report Details**

Prepared By: Rachel Lishman (Strategic Housing Specialist)  
Team: Community and Economic Development  
Approved By: Damien Clark (Manager Community and Economic Development)  
Ward/Community: District wide  
Date: 27/03/2025  
File Reference: ECM 9464874

-----*End of Report*-----

# An insight into the experience of rough sleeping in central Auckland.

Completed January 2015







# Acknowledgments

We gratefully acknowledge the contributions of all those involved in this project and publication. First and foremost, we thank all the research participants who so generously shared their stories, experiences and thoughts with us. Without them, this project would not have been possible. We acknowledge and thank the project team who worked intently and tirelessly at each stage of the project and ThinkPlace who supported us throughout the research journey. There is no doubt that the team's collective knowledge and experience enhanced this project. We also thank the Auckland Homelessness Steering Group, in particular our project mentors, Diane Robertson (Auckland City Mission), Moira Lawler (Lifewise) and Manu Pihama (Auckland Council), who provided invaluable guidance throughout the research. We also acknowledge Auckland Council's financial contribution to the project.

**Project leads/authors:** Sophia Beaton, Trudie Cain (Auckland Council); Helen Robinson (Auckland City Mission); Victoria Hearn (Lifewise); and ThinkPlace.

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## **With thanks to the following participating organisations:**

Auckland City Mission  
 Auckland Council  
 Auckland District Health Board  
 Department of Corrections  
 Housing New Zealand  
 Lifewise  
 Ministry of Justice  
 Ministry of Social Development  
 New Zealand Police  
 New Zealand Prostitutes Collective  
 Serco  
 Te Puni Kokiri  
 Waitemata District Health Board



# Project background

This project was designed to generate a deeper understanding of the experience of rough sleeping in central Auckland in order to create meaningful change.

## Purpose of the project

There is little research into the lives of those who sleep rough on the streets of central Auckland. To further our understanding, we spoke to people with lived experience of rough sleeping - people who currently sleep rough, people who formerly slept rough and family members of those who sleep rough. We also spoke with those who may be impacted by people sleeping rough – businesses and the general public.

This document is designed to highlight the insights generated by the research and to walk the reader through the rough sleeping experience. It is hoped that this will act as a catalyst for inclusive and collaborative conversations that produce practical outcomes that are meaningful for those who sleep rough in central Auckland. This document will also provide the homelessness sector with insights that can be used to build empathy and think reflexively about the relationship between people’s experiences, policy and service and programme delivery.

The project is expected to produce a number of additional written outputs beyond this report including academic journal articles, technical reports and case studies.

## How to read this document

This document is designed to provide insights about the experience of those who sleep rough in central Auckland. We acknowledge that this is not representative of all those who sleep rough. We also acknowledge that each individual experience is complex and multifaceted. However, the graphic design elements provide a visual representation of the key ideas that emerged from the participants’ stories and experiences. These visuals were created

through a rigorous process of thematic analysis. Many details in these visual representations were taken verbatim from the participants’ stories.

The report is not intended as a final and definitive statement of the experiences of those sleeping rough in central Auckland. Rather, we see it as a starting point for service agencies, policy makers and the wider community to begin thinking and talking about how to better respond to the needs of those who sleep rough in central Auckland.

## Project objectives:

The objectives of this project were co-created during an initial sector-wide workshop.

**The objectives of the project were:**

1. To **increase understanding** of the experience of rough sleeping;
2. To **provide a tool** for the Auckland Homelessness Steering Group to develop a best practice that can appropriately respond to the needs of those sleeping rough in central Auckland;
3. To **identify new opportunities** and levers for change to better respond to the needs of those who sleep rough; and
4. To **inspire innovative approaches** to finding appropriate (rough sleeper-led) solutions for the complex issues identified throughout the course of the research.

# Project Methodology

The project was developed collaboratively and held the stories and experiences of those sleeping rough at the centre.

## The Project Team

This project was driven by the Auckland Homelessness Steering Group – a multi-agency group formed to respond to the needs of those sleeping rough in central Auckland. In order to develop the intent, framework and boundaries of the project, a sector-wide group was invited to participate in a workshop. The group included representation from central government, local government, non-government organisations, and people with experience of rough sleeping.

A core project team was formed from this group. Together, this team provided a broad range of knowledge, expertise and experience from a number of organisations including: New Zealand Prostitutes Collective; Department of Corrections (Probation); New Zealand Police; Serco; Ministry of Social Development (Work and Income); Housing New Zealand; WDHB (Community Alcohol and Drugs Services); Ministry of Justice; Lifewise; Auckland City Mission; and Auckland Council. The project team contributed to all elements of the research including developing the statement of intent, devising the research questions, carrying out research interviews, analysing the data and providing feedback on the results.

Staff from Auckland City Mission, Lifewise and Auckland Council were responsible for the overall facilitation, organisation and production of the final report. ThinkPlace, a Wellington-based research company that specialises in design-led thinking, was commissioned to mentor the research team and deliver a visual design product.

There were a number of benefits from using this collaborative research approach including: building the research capacity of the project team; strengthening networks and relationships; and developing a shared understanding of the experience of rough sleeping in central Auckland.

## Research Method

In-depth, semi-structured interviews were carried out with thirteen people who were sleeping rough, nine people who had formerly slept rough and three people with family members sleeping rough. These interviews were audio-recorded and transcribed verbatim. Participants were asked to share their story of rough sleeping. Additional information was sought on a wide range of relevant topics including: pathways into and out of housing; the practicalities of everyday life; and engagement with professional, social and familial networks. Participants were offered a \$20 supermarket voucher in appreciation of their time.

Additional short interviews (comprising four questions) were also carried out with 68 members of the public. These people were intercepted in locations where there is a higher visible presence of people sleeping rough including Queen Street, Albert Park, Myers Park, Auckland Library and Karangahape Road.

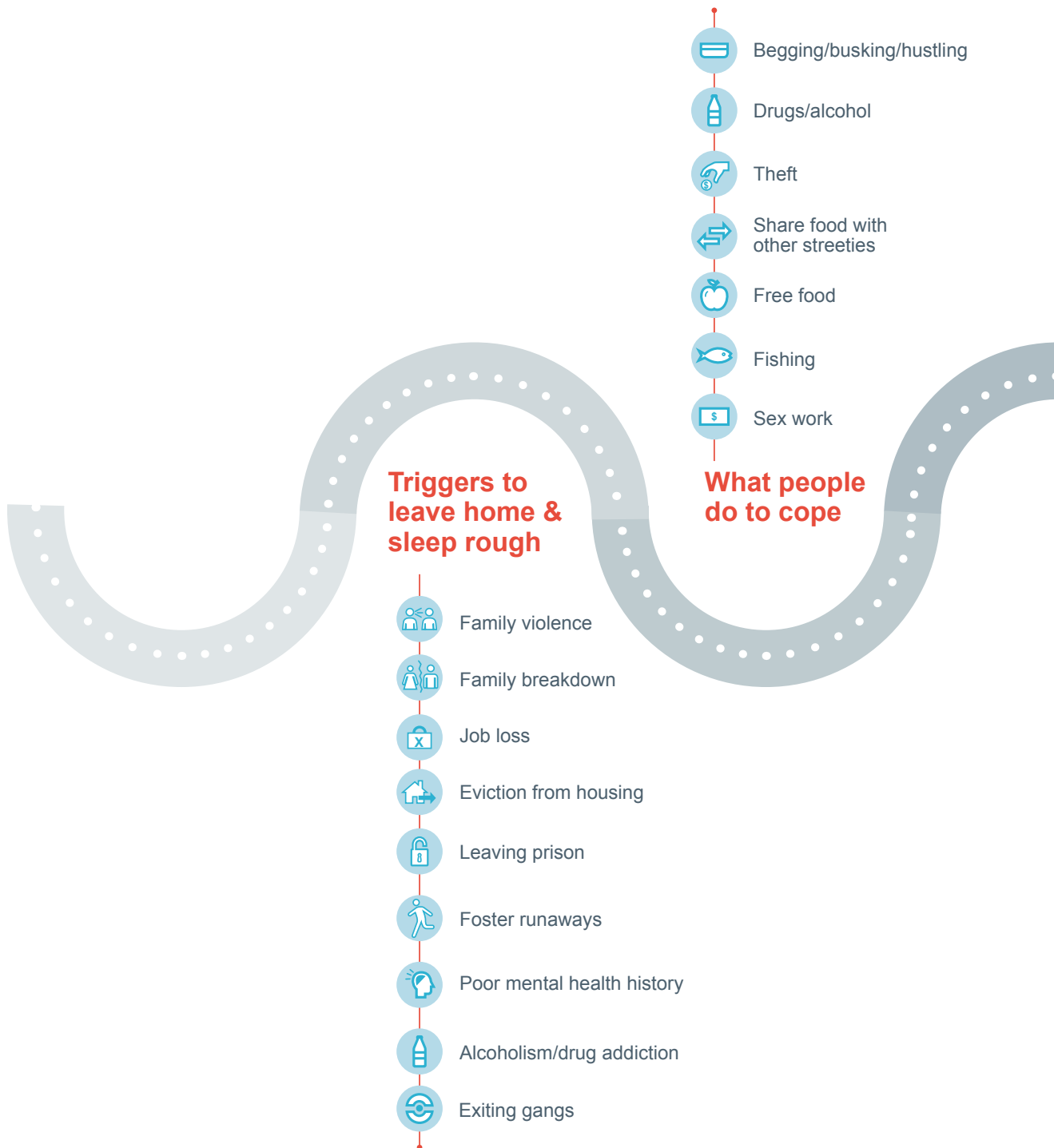
Each project team member was provided with a number of interview transcripts and asked to mine the interviews for insights about the experience of rough sleeping. The project team later came together in several collaborative workshops to synthesise the emergent themes for each participant group. The project leads produced a visual representation of the dominant themes.

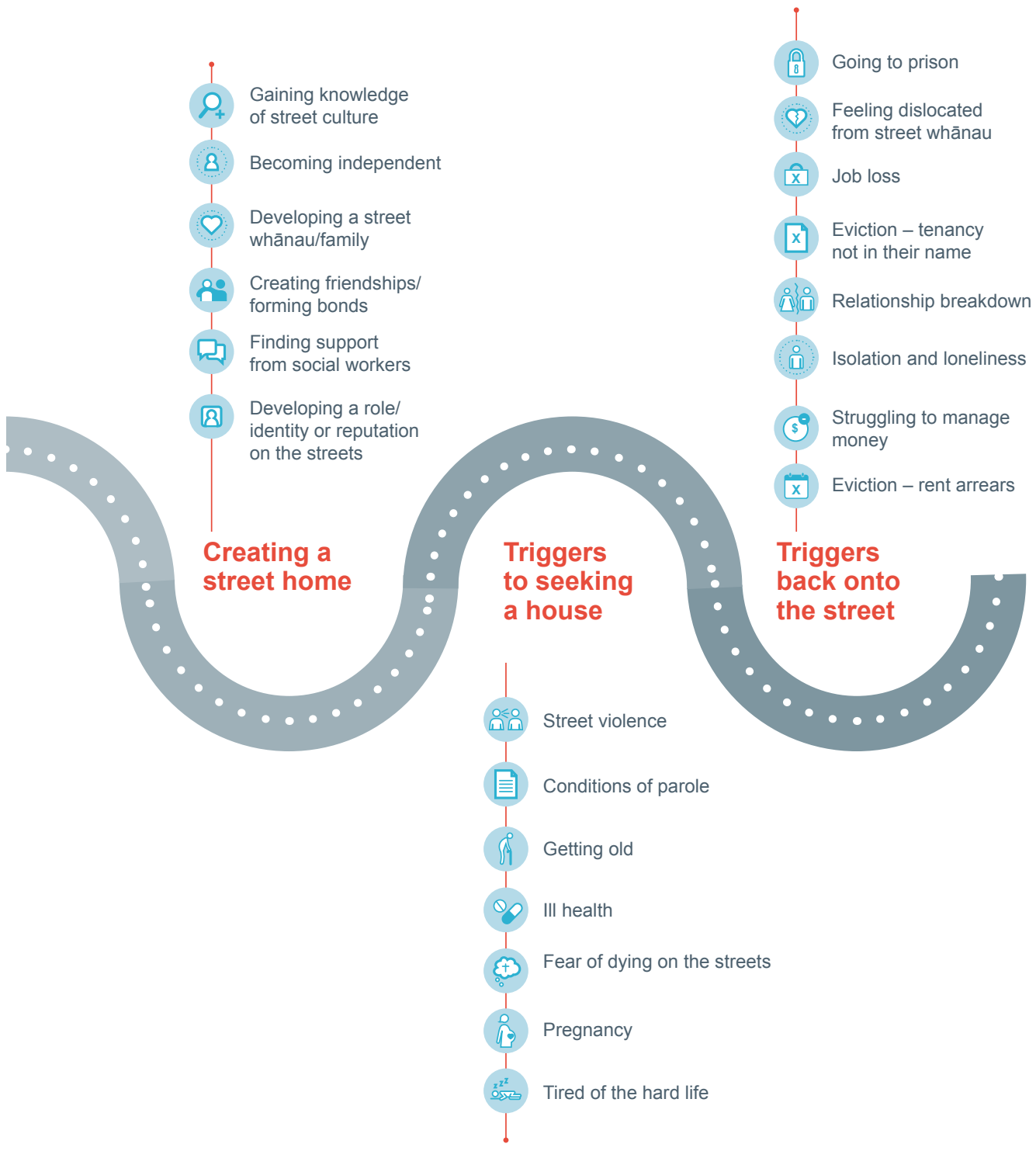
**We agreed that a successful research outcome would:**

- Provide opportunities for those who sleep rough to have, and continue to have, their voices heard;
- Generate increased understanding of the experience of rough sleeping;
- Provide the general public with a greater understanding of the experience of rough sleeping;
- Provide agencies with a shared understanding of the experience of rough sleeping;
- Inform a cohesive best practice for responding to the needs of those sleeping rough in central Auckland;
- Identify opportunities or levers for change; and
- Inspire different and innovative ways of communicating complex life experiences.

# Triggers and coping pathway

There are many different triggers onto the street and while there, people develop strategies and methods to cope and make a home for themselves. There are also many different triggers to leaving the street and seeking accommodation. However, the difficulties of being housed can sometimes be a trigger to returning to the streets.



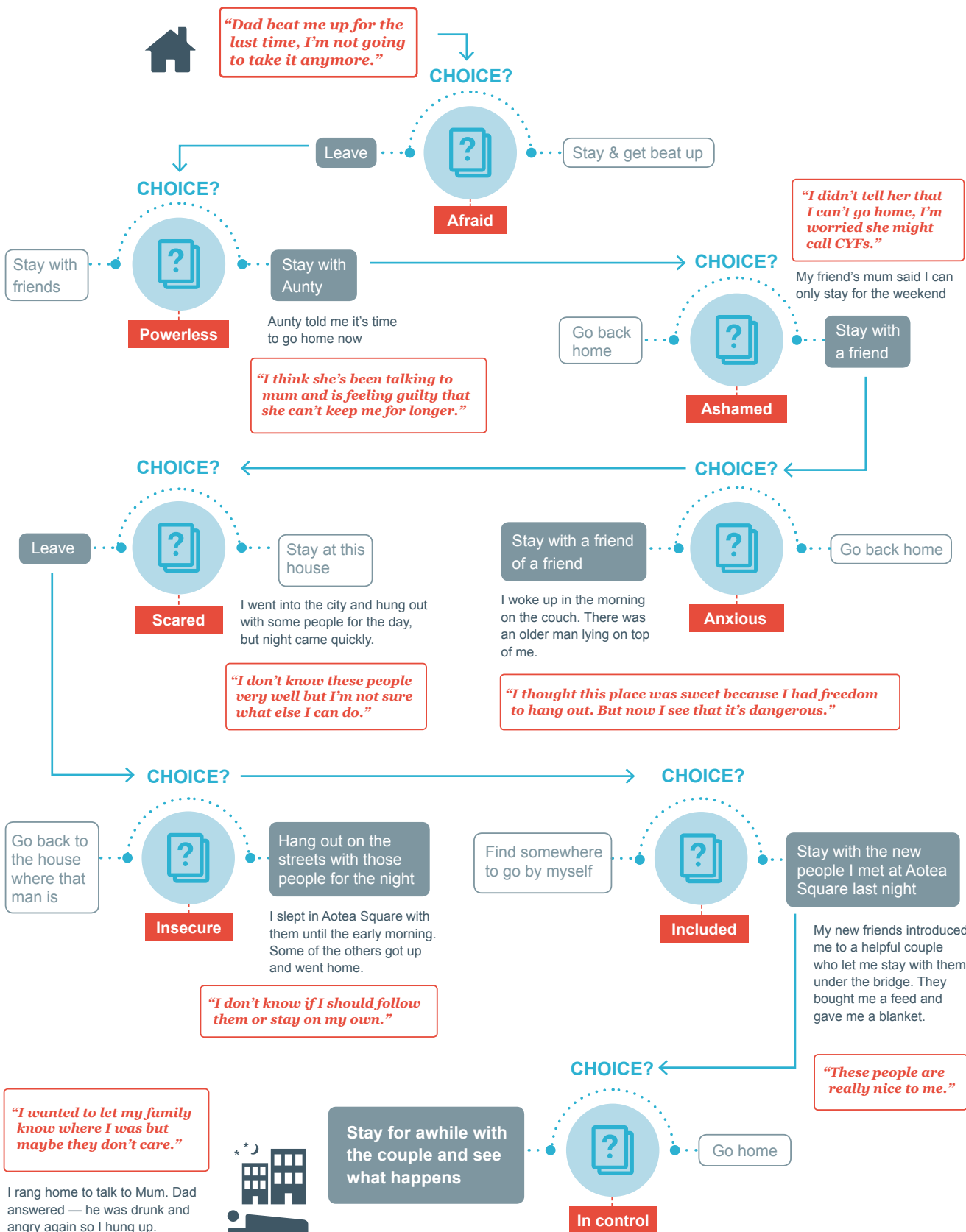




## Choice?

Many rough sleepers told us it was their choice to sleep rough. As they described their childhood stories, many of which included experiences of family violence, it became apparent that the notion of choice is complex. Although family violence was a trigger on the journey to sleeping rough, the 'choice' to do so was more often than not a result of having no other options.

Follow this journey from a young person's perspective exploring their actions, thoughts and feelings as they grapple with some difficult life choices.



## Capturing the experience in one word

On World Homelessness Day 2014, we asked people who had slept rough to describe their experience in one word. These are their words\*.

\*Words are not weighted on frequency.

HARMONY  
 PISSED-ON LIFE LESSON  
 PATIENCE EMOTIONS  
 OUTSIDE CONFIDENCE  
 NO MONEY SELF-FINDING COMPOSURE  
 FREE REAL HUMBLING STARVING  
 LIFE UNEMPLOYED SEX ISSUES  
 BUSKING THANK YOU UNEMPLOYED EARN \$\$\$  
 JUDGED DISCRIMINATING OUTCAST BORING  
 HUNGRY ISOLATED DEPRESSING TRUE BLUE LOVE  
 LONELY SEX-WORK PEACE  
 PRICELESS UNEMPLOYED A PRIVILEGE  
 BLUE MANA \$ ANGRY COLD  
 NO SHOWERS (MOST OF THE TIME) BETRAYED HARD-UP STAY TRUE BLUE  
 DYSFUNCTIONAL STAY STRONG  
 NO CLEAN CLOTHES SEEKING GUIDANCE  
 HOME-SWEET-HOME FUN  
 PŌRANGI BORING AT TIMES TIRING  
 INVISIBLE KIA KAHA  
 TAX FREE  
 TRUE-LIVING CONFIDENCE  
 INTERESTING CRACK-IT  
 ADOPTION

## **When public and private domains meet on the street**

Rough sleepers are under scrutiny because they live their private lives in public places. In the absence of a house to carry out everyday functions, alternatives are found in the cityscape. Tensions can arise when these two domains meet.

Key

- Public
- Rough sleeper

*"I have no safe place to keep my belongings and important papers."*

*"Sometimes me and my friends put our money together and go buy a feed."*

*"Auckland is getting smaller and there are fewer places for us to go."*



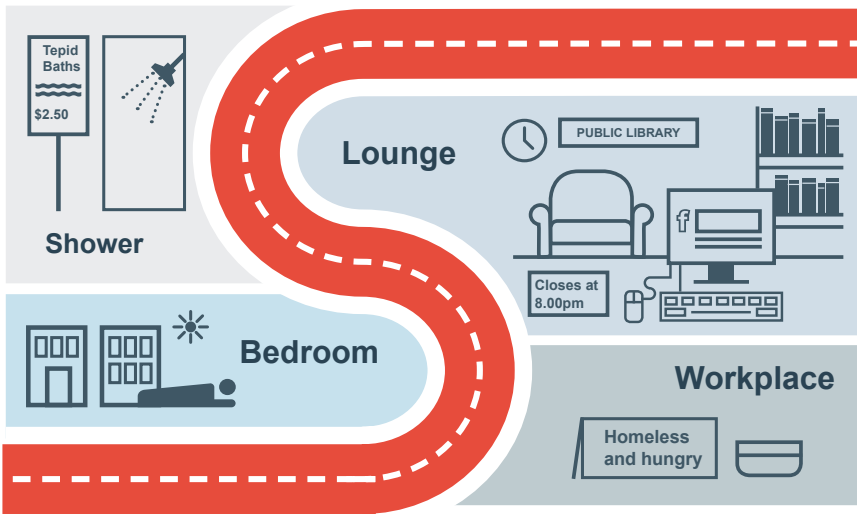
*"They scare me so I cross the street when I see a big group of them hanging out."*

*"Sometimes I have to clean up their faeces and urine"*

*"They stink."*

*"James Liston showers are only open Mon-Fri 9-11am."*

*"I stay in touch with my cousins on Facebook."*



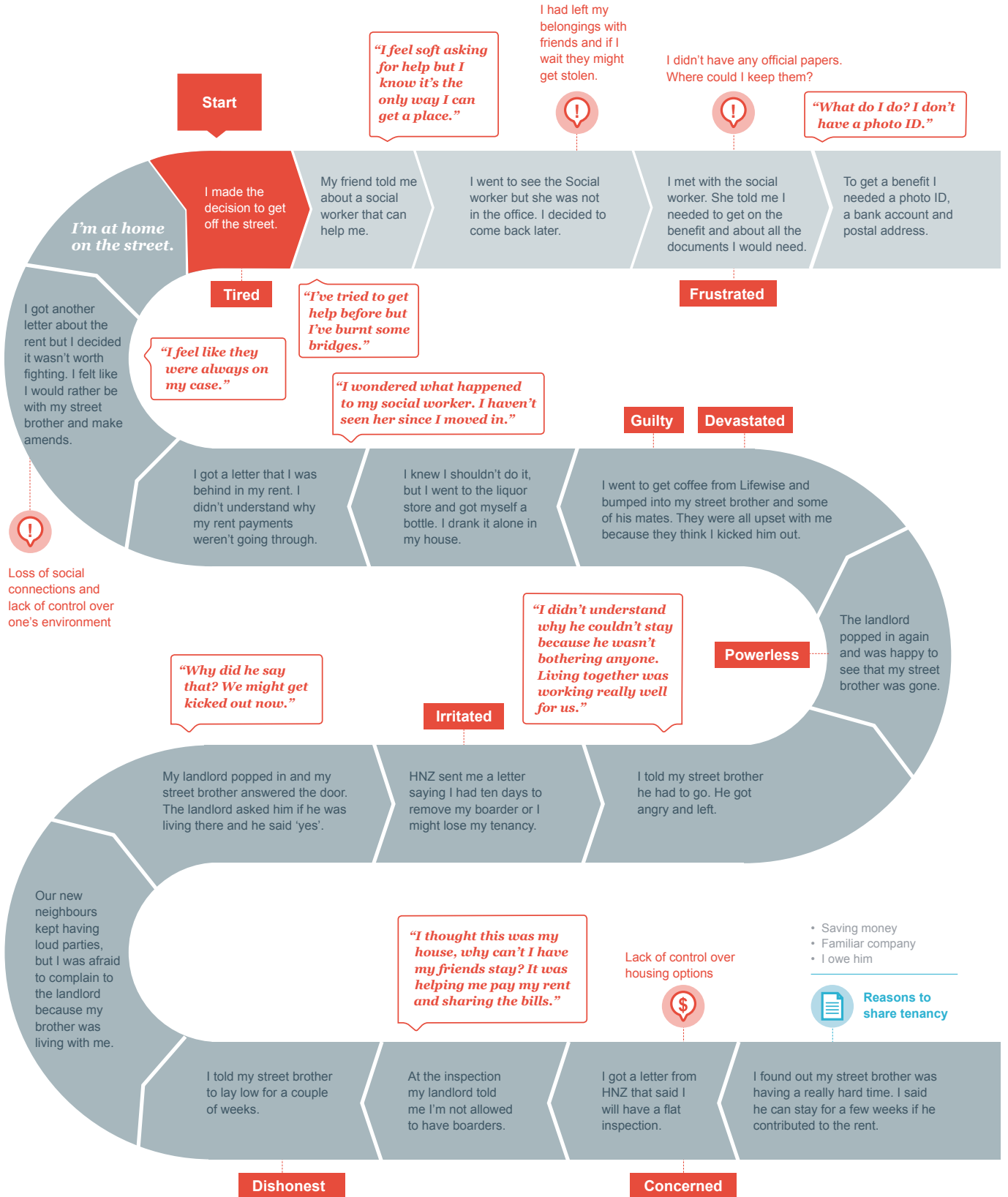
*"I get annoyed when they sleep on the park bench where I want to eat my lunch."*

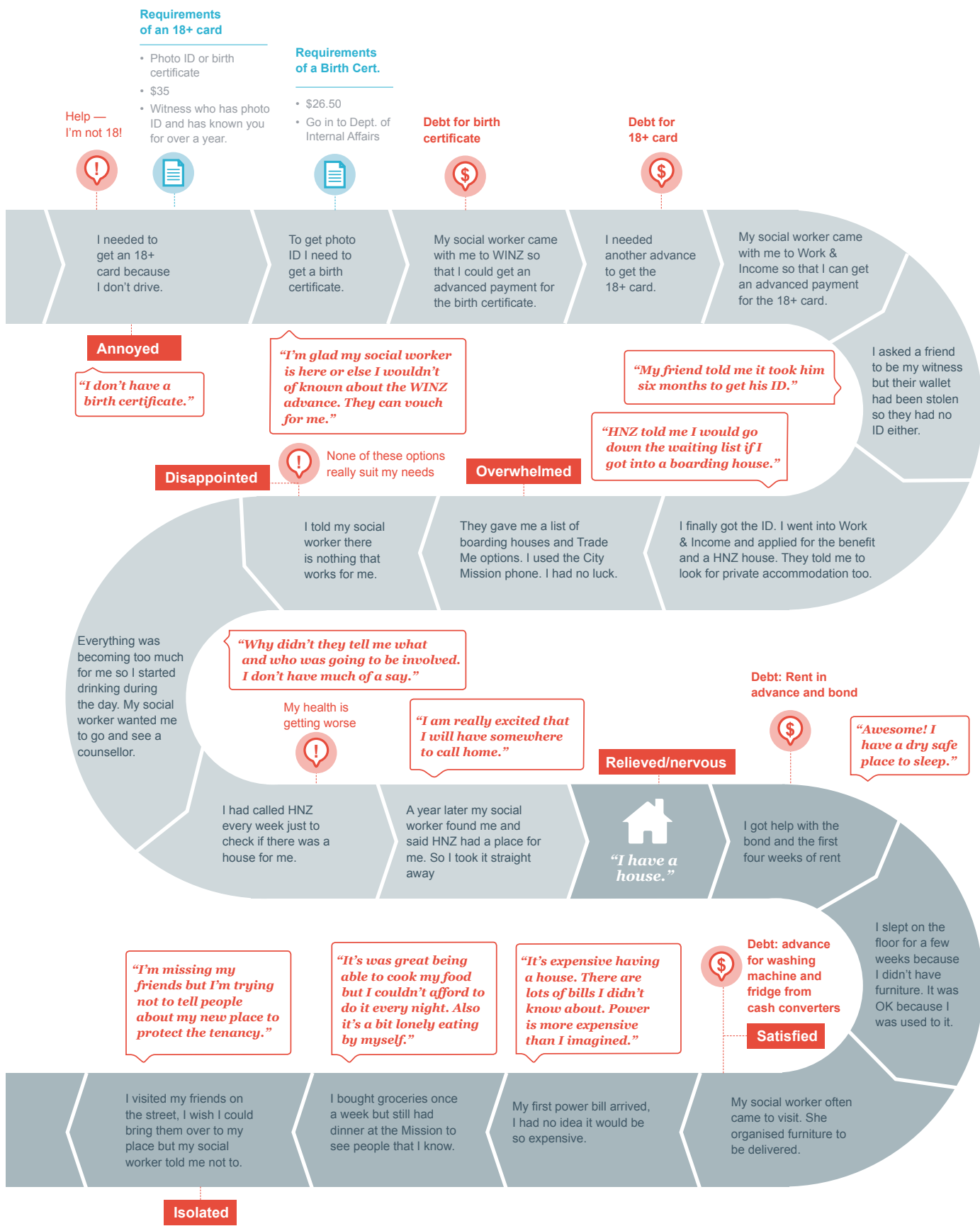
*"I walk around at night and sleep in the day when it is safer."*

*"I feel sorry for them, but don't they get a benefit?"*

# The housing conundrum

The pathway from sleeping rough to being housed is complex; locating and retaining suitable housing is often difficult.









## Key insights

The visuals in this report provide detail of the experiences of those who sleep rough. This section provides a broad overview of the key insights.

### **A history of suffering is a common pathway to life on the streets.**

When asked to share their journey towards life on the streets of central Auckland, people often told stories of physical violence, emotional abuse and neglect when they were younger. These experiences were often, but not always, at the hands of close family members who were ultimately responsible for their care. It would seem that, for some, the vulnerabilities of life on the streets were preferable to the vulnerabilities of life at home and offered a way to reclaim their independence.

However, alongside these commonly expressed stories of abuse, was often another story of feeling dislocated from the family and wider community in which they had lived. Certainly, some people wanted to be reconnected with their families. However, they typically wanted to be reconnected on their own terms.

### **The concept of choice is complex.**

We heard from the general public that living on the streets was a personal lifestyle choice. The general public often used such a claim to make sense of people's decisions that were so very different from their own. An implicit judgment circulated around these claims, however, and they were often used to justify a decision not to offer help or support to those they encountered on the street. This was especially the case for those who believed that New Zealand's welfare system offered a safety net to all who required or desired it, and that life on the street came with financial rewards beyond what could be attained in the paid workforce.

The word 'choice' was also used consistently by people who were sleeping rough to explain their decision to do so – but in a very different way.

Their declaration of choice was frequently made with a defensive tone but also with a sense of autonomy, pride and self-control. They valued being able to claim this life for themselves and spoke of the self-determination and freedom to live in a way of their choosing. However, the initial choice to sleep rough was often made in the face of intolerable physical or emotional abuse. The choice to remain on the street was complex and was often grounded in a sense of financial security (having no rent or utility bills to pay), a sense of independence and a lack of appropriate options for alternative accommodation. It would seem that many rough sleepers made a choice to live on the street while caught 'between a rock and a hard place'.

### **Personal safety is an ongoing concern for those who sleep rough.**

Concern about safety is ongoing for those who sleep rough on the streets of central Auckland. People sleeping rough are vulnerable to physical attack, especially from intoxicated patrons who leave bars and nightclubs late at night. Participants also reported being vulnerable to assault by friends and family who also slept rough.

However, the people we spoke with described numerous strategies they employed to keep themselves safe. This often involved their sleeping patterns. For example, some people chose to sleep in groups on the understanding that there is 'safety in numbers'. In contrast, others described feeling safer when sleeping alone in an isolated spot where no one could find them. Other changes to sleeping patterns involved sleeping during the day in highly visible public spaces on the assumption that they would be less vulnerable to verbal or physical attack. Another strategy described by women was to avoid showering and use unpleasant body odour to repel unwanted sexual advances.

### **Street-based social networks are very important.**

Street-based social networks offered those who slept rough practical, financial and emotional support. In a world where people felt they were being judged, social networks offered some reprieve. Moreover, for those who were experiencing significant dislocation from family and other loved ones, a 'street family' offered a very viable and real alternative. The kinds of support offered and received included: shared food and money; advice about life on the streets; and a shared sleeping space. The bonds shared between people on the street often evolved into a familial relationship; participants frequently described these relationships as street family or street whānau. It was clear that these relationships were deeply felt and, for some, were of greater significance than their biological families. Given the ongoing and everyday nature of these relations, and the levels of support received and provided, the development of such close ties is unsurprising.

Like any social relationship, however, relationships on the street are complex. Street-based friendships can sour as people take advantage or manipulate each other, or even when one friend moves off the street and into housing. Some participants told us stories of being physically assaulted by their street family and friends while others spoke of a sense of obligation to have sex in exchange for money, drugs, food or shelter.

### **Over time, biological families learnt to accept their family members' decision to live on the street.**

The family members that we spoke with described their initial confusion over their loved one's decision to sleep rough and often challenged their decision. Over time this confusion and reluctance to accept the decision of their family member evolved into

acceptance and support. Family members described the different ways they supported their family member on the street. Some maintained regular contact either in person or through social media websites. Facebook, in particular, was seen as a way for both groups to straddle the spaces of the former home and street life. Other family members asked their wider networks and friends to 'keep an eye out' for their loved one – several offering food, clothing or blankets.

Some family members continued to look after their loved one's things including personal belongings, property and inheritance. They also described having an 'open door policy' – being willing to have their family member back home at any time. However, this was also acknowledged as a possible source of tension because the different lifestyles and new street-friendships were not always welcome.

### **Routine is an important feature of life on the street.**

Rough sleepers often described fairly routinised lives that centred on meeting basic everyday needs such as securing a warm and dry place to sleep, finding food and water, acquiring access to toilets and showers, and meeting together with friends and street family. For some of the participants, routines centred on service agencies that offered cheap or free food at particular times of the day such as the Lifewise Merge Café or the Auckland City Mission. These service spaces also provided an opportunity to socialise with friends.

Other participants talked more about routines that centred on the best times and places for begging or hustling (or working as it was often described) in central Auckland. These participants had a wealth of experiential knowledge about the life and movement of the city and, more importantly, the people who lived and worked there who might be most generous.

The opportunity to meet with friends was also an important routine aspect of daily life.

Others' routines were concerned with taking care of "their spot". Many people were concerned with taking care of the place they slept each night and the belongings they sometimes stored there during the day. Strategies included returning earlier than necessary to sleeping areas so that if any belongings had been stolen or damaged there would still be time to replace them.

Together, these patterns of everyday life paint a picture of collective resourcefulness. The participants knew central Auckland intimately, knew where they could turn for support and knew how best to support themselves while living on the street. That said, discourses of safety continually circulated around and underpinned these narratives of routine.

### **The general public have a complex view of those who sleep rough.**

Some people we spoke with felt that those who slept rough made personal choices to do so and, as a result, felt they were not responsible for supporting them in their life on the street or on their journey to become housed. Those who shared this viewpoint typically felt that rough sleepers were responsible for their own lives and no-one had a responsibility to support them into housing.

Others were much more empathetic and held a "compassionate curiosity" about the lives of those who slept rough. When coming across rough sleepers on the street, they wondered what had happened in their lives that had led to a life without shelter. Those who shared this view often had a strong social conscience which contributed to their belief that central and local government, non-government agencies, and the community more broadly all have a role to play in supporting people who sleep rough.

Some members of the public were more ambivalent, expressing wonder and concern about those sleeping rough at the same time as judging the life choices that rough sleepers had made. This ambivalence was often expressed as guilt which stemmed from an awareness of a person facing a difficult life situation at the same time as being unwilling or unable to do anything about it.

### **There were a range of obstacles that hindered access to social services.**

Many of the participants were aware of the range of social services (and individuals who work within those services) available to support them as they negotiated street life. However, for many people, these social services were often difficult to navigate. Two key problems were raised by participants. First, some social services were not available at the times that people most needed them (often after-hours). Second, securing the appropriate documentation to facilitate access to the available services was difficult. Most people who are living on the streets do not possess formal documents such as birth certificates, driving licenses or passports and many do not have bank accounts. However, these things, in addition to a permanent address, are required to access support from Work and Income and other services.

Although some were able to successfully navigate these difficulties, considerable time, energy and money was spent doing so. Participants often told us that a more integrated and collaborative response by service providers would help rough sleepers in their everyday lives.

For those participants who were ready to move indoors, numerous barriers, obstacles and delays often left the person feeling frustrated. Participants described needing housing that was located near to their familial and social networks (typically in or

close to central Auckland). They also described a desire for an independent home. However, what they often reported being offered was shared-facility accommodation such as boarding houses or campgrounds. This was problematic for numerous reasons. First, participants were concerned about their personal safety in such accommodation as well as the safety and security of their belongings. Second, concerns were raised about vermin, bed bugs and fleas that were often rampant in this kind of accommodation. Finally, once housed in a boarding house or campground, participants were concerned that they might lose their position on the waiting list for more suitable accommodation.

### **Once housed, creating a home is not straightforward.**

Some people told us how strange it was to be living in such an enclosed space after life on the streets – even describing their initial reluctance to furnish the space. A main concern, was the higher cost of living when compared with living on the streets. Managing a severely limited budget was reportedly difficult and it was easy to fall behind on rent and other important bills. Although budgeting and other support services were available to help, there was a constant juggle.

Many Aucklanders we spoke with felt that providing a house would solve all of the rough sleepers' problems. However, current and former rough sleepers told us that having a house was often difficult and involved significant shifts in thinking.

Once housed, creating a home by inviting friends over was often a tension. On the one hand, friends can 'overstay their welcome', carry out illegal activities or cause damage to the property, all of which can jeopardise tenancy agreements. On the other hand, inviting friends over to socialise and share a meal is an important part of making a home for oneself.

For many housed rough sleepers, the streets provided a 'fall-back' option that was always ready to welcome their return. While this offered an important safety net, it also created a slippery slide back into street life. Overall, it seems that the pathway into secure housing is extremely difficult while the pathway back onto the streets is easy.

## Opportunities for change

One of the aims of this research project was to identify potential leverage points that could contribute to positive outcomes and meaningful change for those who are sleeping rough.

**The insights from this research raise the following questions and form a starting point for discussion:**

---

How might we **increase the individual and collective safety and wellbeing** for those who are currently living on the streets?

---

How might we **broaden the number of housing options and choices available** to people?

---

How might we **remove the barriers to accessing social services**, including housing?

---

How might we **work collectively to develop a range of pathways for people** to move into housing?

---

How might we build on the **strengths of the street whānau and lessen some of the adverse effects of belonging to a street whānau**?

---

How might we better **support** those who have moved indoors to **create a home** for themselves and **maintain** their tenancies?

---

How might we **change negative public perceptions about homelessness**?

---

How might we **change our language about homelessness** in order to reframe the issues?

---

What can my **organisation or agency do to better create meaningful change** for people sleeping rough?

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What can **I do in my everyday life to support people** who are sleeping rough?

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### **Funding Request Proposal to NPDC**

**Subject:** Funding Request for Rough Sleeping Shelter Setup and Annual Operations

**To:** New Plymouth District Council (NPDC)

**From:** YMCA New Plymouth

**Date:** 23<sup>rd</sup> December 2024

### **Overview**

The YMCA New Plymouth, in collaboration with key community partners, is committed to addressing the critical issue of homelessness in our region. We propose the development of a rough sleeping shelter designed to provide essential services and a safe environment for vulnerable individuals at the YMCA Liardet Street, top floor Lemon street entrance. To achieve this, we are requesting financial support from the NPDC for both capital outlay and ongoing operational costs.

### **Funding Request Details**

#### **1. Capital Outlay for Shelter Setup**

- **Amount Requested:** \$350,000
- **Purpose:** To fund the renovation and installation of essential infrastructure at the Lemon Street space for the rough sleeping shelter.
- **Breakdown:**
  - Structural modifications, including partitions, flooring, and insulation.
  - Installation of heating, plumbing, and ventilation systems.
  - Safety features such as fire alarms, security systems, and accessibility upgrades.
  - Purchase and installation of furniture, beds, kitchen appliances, and other necessary equipment.





- **Timeline:** Work to commence on **1st March 2024** and be completed by **1st May 2024**, ensuring the shelter is ready for operation prior to the 2025 winter.

## 2. Annual Operational Funding

- **Amount Requested:** \$600,000 per annum
- **Purpose:** To cover the operational costs of the facility, ensuring it runs efficiently and provides comprehensive support services.
- **Breakdown:**
  - Staffing: Social workers, support staff, security personnel, and administrative roles.
  - Utilities: Electricity, water, internet, and other essential services.
  - Resident Support: Food, clothing, hygiene products, and basic supplies.
  - Programs: Life skills training, addiction recovery support, job readiness programs, and mental health services.
  - Maintenance: Regular upkeep of the facility and contingency for unforeseen repairs.
- **Start Date:** Funds required by **1st May 2024** to ensure seamless operations.

## Community Impact

- **Immediate Relief:** The shelter will provide a secure, dignified space for rough sleepers, addressing their basic needs while connecting them to vital support services.
- **Long-Term Benefits:** Through targeted programs, residents will gain skills and support to transition into stable housing and employment, reducing the overall strain on community resources.
- **Collaborative Approach:** This initiative is supported by a strong partnership network, including the Salvation Army, Women's Centre, PARS, and others, ensuring effective and holistic support for residents.



### Accountability and Reporting

- **Capital Outlay:** All funds will be used transparently, with detailed reports provided to NPDC upon project completion by 1st May 2024.
- **Operational Oversight:** 6 monthly progress reports will outline service outcomes, financial updates, and impact metrics, ensuring accountability and alignment with community goals.

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### Conclusion

We urge NPDC to approve this funding request as a critical investment in addressing homelessness in New Plymouth. By supporting this initiative, the council will be directly contributing to a more inclusive, supportive, and resilient community.

We appreciate your consideration and look forward to collaborating on this impactful project.

Sincerely,

Joanne Dusterhoff |CEO|YMCA New Plymouth  
YMCA New Plymouth

Gareth Jones | Kaitohutohu|YMCA New Plymouth



## The need for a rough sleeping shelter/s in New Plymouth

The need for a rough sleeping shelter/s in New Plymouth arises from a combination of social, economic, and systemic factors that contribute to homelessness and the challenges faced by rough sleepers. Below are the key reasons why such a shelter is essential:

### 1. Increasing Visible Homelessness

- **Rough Sleeping Prevalence:** Reports or observations of individuals sleeping on streets, in parks, or other public spaces in New Plymouth highlight a growing homelessness issue.
- **Lack of Immediate Support:** Without a dedicated shelter, rough sleepers lack access to safe spaces, exposing them to risks like violence, theft, abuse or harsh weather conditions.

### 2. Lack of Affordable Housing

- **Housing Shortages:** New Plymouth, like many other areas, faces challenges with housing affordability and availability, exacerbating homelessness.
- **Rising Rents:** High rental costs can push individuals and families out of stable housing, especially those with low or unstable incomes.

### 3. Gaps in Social Support

- **Mental Health and Addiction Services:** Insufficient resources for mental health treatment and addiction recovery leave vulnerable individuals without the help they need, often resulting in homelessness.
- **Welfare System Challenges:** Delays or gaps in social welfare support can lead to people falling through the cracks and becoming homeless.

### 4. Addressing Immediate Safety Concerns

- **Protection from Harsh Conditions:** Rough sleepers are exposed to extreme weather, health risks, and a lack of basic sanitation.

- **Community Safety:** A shelter can reduce the risks of conflicts, public disturbances, or unsafe conditions in public spaces caused by rough sleeping.

## 5. Facilitating Long-Term Solutions

- **Stability and Support:** A shelter provides not just a safe place to sleep but also access to services that can help individuals transition into permanent housing.
- **Rehabilitation Opportunities:** Shelters often serve as entry points for programs addressing mental health, substance abuse, or employment barriers.

## 6. Supporting a Vulnerable Population

- **Preventing Chronic Homelessness:** Without intervention, rough sleeping can lead to long-term homelessness, worsening individuals' physical and mental health.
- **Humanitarian Need:** Everyone deserves dignity and safety, and a shelter fulfils this fundamental human right for rough sleepers.

## 7. Community and Economic Benefits

- **Reduced Public Costs:** Providing shelter and support reduces the strain on emergency services, such as police and hospitals, often called upon to address homelessness-related issues.
- **Improved Urban Environment:** Addressing rough sleeping can create a cleaner and more welcoming city for residents, businesses, and visitors.

## 8. Addressing the Root Causes of Rough Sleeping

- **Displacement Due to Personal Crises:** Many rough sleepers face challenges such as domestic violence, family breakdowns, or job losses that lead to homelessness.
- **COVID-19 and Economic Shifts:** Recent economic changes may have exacerbated homelessness, with individuals losing income or housing stability.

## 9. Filling a Gap in Current Services

- **No Dedicated Facility:** If New Plymouth lacks an existing shelter specifically for rough sleepers, this creates a critical service gap.
  - **Targeted Support for Men:** Focusing on a men's shelter addresses the specific challenges faced by this demographic while leaving room for complementary services for women and families. However the YMCA is proposing consideration of a Women's rough sleeping shelter which is contained in a supplementary document.
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## 10. Aligning with Broader Community Goals

- **Promoting Social Equity:** A shelter reflects a community's commitment to supporting its most vulnerable members.
  - **Local and National Priorities:** Establishing a shelter aligns with goals to reduce homelessness and improve overall community well-being.
- 

## Conclusion

A rough sleeping shelter in New Plymouth is urgently needed to address the immediate and long-term needs of the rough sleeping population. It provides not just a roof but also a pathway toward stability, recovery, and reintegration into society, benefiting both individuals and the broader community.

## **The YMCA Rough Sleeping Shelter – Te Whare o Tapatahi | Place of Integrity**

The YMCA New Plymouth is well-suited to lead the rough sleeping initiative and provide a shelter for several reasons, based on the organization's history, structure, and values:

### **1. Established Community Presence**

The YMCA is often deeply integrated into the community it serves, with a history of providing inclusive services. New Plymouth YMCA has a familiarity with local needs and is a trusted and effective partner for addressing rough sleeping.

### **2. Mission and Values**

The YMCA's mission revolves around social equity, supporting vulnerable populations, and creating opportunities for all. Their focus on community development aligns well with the goals of a rough sleeping initiative.

### **3. Experience with Housing and Social Support**

Many YMCAs around the world have experience running shelters, transitional housing programs, and youth-focused accommodation. This expertise can be leveraged to provide effective and empathetic solutions for rough sleepers.

### **4. Holistic Approach to Support**

The YMCA typically offers not just shelter but also life skills programs, employment assistance, mental health support, and recreation. This integrated approach can help individuals transition from rough sleeping to stability.

### **5. Strong Partnerships**

The YMCA often collaborates with local governments, non-profits, and businesses. Their ability to work with various stakeholders can enhance the effectiveness of a rough sleeping initiative. The YMCA is also fully committed to supporting principles of the Treaty of Waitangi.

### **6. Existing Facilities and Staff**

The YMCA New Plymouth has facilities that can be adapted for shelter purposes, it reduces the time and cost needed to launch the initiative. Additionally, trained staff familiar with supporting

vulnerable populations are a significant asset. Currently the YMCA runs programs with alternate and special youth education, staff are trained in trauma, resilience and cultural literacy.

### **7. Focus on Men and health**

The rough sleepers are predominantly men, the YMCA's focus on health and wellbeing in particular is well-suited to address their unique needs of the rough sleepers.

### **8. Community Trust and Credibility**

The YMCA enjoys a high level of trust and credibility within communities. This reputation can encourage both public support and participation in the initiative.

The YMCA New Plymouth has demonstrated commitment, resources, and partnerships to support such initiatives across the world, there is a real need which has evolved over time, the YMCA is offering to address rough sleeping and provide a shelter with support services and in partnership with the relevant agencies.

### **Benefits for rough sleepers and the community**

#### **For rough sleepers:**

- Safety and wellbeing: People sleeping rough are vulnerable to physical attacks, especially at night. Shelters could offer a safer environment, reducing the risk of violence.
- Basic needs: Shelters can provide access to essential facilities like toilets and showers. The lack of these facilities is a major issue for those living on the streets.
- Social support: Shelters can offer a space for people to connect and build supportive relationships with each other and staff. Many rough sleepers form "street families" for support and belonging.
- Access to services: Shelters can act as a point of contact with social workers and other service providers. Navigating social services is difficult for rough sleepers, often due to a lack of documentation and the limited availability of services outside of regular hours. Centralising these support services will have a significant impact on the rough sleeping community.
- Pathways out of homelessness: Shelters could offer a more structured environment that facilitates a move from the streets to more permanent housing. It is a complex journey of moving from rough sleeping into stable housing.

- Creating a home: Quite often many rough sleepers struggle to create a home and maintain their tenancy. Shelters help with this transition by offering support and guidance.
- Physical Health: Lack of shelter exposes people to the elements, with many describing their experience as cold. Lack of sleep is also a concern with many sleeping during the day when it is safe. These health related issues can be addressed with safe, warm shelter.

### **For the Community:**

- Reduced public disorder: By offering a designated space, shelters could reduce the visibility of rough sleeping in public areas. Tensions can arise when the public and private lives of rough sleepers intersect in public spaces.
- Improved public health: The presence of people sleeping rough can lead to concerns about hygiene and public health. Providing shelter and facilities could help with these issues.
- Increased understanding: Shelters can become places where the public can gain a better understanding of the issues faced by those who are rough sleeping, countering the general public's complex view of rough sleepers, which can range from compassion to judgement. People sleeping rough often experience judgment from the public.

### **Considerations:**

Many rough sleepers view their situation as a 'choice,' even if it stems from a lack of alternatives. Therefore, the design and management of any shelter needs to be done in collaboration with the rough sleeping community.

Having a safe, secure place to keep belongings, and a postal address is another benefit. It is important that these basic requirements be met if a person is to move off the streets.

Establishing a rough sleeping shelter can be an important step in addressing the complex issues of homelessness, benefiting not only individuals but also contributing to a healthier, more inclusive community.



## The Plan 2025 – Te Whare o Tapatahi

Our plan is to convert the top level of the Lemon Street YMCA into a rough sleeping shelter for men. There are several critical aspects of implementation which will mitigate community impact. Following is an analysis of the key elements of the plan and potential considerations:

### Key Strengths of the Plan

#### 1. Quick and Effective Setup

- Utilizing an existing YMCA space allows for a more rapid response to the pressing need for a shelter. This approach minimizes the logistical and financial challenges of building a new facility.

#### 2. Dedicated Security Measures

- The inclusion of a 24/7 security program demonstrates a proactive approach to mitigating potential concerns around safety or disturbances. Having both security personnel and social workers ensures a balanced focus on enforcement and care. We are also collaborating closely with the Police, PARS, Salvation Army, Taranaki retreat, Waimanako café and other relevant services including the New Plymouth District Council.
- The presence of security also ensures there is no clusters or groups forming around the egresses of the shelter.

#### 3. Dry Site Policy

- Classifying the shelter as a dry site is a strong step to create a safe and stable environment for residents. This policy reduces risks of substance-related incidents and promotes recovery and well-being.

#### 4. Focus on Men

- By targeting a specific demographic—men—the plan allows for tailored services, recognizing that men may have unique challenges or needs in addressing homelessness and they are at present the majority of the rough sleeping population in New Plymouth.

## 5. Centralized Location

- Lemon Street is accessible and centrally located, however it is not in the city and is several streets removed from the main retail shops, it provides rough sleepers with easy access to the shelter and other support services they may need.

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## Considerations for Effective Implementation

### 1. Community Engagement

- Engage with local residents and businesses to build understanding and support for the initiative. Highlight the security measures and the dry site policy to address potential concerns.

### 2. Clear Operational Guidelines

- Establish transparent rules and procedures for shelter operations. Ensure clear communication about expectations, services, and consequences for violations of the dry site policy. The operations rules and procedures are extracted from current YMCA's and research which has been done with other shelters here in New Zealand.

### 3. Support Services Integration

- Social workers are equipped to provide case management, connect residents to mental health and substance abuse treatment, and assist with employment and housing resources. Partnering services will have access to the shelter.

### 4. Safety Beyond the Shelter

- While on-site security is essential, work with the local community to ensure that any unintended consequences, such as displacement to nearby areas, are addressed. Coordination with police and community outreach teams can help, or in the case of New Plymouth appointing a daytime engagement officer for the rough sleepers is an important part of the program.

### 5. Capacity and Scalability

- There is capacity at the shelter, and it aligns with the demand for rough sleeping support in New Plymouth. If the need is greater than anticipated, more pods can be installed, at present we are installing 20 sleeping pods.

## 6. Monitoring and Feedback

- There will be a regular review the shelter's operations and address of any challenges which occur. Gathering feedback from residents, staff, and the community will help refine the program.

## 7. Public Awareness Campaign

- Raise awareness about the shelter's purpose and operations through media and community channels. Emphasize its role in addressing homelessness while maintaining community safety.

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### Potential Positive Impacts

- **For Rough Sleepers:** Access to a safe and stable environment, free from substances, provides a critical first step toward recovery and reintegration.
- **For the Community:** Reduces visible homelessness in the area while providing a structured and supported solution, minimizing potential disruptions.

This plan is robust and demonstrates a comprehensive understanding of the needs of both the target population and the broader community. With proper execution, it has the potential to make a significant positive impact.

## A Partnership Approach

A partnership between the **New Plymouth District Council (NPDC)**, **Toi Foundation**, **local businesses**, and the **YMCA New Plymouth** to address the rough sleeping issue can deliver significant benefits to the community, each organization, and the individuals it seeks to support. Below are the key benefits of this collaborative approach:

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### 1. Comprehensive Resource Mobilization

- **Combined Expertise and Skills:** Each partner brings unique strengths to the table:
  - NPDC provides governance, regulatory oversight, funding and infrastructure support.
  - Toi Foundation offers funding and community-focused philanthropic resources.
  - Businesses contribute through financial sponsorships, in-kind support, and employment opportunities for shelter residents.
  - YMCA delivers operational experience, the site, access to the administrative & HR capability to run the program and established community trust.
- **Shared Costs:** Pooling resources reduces the financial burden on any single entity, making the initiative more sustainable.

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### 2. Increased Effectiveness and Impact

- **Integrated Support Services:** A partnership ensures rough sleepers have access not only to shelter but also to complementary services like healthcare, job placement, and addiction recovery programs.
- **Targeted Solutions:** Combining local government insights with community-focused foundations and businesses ensures that interventions are well-suited to New Plymouth's specific challenges and opportunities.

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### 3. Enhanced Community Trust and Buy-In

- **United Front:** A visible partnership among trusted entities (YMCA, NPDC, Toi Foundation, and businesses) fosters community confidence in the shelter project.
  - **Public Perception Management:** Clear communication and collaboration among partners demonstrate accountability and reduce public concerns about safety or disruption.
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#### 4. Economic and Social Benefits for the Community

- **Reduction in Visible Homelessness:** Providing a structured and supported environment reduces rough sleeping in public spaces, contributing to a cleaner, safer, and more welcoming community.
  - **Support for Local Economy:** By helping rough sleepers transition into stability, the initiative can create opportunities for workforce development, benefiting businesses.
  - **Cost Savings:** Addressing homelessness proactively can reduce long-term costs associated with emergency healthcare, policing, and social services.
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#### 5. Innovation Through Collaboration

- **Creative Solutions:** Businesses and foundations can introduce innovative approaches, such as offering micro-enterprise grants, job training programs, or sustainability initiatives, enriching the shelter's services.
  - **Knowledge Sharing:** Partners can learn from each other's experiences and models to improve the effectiveness and reach of the shelter.
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#### 6. Strengthened Relationships Among Stakeholders

- **Long-Term Collaboration:** Building a partnership for this initiative sets the stage for future collaborations on other social issues, fostering a culture of collective problem-solving in New Plymouth.
  - **Increased Stakeholder Engagement:** Businesses and community organizations may become more involved in local governance and philanthropic activities.
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#### 7. Improved Outcomes for Rough Sleepers

- **Holistic Support System:** Access to shelter, social services, job opportunities, and health care in one integrated program ensures better chances of long-term success for individuals.
- **Dignity and Stability:** A well-supported partnership emphasizes treating rough sleepers with dignity and providing them with the stability they need to reintegrate into society.

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## Benefits to Individual Partners

### New Plymouth District Council

- Demonstrates leadership in addressing a critical social issue.
- Improves community well-being and safety.
- Reduces strain on public services like law enforcement and healthcare.

### Toi Foundation

- Aligns with its mission of supporting community-driven solutions.
- Maximizes the impact of its philanthropic investments.
- Builds stronger ties with local organizations and residents.

### Businesses

- Enhances their reputation as socially responsible entities.
- Strengthens community ties, potentially attracting customers and employees who value ethical practices.
- Reduces workforce gaps by creating pathways for rough sleepers to become employable.

### YMCA New Plymouth

- Expands its role as a community leader and trusted service provider.
- Strengthens its relationship with local stakeholders.
- Demonstrates its commitment to fostering social equity and inclusion.

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## Conclusion

This partnership represents a **win-win solution** for all parties involved. It not only addresses the urgent issue of rough sleeping but also strengthens the fabric of the New Plymouth community, fosters long-term collaboration, and generates meaningful and measurable outcomes for individuals and the region as a whole.

## Central Government involvement in the program

Engaging central government is a critical step to ensure long-term, systemic solutions to the rough sleeping issue in New Plymouth. While local efforts, such as the YMCA-led shelter program with NPDC, Toi Foundation and others demonstrate initiative and compassion, central government accountability is essential for addressing root causes and scaling the impact. Here's how this program can motivate central government and call them to action:

### 1. Demonstrating Local Leadership and Success

- **Proof of Concept:** By successfully running a well-organized and effective rough sleeping shelter, the program provides a tangible example of what works. Central government is more likely to support initiatives that demonstrate measurable outcomes.
- **Model for Policy Scaling:** A successful local program can serve as a pilot for similar initiatives across the country, encouraging central government to adopt and fund comparable programs.

### 2. Highlighting the Need for Structural Support

- **Systemic Challenges:** Central government intervention is necessary to address systemic issues contributing to rough sleeping, such as:
  - Lack of affordable housing.
  - Insufficient mental health and addiction services.
  - Gaps in social welfare policies.
- **Advocacy Through Data:** Regularly collecting and sharing data on the shelter's operations, outcomes, and challenges can illustrate the need for broader policy support.

### 3. Strengthening the Call for National Funding

- **Resource Gaps:** Local programs often rely on limited funding from councils, foundations, and businesses. Central government can provide the sustained financial resources needed to expand the program and ensure its sustainability.

- **Alignment with National Strategies:** Framing the program as aligned with national priorities, such as reducing homelessness, promoting public health, or achieving housing equity, makes it harder for central government to ignore.
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#### **4. Building Political Pressure**

- **Community and Media Engagement:** Showcasing the program's positive impact can generate public and media support, increasing pressure on central government to take responsibility.
  - **Leveraging Local Advocacy:** Encouraging local officials, community leaders, and influential stakeholders to lobby central government ensures the issue remains a priority.
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#### **5. Encouraging Policy Change**

- **Housing First Model:** The program can highlight the importance of stable housing as a precursor to solving other issues (e.g., employment, health). Central government can be called upon to implement or expand housing-first policies nationwide.
  - **Social Safety Nets:** Advocating for stronger welfare systems, mental health resources, and substance abuse programs as part of the solution.
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#### **6. Providing a Pathway for Partnership**

- **Shared Accountability:** Central government can be encouraged to see itself as a partner rather than a distant overseer. For instance, the shelter could propose a co-funded model where central government matches local contributions.
  - **National Oversight and Standards:** Central government involvement ensures consistency in services, staff training, and quality standards across regions.
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#### **7. Aligning with Broader National Goals**

- **Economic and Social Benefits:** Framing the program as not just a moral imperative but also as economically beneficial (reducing public costs related to homelessness) aligns with central government priorities.



- **Global Commitments:** Linking the initiative to international obligations, such as the UN's Sustainable Development Goals (e.g., Goal 11: Sustainable Cities and Communities), can motivate central government to take action.
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## **8. A Unified Call to Action**

- **Demonstrating Local Limits:** While the local community can initiate and manage programs like the YMCA shelter, it's essential to emphasize that long-term solutions require national policies and funding.
  - **Presenting Clear Asks:**
    - Increase funding for affordable housing in New Plymouth.
    - Expand mental health and addiction services.
    - Introduce national frameworks for homelessness reduction.
  - **Regular Updates and Advocacy:** Keeping central government informed of successes, challenges, and gaps helps maintain momentum for intervention.
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## **Conclusion**

The YMCA's shelter program provides a critical opportunity to motivate central government by showcasing local leadership, quantifying the need for systemic support, and building public and political pressure. By framing the program as both a moral and practical success, it can serve as a powerful catalyst for national accountability and long-term action.

## Strategy for Securing Central Government Funding for the Rough Sleeping Shelter/s

To ensure the sustainability and accountability of the rough sleeping shelter in New Plymouth, it is essential to develop a robust strategy to engage and secure long-term central government support. This plan should demonstrate the project's impact, align with national homelessness strategies, and foster a collaborative approach.

### 1. Align with Government Priorities

- **Identify Relevant Policies and Programs:**
  - Align the shelter with central government objectives such as:
    - The Homelessness Action Plan.
    - The Housing First initiative.
    - Te Tūāpapa Kura Kāinga (Ministry of Housing and Urban Development) programs.
  - Showcase how the project addresses the government's commitments to reducing homelessness, improving mental health, and fostering social inclusion.
- **Engage Key Ministries:**
  - Ministry of Housing and Urban Development (HUD): For funding and policy alignment.
  - Ministry of Social Development (MSD): For operational and programmatic support.
  - Ministry of Health: For mental health and addiction services.
  - Oranga Tamariki: Supporting vulnerable women with children as part of the focus on women rough sleepers (see Supplementary).

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### 2. Build a Compelling Proof of Concept

- **Demonstrate Impact:**
  - **Key Metrics:** Track outcomes such as the number of individuals housed, transitioned to permanent housing, and supported through programs.
  - **Case Studies:** Highlight success stories that show how the shelter improves lives.

- **Cost-Benefit Analysis:** Quantify savings to the public sector (e.g., reduced strain on healthcare, law enforcement, and social services).
  - **Implement a Pilot Program (2024-2027):**
    - Show that the shelter can effectively meet its goals over three years.
    - Include clear evaluation milestones (e.g., quarterly and annual reporting).
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### 3. Develop Funding Models and Proposals

- **Multi-Year Funding Proposal:**
    - Request a three-year funding commitment for operational expenses, staffing, and programs.
    - Break down costs and identify how central government funding complements existing investments from NPDC, YMCA, and the Toi Foundation.
  - **Leverage Existing Relationships:**
    - Work with local MPs to advocate for the shelter at the parliamentary level.
    - Highlight the initiative as a model for addressing homelessness in other regions.
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### 4. Forge Strong Partnerships

- **Collaborate with Agencies and NGOs:**
    - Engage with other organizations in the housing and social services sector to strengthen advocacy efforts.
    - Partner with research institutions to study and document the shelter's impact.
  - **Form a National Network:**
    - Join national coalitions tackling homelessness to amplify the shelter's success and influence policy changes.
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### 5. Build Accountability and Transparency

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- **Establish a Governance Framework:**
    - Create a governing board with representatives from NPDC, YMCA, Toi Foundation, and central government agencies.
    - Include independent oversight to ensure impartial evaluation.
  - **Use Technology for Reporting:**
    - Develop a digital dashboard to share live updates on shelter performance, outcomes, and financial usage.
    - Invite government officials to site visits and program evaluations.
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## 6. Advocate and Engage Politically

- **Direct Engagement with Central Government:**
    - Schedule meetings with the Minister of Housing, Minister of Social Development, and other relevant officials.
    - Submit detailed reports showcasing the shelter's alignment with national goals.
  - **Lobby for Policy Changes:**
    - Advocate for increased government funding for regional homelessness initiatives.
    - Suggest amendments to funding frameworks to allow multi-year grants for successful programs.
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## 7. Timeline for Implementation

- **2024:** Launch shelter and establish proof of concept with initial local funding.
- **2025:** Submit interim evaluation report to central government demonstrating progress.
- **2026:** Secure multi-year funding commitment through proven impact and strong partnerships.
- **2027:** Transition to a model sustained by a mix of local and central government funding, with operational sustainability achieved.

**Conclusion**

Securing central government funding is critical to the long-term success of the rough sleeping shelter in New Plymouth. By aligning with national priorities, demonstrating impact, and building strong partnerships, this initiative can establish itself as a model for sustainable homelessness solutions in New Zealand. This strategy ensures accountability, strengthens advocacy efforts, and lays the groundwork for enduring government support.

## **Strategy to Secure a Sustainable Funding Base for the Rough Sleeping Shelter**

To ensure long-term sustainability and success for the rough sleeping shelter in New Plymouth, a collaborative funding approach engaging key stakeholders is essential. Below is a tailored strategy to engage and align contributions from the identified groups.

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### **1. Taranaki Foundation**

#### **Engagement Strategy:**

- **Collaborative Funding Partnership:**
  - Position the shelter as a regional priority addressing homelessness and community resilience.
  - Highlight the alignment with Taranaki Foundation's mission to support local well-being initiatives.

#### **Funding Approach:**

- Propose a multi-year funding commitment for operational costs or program development.
- Collaborate on joint fundraising campaigns to leverage the Foundation's donor base.

#### **Tactics:**

- Submit a detailed proposal highlighting measurable community impact.
  - Offer branding opportunities, such as naming rights for specific facilities or programs.
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### **2. Businesses in General**

#### **Engagement Strategy:**

- **Corporate Social Responsibility (CSR) Initiatives:**
  - Present the shelter as an opportunity for businesses to invest in the community and demonstrate social responsibility.

**Funding Approach:**

- Secure financial contributions for specific needs (e.g., technology, bedding, or program funding).
- Encourage in-kind donations such as building materials, furniture, or professional services.

**Tactics:**

- Create a tiered sponsorship program with benefits (e.g., public recognition, branding on shelter premises).
  - Host networking events to engage local business leaders in the initiative.
- 

**3. Iwi****Engagement Strategy:**

- **Culturally Inclusive Collaboration:**
  - Engage Iwi early in the process to ensure the shelter is inclusive and responsive to the needs of Māori rough sleepers.

**Funding Approach:**

- Request financial contributions or co-investment in areas of shared concern, such as housing, health, and cultural programs.
- Partner to deliver culturally appropriate support services within the shelter.

**Tactics:**

- Organize hui to discuss the project and align with Iwi priorities.
  - Highlight how the initiative supports Māori well-being and tino rangatiratanga (self-determination).
- 

**4. Toi Foundation****Engagement Strategy:**

- **Flagship Community Project:**
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- Position the shelter as a high-impact initiative directly aligned with Toi Foundation's goals.

**Funding Approach:**

- Secure a significant grant to support capital development and early operational phases.
- Explore additional funding for programs focused on health, education, and employment.

**Tactics:**

- Submit a comprehensive funding proposal detailing short-term goals and long-term sustainability plans.
  - Highlight collaboration with other community stakeholders to maximize impact.
- 

## 5. Philanthropy

**Engagement Strategy:**

- **Attract National and Local Philanthropists:**
  - Showcase the shelter as a transformative initiative addressing homelessness with proven results.

**Funding Approach:**

- Target high-net-worth individuals and charitable trusts for large-scale contributions.
- Offer recognition opportunities, such as naming rights for the facility or specific programs.

**Tactics:**

- Leverage the networks of the Taranaki Foundation and Toi Foundation to reach potential donors.
  - Develop a compelling impact narrative using real-life success stories from the shelter.
- 

## 6. Local Community Contributions

**Engagement Strategy:**



- **Grassroots Ownership:**
  - Foster community involvement through fundraising campaigns and volunteer opportunities.

**Funding Approach:**

- Collect small-scale donations from individuals through events, online platforms, and donation drives.
- Encourage schools, churches, and community groups to organize fundraisers.

**Tactics:**

- Use crowdfunding platforms to collect public donations.
  - Share regular updates and success stories to keep the community engaged and invested.
- 

## 7. New Plymouth District Council (NPDC)

**Engagement Strategy:**

- **Ongoing Local Government Support:**
  - Emphasize the shelter's role in addressing social issues that align with NPDC's community well-being objectives.

**Funding Approach:**

- Advocate for continued operational funding as part of NPDC's annual budget.
- Request support for additional programs (e.g., job training, mental health services).

**Tactics:**

- Provide regular impact reports to demonstrate value for money.
  - Strengthen NPDC's role as a core partner in public communications and branding.
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## 8. Central Government

**Engagement Strategy:**

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- **Policy Alignment and Advocacy:**
  - Position the shelter as a model project aligned with national strategies such as the Homelessness Action Plan.

### **Funding Approach:**

- Secure multi-year operational funding from the Ministry of Housing and Urban Development (HUD).
- Apply for program-specific grants from relevant ministries (e.g., Social Development, Health).

### **Tactics:**

- Present a detailed three-year proof-of-concept plan to key government stakeholders.
- Foster relationships with local MPs to advocate for national funding commitments.

## **Implementation Plan**

### **Phase 1: Stakeholder Engagement (0–3 Months)**

- Organize initial meetings with key stakeholders to align goals and contributions.
- Develop tailored funding proposals and partnership agreements.

### **Phase 2: Fundraising Campaign Launch (3–9 Months)**

- Roll out business sponsorship programs, community crowdfunding campaigns, and philanthropic outreach.
- Submit applications to Toi Foundation, Taranaki Foundation, and government programs.

### **Phase 3: Securing Commitments (9–18 Months)**

- Finalize funding agreements with key partners.
- Establish a transparent reporting framework to maintain accountability.

### **Phase 4: Monitoring and Sustainability (Ongoing)**

- Provide regular updates to all stakeholders on shelter performance and funding utilization.

- Demonstrate impact through data, case studies, and cost-benefit analyses.

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## **Conclusion**

By engaging Taranaki Foundation, businesses, Iwi, Toi Foundation, philanthropists, the local community, NPDC, and central government, this strategy creates a diverse and sustainable funding base. This collective approach fosters shared ownership of the initiative, ensuring its success and long-term viability in addressing homelessness in New Plymouth

## Resource requirements for opening of Te Whare o Tapatahi 2025 2<sup>nd</sup> Quarter

Opening **Te Whare o Tapatahi**, a 20-bed rough sleeping shelter at Lemon Street, will require careful allocation of the \$350,000 one-off capital payment for the conversion of the space. Below is a detailed breakdown of **resource requirements** to ensure the project is successful:

### 1. Building Renovation and Conversion Costs

- **Structural Adjustments:** There will be little or no structural modifications to the space allocated for the sleeping units.
- **Plumbing and Electrical Work:** Ensuring adequate plumbing for showers and toilets, and electrical installations for lighting, heating, and power outlets.
- **Heating, Ventilation, and Air Conditioning (HVAC):** Installation or upgrades to provide a comfortable living environment.
- **Fire Safety Compliance:** Installing fire alarms, smoke detectors, sprinkler systems, and emergency exits to meet safety regulations. All emergency exits are in place.
- **Accessibility:** Adding ramps, lifts, or accessible bathrooms to accommodate people with disabilities.
- **Estimated Allocation:** \$100,000–\$120,000.

### 2. Furniture and Fixtures

- **Beds and Mattresses:** 20 durable and comfortable beds with appropriate bedding and framing for privacy.
- **Lockers or Storage Units:** Secure storage for residents' belongings.
- **Seating and Tables:** Furniture for communal areas such as dining and recreational spaces.
- **Appliances:** Kitchen equipment (stove, refrigerator, microwave) and laundry facilities (washers and dryers).
- **Lighting Fixtures:** Energy-efficient lighting for all areas.
- **Estimated Allocation:** \$100,000–\$120,000.

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### 3. Safety and Security Measures

- **Security System:** Cameras, monitoring equipment, and access control systems.
  - **24/7 Security Personnel Space:** A designated area for security staff, including monitoring equipment.
  - **Outdoor Lighting:** Enhanced lighting around the shelter to deter disturbances.
  - **Estimated Allocation:** \$20,000–\$30,000.
- 

### 4. Hygiene and Sanitation Facilities

- **Bathrooms and Showers:** High-quality fixtures for shared bathrooms, including water-saving solutions.
  - **Cleaning Supplies:** Initial stock of cleaning equipment and supplies for maintaining hygiene.
  - **Waste Management:** Proper disposal systems for garbage and recycling.
  - **Estimated Allocation:** \$20,000–\$30,000.
- 

### 5. Technology and Operational Setup

- **Network Infrastructure:** Wi-Fi setup for operational needs and limited resident use.
  - **Administrative Space:** Desks, computers, and other equipment for staff handling case management and operations.
  - **Estimated Allocation:** \$10,000–\$15,000.
- 

### 6. Branding and Aesthetic Improvements

- **Interior Painting and Décor:** Creating a warm, welcoming environment that promotes dignity and comfort.
  - **Signage:** Internal and external signage for the shelter.
  - **Estimated Allocation:** \$10,000–\$15,000.
-

**7. Contingency Fund**

- **Unexpected Costs:** Allocation for unforeseen expenses, such as regulatory changes or additional structural needs.
- **Estimated Allocation:** \$20,000–\$30,000.

**Budget Overview**

| Category                  | Estimated Cost      |
|---------------------------|---------------------|
| Building Renovation       | \$100,000–\$120,000 |
| Furniture and Fixtures    | \$100,000–\$120,000 |
| Safety and Security       | \$20,000–\$30,000   |
| Hygiene and Sanitation    | \$20,000–\$30,000   |
| Technology and Operations | \$10,000–\$15,000   |
| Branding and Aesthetic    | \$10,000–\$15,000   |
| Contingency Fund          | \$10,000–\$20,000   |
| <b>Total</b>              | <b>\$350,000</b>    |

**Additional Considerations**

- **Project Management:** Ensure that a qualified project manager oversees the conversion to ensure timelines and budgets are met.
- **Compliance Costs:** Include any permits, inspections, or certifications required for operating the shelter.
- **Sustainability Features:** Consider adding energy-efficient systems to reduce long-term operational costs.

This breakdown provides a solid framework to allocate the \$350,000 capital payment effectively and ensures that **Te Whare o Tapatahi** is safe, functional, and welcoming

## Operational Costs per annum – Te Whare o Tapatahi

Below are the ongoing operational costs to support a shelter which provides sleeping for 20 men, a breakfast for 20 men and dinner meal for the 20 men, 24/7 security and 2 social workers, with associated administration, laundry and maintenance costs. The allocated budget is \$600,000 annually.

Here's a detailed breakdown of the ongoing operational costs for the shelter with a \$600,000 annual budget, covering its services and support for 20 residents:

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### 1. Staffing Costs

- **Social Workers (2 Full-Time):**
    - Responsibilities: Case management, linking residents to resources, and providing emotional and social support.
    - Estimated Salary (Including Benefits): \$70,000 per social worker.
    - **Total for 2 Social Workers: \$140,000 annually.**
  - **24/7 Security Personnel:**
    - Security guards on a rotating shift to cover 24/7 operations.
    - Estimated Cost: \$25/hour per guard, with three guards rotating shifts (8-hour shifts daily).
    - Annual Cost:  $\$25/\text{hour} \times 24 \text{ hours/day} \times 365 \text{ days/year} = \$219,000$ .
    - **Total Security Costs: \$210,000–\$230,000 annually** (accounting for minor variations).
  - **Administrative costs:**
    - Responsibilities: Shelter coordination, scheduling, reporting, and communications.
    - Project lead/administrative
    - \$80,000 annually (part-time administrator & total administration costs)
    - **Total Staffing Costs: \$350,000–\$400,000 annually.**
-

## 2. Meal Costs

- **Breakfast and Dinner for 20 Residents:**
    - Estimated Cost Per Meal: \$6–\$8 (ingredients, preparation, serving).
    - Total Meals Per Day: 40 meals × \$6–\$8 = \$240–\$320 daily.
    - Annual Cost: \$240–\$320 × 365 days = **\$87,600–\$116,800.**
  - **Food Preparation Costs:**
    - Kitchen staff, utilities, and maintenance for meal prep.
    - Estimated Cost: \$15,000 annually.
    - **Total Meal Costs: \$102,600–\$131,800.**
- 

## 3. Laundry Costs

- **Resident Laundry Services:**
    - On-site laundry facilities for residents' use (utilities, detergent, maintenance).
    - Estimated Cost: \$10,000 annually.
  - **Linens and Bedding Maintenance:**
    - Cleaning and replacing bedding as needed.
    - Estimated Cost: \$5,000 annually.
    - **Total Laundry Costs: \$15,000 annually.**
- 

## 4. Maintenance and Utilities

- **Building Maintenance:**
    - Repairs, cleaning supplies, and pest control.
    - Estimated Cost: \$10,000 annually.
  - **Utilities:**
    - Electricity, water, heating, and internet.
    - Estimated Cost: \$20,000 annually.
-



- **Total Maintenance and Utilities Costs: \$40,000 annually.**
- 

## 5. Administrative and Program Costs

- **Office Supplies and Software:**
    - Computers, phones, internet, and software for case management and reporting.
    - Estimated Cost: \$10,000 annually.
  - **Program Supplies and Activities:**
    - Materials for workshops, counselling, or life skills programs.
    - Estimated Cost: \$5,000 annually.
  - **Transportation Costs:**
    - Fuel and vehicle maintenance for external needs like client transport.
    - Estimated Cost: \$10,000 annually.
  - **Total Administrative Costs: \$25,000 annually.**
- 

## 6. Contingency Fund

- **Unexpected Costs:**
    - Allocated for unforeseen expenses such as emergency repairs or sudden increases in service demands.
    - **Estimated Cost:** \$15,000 annually.
- 

## Budget Overview

| Category       | Estimated Annual Cost |
|----------------|-----------------------|
| Staffing Costs | \$350,000–\$400,000   |
| Meal Costs     | \$102,600–\$131,800   |

| <b>Category</b>           | <b>Estimated Annual Cost</b> |
|---------------------------|------------------------------|
| Laundry Costs             | \$15,000                     |
| Maintenance and Utilities | \$30,000                     |
| Administrative Costs      | \$80,000                     |
| Contingency Fund          | \$15,000                     |
| <b>Total</b>              | <b>\$592,600–\$642,600</b>   |

---

### **Adjustments considerations to budget**

The budget may be impacted by the following conditions:

**1. Optimize Meal Costs:**

- Partner with local food suppliers or charities to source discounted or donated food.
- Adjust meal costs to an average of \$5.50/meal, saving \$18,000–\$24,000 annually.

**2. Security Efficiency:**

- Explore part-time or volunteer shifts during lower-risk hours to save \$10,000–\$15,000 annually.

**3. Leverage Community Support:**

- Seek sponsorships or donations from local businesses for laundry services or bedding supplies.
- Potential savings: \$5,000–\$10,000 annually.

**4. Supplementary Funding:**

- Apply for grants or additional support from government or private foundations to close any remaining gap.

**5. Volunteer network:**

- The social workers may have a reduction in hours subject to a volunteer network of trained social workers.

## Conclusion

By making slight adjustments and leveraging community partnerships, **Te Whare o Tapatahi** can deliver its critical services effectively while staying within the \$600,000 annual budget. Regular budget reviews and strategic cost-saving measures will ensure long-term sustainability.

## Timeline for Installation

Following is a proposed timeline for preparing the Lemon Street space to accommodate rough sleepers, assuming work commences on **1st March 2025**, \$350,000 is made available by NPDC, and the space is ready for access by **1st May 2025**.

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### Timeline to Prepare Lemon Street Space

#### Phase 1: Planning and Approvals (1st March – 7th March)

- **1st–3rd March:** Finalize detailed project plans, budget allocation, and procurement strategies.
- **3rd–5th March:** Obtain necessary permits and approvals (building, safety, etc.).
- **6th–7th March:** Schedule contractors and finalize timelines.

#### Phase 2: Initial Site Preparation (8th March – 14th March)

- **8th–10th March:** Clear the space of existing obstructions, deep cleaning, and structural assessment.
- **11th–14th March:** Address any foundational repairs or infrastructure needs (e.g., plumbing, electrical updates).

#### Phase 3: Construction and Modifications (15th March – 15th April)

- **15th–20th March:** Erect internal partitions, walls, and other structural changes.
- **21st–25th March:** Prepare basic amenities which are currently in place (bathrooms, showers, laundry facilities).
- **26th March – 5th April:** Add heating, insulation, and ventilation systems.
- **6th–10th April:** Paint and finish interiors.
- **11th–15th April:** Install furniture and fixtures (bedding, tables, chairs).

#### Phase 4: Final Setup and Inspection (16th April – 25th April)

- **16th–20th April:** Set up communal spaces, kitchen facilities, and security systems.
- **21st–23rd April:** Conduct safety inspections and ensure compliance with building codes.

- **24th–25th April:** Final cleaning and preparation for opening.

**Phase 5: Handover and Opening Preparation (26th April – 30th April)**

- **26th–28th April:** Staff onboarding and training for operational management.
- **29th–30th April:** Host a soft opening or community walkthrough to ensure readiness.

**1st May: Official Opening and Access**

- Space ready for the rough sleeping community of New Plymouth.

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This timeline allows for contingency in case of minor delays. Adjustments can be made if required by unforeseen circumstances or additional requirements.

## Mitigation Plan for Safety Concerns at Lemon Street Rough Sleeping Shelter

The YMCA New Plymouth acknowledges the safety concerns of local residents, the adjacent school, and the Iwi development regarding the establishment of a rough sleeping shelter on Lemon Street. The following measures outline how these concerns will be addressed, ensuring the safety, accountability, and harmony of the surrounding community.

### 1. Robust Security Measures

- **24/7 Security Presence:**
  - Professionally trained security staff will monitor both the interior and exterior of the shelter around the clock.
  - Regular patrols of the surrounding area to deter unwanted activity and ensure the safety of nearby properties.
- **Surveillance System:**
  - Installation of CCTV cameras at key locations in and around the shelter, including entry points, common areas, and external perimeters.
  - Clear signage indicating active monitoring to enhance deterrence.
- **Controlled Access:**
  - Secure entry points with ID verification for residents and strict visitor policies.
  - Comprehensive check-in procedures for residents to maintain accountability.

### 2. Qualified Staffing

- **Trained Social Workers:**
  - On-site social workers with experience in conflict resolution, mental health support, and trauma-informed care.
  - Regular de-escalation training for all staff to handle potential issues proactively.
- **Collaboration with Police:**
  - Close engagement with local police to ensure rapid response to emergencies.
  - Regular meetings with law enforcement to review security practices and incident responses.

### 3. Strict Rules and Screening Policies

- **Dry Site Policy:**
  - The shelter will enforce a zero-tolerance policy for alcohol and drugs on the premises.

- Residents under the influence will not be allowed entry until sober and will be connected to appropriate services.
  - **No Registered Sex Offenders:**
    - A strict screening process will ensure that no registered sex offenders are permitted to stay at the shelter.
    - Collaboration with relevant authorities to verify resident backgrounds.
- 

#### 4. Community Engagement Initiatives

- **Volunteer Program:**
    - Opportunities for local residents to volunteer at the shelter, fostering mutual understanding and community involvement.
  - **Education and Awareness:**
    - Workshops and information sessions for the local community about homelessness, the shelter's purpose, and its operations.
    - Highlight the shelter's alignment with community values and the benefits it brings, such as reduced homelessness and enhanced safety.
  - **Cultural Respect:**
    - Ongoing consultation with Iwi leaders to ensure the shelter aligns with tikanga Māori values.
    - Incorporation of culturally appropriate practices and support services.
- 

#### 5. Transparent Communication

- **Responsible Media Coverage:**
    - Proactive engagement with media outlets to ensure accurate and balanced reporting.
    - Highlight success stories and community benefits of the shelter in public communications.
  - **Community Feedback Mechanism:**
    - Establish a dedicated contact point (phone or email) for residents to raise concerns or provide feedback.
    - Quarterly community meetings to address concerns, share progress, and build trust.
- 

#### 6. Partnership with Social Services

- Collaboration with trusted social services partners, including the Salvation Army, Women's Centre, and PARS, to provide holistic support for shelter residents.

- Leverage these partnerships to connect residents with addiction recovery, mental health, and employment services, reducing potential community disruptions.
- 

### **7. Monitoring and Evaluation**

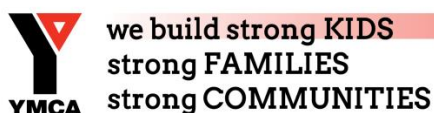
- Regular safety audits and risk assessments conducted by an independent body.
  - Implementation of a transparent incident reporting system to track and address any issues promptly.
  - Continuous refinement of policies and procedures based on feedback from residents, local stakeholders, and law enforcement.
- 

### **Conclusion**

The Lemon Street shelter will be managed with strict procedures, comprehensive safety measures, and proactive community engagement to address and mitigate concerns. By combining professional security, trained staff, responsible operations, and open communication, the YMCA New Plymouth aims to create a positive, safe, and supportive environment that benefits both the shelter's residents and the wider community.

Importantly the consultation process will be robust and early in the new year a program of community consultation will commence, however this has already started.





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## Te Whare o Tapatahi Homeless Shelter – FAQ

### General Information

#### What is Te Whare o Tapatahi?

Te Whare o Tapatahi is a community-focused initiative providing essential support for rough sleepers.

The shelter operates in two phases:

- **Phase 1:** Provides shower, laundry, and food services for rough sleepers on select nights per week.
- **Phase 2:** Expands into an **overnight sleeping shelter for men only**, with transport to and from services for those in need.

#### Where is Te Whare o Tapatahi located?

The shelter is accessed only via **Lemon Street**, ensuring minimal impact on the surrounding area.

#### Who will be managing the shelter?

The shelter will be managed by **two social workers**, along with **volunteers and security personnel** to ensure a safe and structured environment.

### Phase 1: Shower, Laundry, and Food Services

#### What services are provided in Phase 1?

- **Warm meals** for rough sleepers.
- **Showers and laundry facilities** to maintain personal hygiene.
- **Support from social workers and volunteers.**

#### When will these services be available?

- The centre will open **2 to 3 nights per week**, operating from **6:30 PM to 9:15 PM**.
- **Planned opening date: 31st March 2025.**

#### How will security be managed?

- A **security guard will be stationed** at the centre to prevent loitering and ensure the safety of all visitors, staff, and neighbours.
- There will be a focus on keeping the area around the centre free of disruptions to the community.



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## Phase 2: Men's Sleep-In Shelter

### What additional services will be available in Phase 2?

- **Safe overnight accommodation for men only**, with structured sleeping arrangements.
- **Check-in at 7:00 PM and check-out at 10:00 AM.**
- **Transportation to and from service providers**, such as Tui Ora, PARS, Salvation Army, and others.
- **Continued access to food, hygiene services, and social support.**

### How will individuals access the sleep-in shelter?

- Rough sleepers will **book in for the night** at 7:00 PM.
- They will be transported in **vans** to their respective service providers each morning.

### When will Phase 2 begin?

- **Phase 2 is subject to funding approval.**
- If funding is secured, the anticipated opening date is **1<sup>st</sup> of July 2025.**
- **Only men will be eligible for the overnight shelter.**

### How will the community be impacted?

- The shelter will have a **strictly controlled access point via Lemon Street.**
- There will be **no access to the bottom floors** of the YMCA.
- Security and transport arrangements are designed to ensure **no disruption** to the surrounding area.

---

## Community and Safety

### Will the shelter increase crime or disturbances?

No. Studies show that structured support services **reduce crime** by addressing the root causes of homelessness, such as lack of food, shelter, and mental health support.

### How will the shelter ensure that individuals engage with services?

The shelter is designed to provide more than just a place to stay. It encourages rough sleepers to work towards stability through structured programs, social services, and job assistance.

### What is being done to minimize the impact on neighbours?

- **Security personnel** will ensure there is no loitering outside the facility.
- **Transportation services** will prevent large gatherings or disruptions.
- The shelter will be **professionally managed** to maintain a positive relationship with the community.



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## **Funding & Long-Term Goals**

### **How is the shelter funded?**

Funding is expected to come from a mix of:

- **Government grants**
- **Private donations**
- **Community partnerships**

### **How will success be measured?**

The shelter will be evaluated at regular intervals to assess:

- The number of individuals using the services.
- Engagement with support programs.
- Impact on the wider community.

### **What is the long-term goal of Te Whare o Tapatahi?**

The ultimate aim is to **help individuals transition out of homelessness** by providing essential services, structure, and connections to long-term support networks.

---

For further information, please contact **the YMCA Taranaki**.



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## Check-in Process for Te Whare o Tapatahi a Taranaki YMCA Initiative

### Purpose:

To provide a **safe sleeping space, shower and laundry services, an evening meal, and breakfast**, while fostering **community engagement and connecting rough sleepers to essential support services**.

### 1. Arrival & Initial Screening (6:30 PM – 9:00 PM)

- *Location:* Main entrance to Te Whare o Tapatahi

#### Step 1: Greet and Welcome Guests

- Staff and security **greet** individuals upon arrival.
- Explain the **rules** of the shelter, emphasizing:
  - **Dry site policy** (no alcohol or drugs).
  - **Respectful behaviour** and conduct expectations.
  - **Opportunities to participate in cleaning and breakfast preparation**.
  - **Check-out and transport services at 10:00 AM** the next morning.

#### Step 2: Security & Belongings Check

- Security personnel perform a **non-invasive bag check**.
- Any alcohol, drugs, or weapons will result in a **denial of entry**.
- Guests are encouraged to **store personal items safely** in designated lockers.

#### Step 3: Registration

- Staff record the guest's **name** (if comfortable sharing), **any special needs**, and **preferred services** (e.g., barbering, counselling, rongoā healing).
- Provide a **wristband or token** to confirm check-in.
- Assign a **sleeping space** and provide bedding.

### 2. Evening Services & Meal (6:30 PM – 9:30 PM)

- *Location:* Common Area & Facilities

#### Step 4: Access to Hygiene Facilities

- Guests can **shower** and **wash their clothes** in designated areas.
- Hygiene packs (soap, toothbrush, towel, etc.) are available.

#### Step 5: Access to Social Workers & Support Services

- Guests will have access to **trained social workers** for guidance and referrals.
- Additional support services include:
  - ✓ **Barbering service** (for grooming and dignity).
  - ✓ **Counselling** (mental health & wellbeing).
  - ✓ **Rongoā healers** (traditional Māori healing).
  - ✓ **Other service providers working with street whānau**.




#### Step 6: Dinner Service (7:30 PM – 8:30 PM)

- A **nutritious meal** is served in the dining area.
- Food is supplied by **On the House**.
- Guests are encouraged to engage in **positive social interactions**.

### 3. Encouraging Community Involvement (8:30 PM – 9:30 PM)


 Location: Dining Area & Common Spaces

#### Step 7: Gradual Encouragement for Cleaning & Contribution

- Guests will be gently encouraged to assist in:
  -  **Cleaning up after dinner.**
  -  **Tidying communal spaces.**
  -  **Helping with minor shelter upkeep** (e.g., sweeping, setting up for the morning).
- This helps **build responsibility** and **prepare for independent living skills**.

---

### 4. Settling in for the Night (9:30 PM – 11:30 PM)

 Location: Sleeping Quarters

#### Step 8: Lights-Out Preparation (9:30 PM – 10:30 PM)

- Staff **remind guests** to prepare for bed.
- Last call for **bathroom, water, and support services**.

#### Step 9: Security Check & Staff Handover (10:30 PM – 11:30 PM)

- Security conducts a **final walk-through** to ensure compliance with rules.
- Two staff remain on-site **until midnight**, after which **one staff member stays overnight**.
- Security remains **on-call** for emergencies.

---







### 5. Morning Routine, Breakfast & Transport (7:00 AM – 10:30 AM)

 Location: Common Area & Transport Pickup Zone




#### Step 10: Wake-up & Breakfast Service (7:00 AM – 8:30 AM)

- Guests **wake up and pack belongings**.
- A **healthy breakfast** is provided, supplied by **On the House**.
- Guests will be **gradually encouraged** to help prepare and serve breakfast.

#### Step 11: Hygiene & Departure Preparation (8:30 AM – 10:00 AM)

- Guests can **use showers and laundry** again before leaving.
- Guests will be **encouraged to clean up** after breakfast, including:
  -  **Clearing tables.**
  -  **Washing dishes.**
  -  **Keeping common areas tidy.**
- Trained **social workers will be available in the morning** to assist guests with:
  -  **Housing referrals.**
  -  **Employment support.**
  -  **Health and addiction services.**

#### Step 12: Van Drop-Off Service to Support Providers (10:00 AM – 10:30 AM)

- At **10:00 AM**, a van will **transport guests safely to local support services**, including:
  -  **Tui Ora** – Health & wellbeing support.
  -  **PARS (People At Risk Solutions)** – Support for reintegration.
  -  **Salvation Army** – Food, clothing, and social services.





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- ✓ Waimanako/Taranaki Retreat – Mental health & crisis support.
- ✓ Other service providers working with street whānau.
- Guests who do not require transport must vacate the shelter by 10:00 AM.

---

#### Safety & Behaviour Guidelines

- ✓ Respect for others – No violence, threats, or abusive language.
- ✓ No drugs or alcohol – This is a strictly **dry site**.
- ✓ Follow staff instructions – To ensure everyone's safety.
- ✓ Keep the space tidy – Guests must clean up after themselves.
- ✓ Quiet hours enforced – From **10:30 PM to 7:00 AM**.

---

#### Additional Notes:

- ◆ Support services will be available each night from 6:30 PM – 9:30 PM.
- ◆ Security will be present on-site from 6:30 PM – 11:30 PM and on-call overnight.
- ◆ Guests will be gradually encouraged to participate in cleaning and breakfast preparation as part of building responsibility and self-sufficiency.
- ◆ Trained social workers will be available in both the evening and morning to provide assistance and referrals



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## Te Whare o Tapatahi YMCA Rough Sleeping Initiative

### Safety Plan for Adjacent School, Neighbours and wider community

#### 1. Introduction

Te Whare o Tapatahi YMCA Rough Sleeping Initiative is committed to ensuring the safety and security of its residents, staff, and the surrounding community. This **Safety Plan** outlines the measures in place to protect the **adjacent school, neighbouring properties, and the wider community** from any potential safety concerns.

#### 2. Key Safety Measures

##### 2.1 Controlled Access & Movement Restrictions

- **Single Entry Point:**
  - Entry is strictly **via Lemon Street**.
  - No access to other areas of the **YMCA Leach Street** facility.
- **Limited Operating Hours:**
  - The shelter is **closed during the day (10 AM – 7 PM)**, ensuring that rough sleepers do not loiter in the area.
- **No Loitering Policy:**
  - Security personnel will enforce a strict **no loitering policy** in surrounding areas.
  - Residents must leave the premises each morning and are provided transport to avoid lingering in the area.
- **Lockers Available for Storage:**
  - Each resident has access to a **secure locker**, reducing the need to carry belongings around the community.

##### 2.2 Onsite Security

- **24/7 Professional Security Team:**
  - Security guards will be stationed at **all entry and exit points** to prevent unauthorized access.
  - Regular **patrols** around the YMCA perimeter to deter unwanted activity.
- **CCTV Surveillance:**
  - Cameras will monitor **all entry points and surrounding areas**.
  - Footage will be available for law enforcement in case of any incidents.



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- **Collaboration with New Plymouth Police:**

- The shelter has an established **communication protocol** with local police.
- Police will conduct **random checks** to support security efforts.

### 2.3 Transport Services to Reduce Impact on the Community

- **Shuttle Service:**

- Rough sleepers will be transported **to and from** the shelter to **prevent loitering** in surrounding streets.
- Morning transport ensures individuals are taken directly to **support services** (Tui Ora, PARS, Salvation Army, etc.).

- **Encouraging Engagement with Services:**

- Social workers will work with residents to **find long-term solutions** to homelessness, reducing the number of people sleeping rough in public spaces.

### 2.4 Social Workers & Trained Staff Onsite

- **Experienced Social Workers** will provide:

- **Mental health and addiction support.**
- **Conflict resolution training** to ensure a **safe and calm environment.**
- **Pathway planning** to help individuals transition to stable housing.

- **Volunteers and Support Staff:**

- All volunteers undergo **security training.**
- Strict guidelines ensure that residents follow **house rules and safety protocols.**

## 3. School and Neighbourhood Protection Measures

### 3.1 Adjacent School Safety

- **No Interaction with School Children:**

- Shelter residents are required to **leave the area by 10 AM** before school breaks start.
- Security will ensure that **no residents linger near school grounds.**

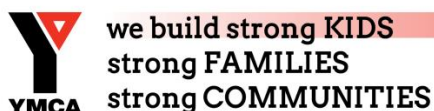
- **Fencing & Surveillance:**

- A **secure boundary** around the shelter will prevent unauthorized movement toward the school.
- Additional **CCTV monitoring** will cover key school-adjacent area.

- **Emergency Response Plan:**

- The shelter will work with the school to develop a **rapid response plan** for any incidents.
- Key contacts will be shared with school management for **immediate reporting of any concerns.**





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### 3.2 Neighbouring Resident Safety

- **Neighbourhood Watch Collaboration:**
  - Residents will have a **direct contact number** for shelter security.
  - Community advisory meetings will be held to address concerns.
- **Security Patrols Around the Area:**
  - Guards will **monitor surrounding streets** to prevent disturbances.
  - Any suspicious activity will be **reported to the police immediately**.

### 4. Emergency & Incident Management

- **Strict Incident Reporting:**
  - Any security issue will be logged and reviewed to **improve safety protocols**.
- **Zero Tolerance for Violence & Substance Abuse:**
  - **No drugs or alcohol** are allowed onsite (**dry shelter policy**).
  - Anyone violating safety rules will be **removed and reported**.
- **Regular Safety Reviews:**
  - Monthly **community advisory meetings** will assess security measures and improvements.

### 5. Community Engagement & Transparency

- **Open Communication with the Public:**
  - Regular updates will be shared with **local schools, residents, and businesses**.
- **Feedback Channels for Neighbours:**
  - A dedicated **hotline and email** will be available for reporting concerns.
- **Community Safety Meetings:**
  - Neighbours and school representatives will be invited to **quarterly forums** to discuss any concerns.

### 6. Conclusion

Te Whare o Tapatahi YMCA is committed to **ensuring a safe environment** for both shelter residents and the wider community. Through **security measures, controlled access, no-loitering policies, transport services, and community collaboration**, we aim to **mitigate any concerns** while providing vital support to rough sleepers.



Taranaki Foundation  
White Hart Level 1  
47 Queen Street  
New Plymouth 4310

027 853 4483  
info@taranakifoundation.org.nz  
CC51935

20 February 2025

Tēnā koutou New Plymouth District Council Mayor, Councillors & CEO,

**Re: Support for YMCA Proposal to Establish a Homeless Shelter**

On behalf of the Taranaki Foundation, we are writing to express our support for the collaborative efforts to address homelessness in our community, particularly the YMCA’s proposal to establish a shelter to address the rough sleeping challenges in the CBD areas of the New Plymouth District.

Rough sleeping is a complex, multi-faceted issue that no single organisation or sector can solve alone. It requires a collective, cross-sector response, which is why we fully support this effort to come together and thoroughly explore the YMCA’s proposal and research for providing a shelter. We believe in the importance of developing solutions that not only provide immediate shelter but also address the long-term support needs of our most vulnerable members.

The growing number of people sleeping on the streets is a serious concern, and the impact it has on our community, as well as the CBD, cannot be ignored. By supporting initiatives like the YMCA’s shelter, we can help ensure that those in need are given the safety, dignity, and resources required to rebuild their lives.

We would like to acknowledge the role played by various local organisations stepping up to support this initiative, including New Plymouth District Council (NPDC), TOI Foundation, Taranaki Retreat, Police, Ministry of Social Development, Department of Corrections, Health NZ, Chamber of Commerce, and other key community groups.

Taranaki Foundation is willing to collaborate with these groups by offering our specific philanthropic skills and infrastructure – a channel for funds raised – similar to our role with the Taranaki Regional Disaster Relief Fund and Ngāmotu Marae Project. Exact details of what, who and how will depend on the eventual proposed outcome and plan moving forward. We expect to work closely with all stakeholders, but in particular our supporters Chamber of Commerce where we will combine forces in partnership to harness their members and the business community garnering support to help make this project a reality.

At the Taranaki Foundation, we believe in the power of community and the strength that comes from working together. We are grateful for the opportunity to be part of this important conversation and are committed to supporting this collective effort. We are in support of NPDC providing funding to this project. Together, we can build a Taranaki where everyone has the opportunity to thrive.

If you require any further information, please do not hesitate to contact us.

Warm regards, Ngā mihi nui.

Phil Hinton  
Chair, Taranaki Foundation  
M: 027 448 3057  
E: [chair@taranakifoundation.org.nz](mailto:chair@taranakifoundation.org.nz)

Josh Hickford FCA  
Chief Executive, Taranaki Foundation  
M: 027 462 1412  
E: [josh@taranakifoundation.org.nz](mailto:josh@taranakifoundation.org.nz)





20 February 2025

Tēnā koutou New Plymouth District Council Mayor, Councillors and CEO

**Re: Support for the YMCA Proposal to Establish a Homeless Shelter**

The Taranaki Chamber of Commerce continues to receive complaints from businesses about rough sleepers, particularly in the New Plymouth CBD. Staff and customers have been threatened and a few small businesses and inner city residents have already moved out of the CBD.

We have been talking with various organisations and services for some time now, to look at ways to address this issue but no single organisation can, or should be, expected to solve this problem alone. Support needs to come from a collaboration of many.

Rough sleepers don't just have an impact on businesses – our whole community is affected. But these people sleeping on the streets are part of our community as well and we all need to work together to find solutions.

We are fully in support of the YMCA's proposal and commend their initiative and desire for this project. But this is not just about one-off funding to establish the shelter. It requires ongoing funding to ensure that wrap-around services are provided and long-term sustainability.

The Chamber is unable to contribute financially however we will look to collaborate with all stakeholders and particularly, to work closely with our Chamber Partner – Taranaki Foundation to generate support from the business community.

We totally support NPDC providing funding for this project.

Yours sincerely / Ngā mihi nui

Arun Chaudhari  
CEO  
ceo@taranakichamber.co.nz

Let's do better business, together.

[www.taranakichamber.co.nz](http://www.taranakichamber.co.nz)

P 06 759 9080 | E [admin@taranakichamber.co.nz](mailto:admin@taranakichamber.co.nz) | A 42 Egmont Street New Plymouth 4310 | PO Box 2 New Plymouth 4340

IN-CONFIDENCE



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

25 March 2025

Gareth Jones

YMCA  
New Plymouth

Dear Gareth

YMCA Night Shelter Proposal

I am writing to express my support for the YMCA and its initiative to establish a night shelter for individuals experiencing homelessness in New Plymouth. The proposed night shelter would not only provide immediate relief to those in need but also serve as a vital stepping stone towards longer-term solutions.

I have canvassed government agencies looking for ways to support this work in the current fiscally constrained environment.

The following agencies and organisations have made commitments of support.

**Ministry of Social Development (MSD)**

The Ministry will provide a weekly outreach service (subject to a property health and safety inspection) providing individuals with a review to ensure they are receiving full and correct entitlement including any additional supports they may be eligible for as users of the shelter.

**Pinnacle Health and Te Whatu Ora**

Have been invited to provide (and indicated a strong desire to support) a regular outreach clinic for the entire No Fixed Abode (NFA) population (not just street people).

**Taranaki Regional Public Service (RPS)**

- Ensure the need of Taranaki is understood by key agencies comparable to other regions, cities, and investments (based on population and deprivation rather than simply GDP, Emergency and Transitional Housing numbers).
- Provide evidence of the need to key regional leaders and stakeholders to support one united story being told of homelessness and its impacts in Taranaki.
- Support the YMCA to reduce the number of reports to funders through facilitation of agreement for one report to meet all the funders' needs.
- Engage with central government funding agencies to ensure the YMCA is positioned to apply for future funding if/when it arises by aligning measures to priorities i.e. Social Investment Agency principles, Government targets etc.

IN-CONFIDENCE



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

- Support the gathering of validated data on the size of the NFA population to provide regional insights to Ministry of Housing and Urban Development (MHUD) in support of potential future place-based investment decision making.
- Investigate how all government agencies can share messages to staff and providers to build understanding and support the delivery of policy and process locally for this cohort.

### **Social service network**

Taranaki social services and community organisations are supportive of the need to challenge myths about homelessness.

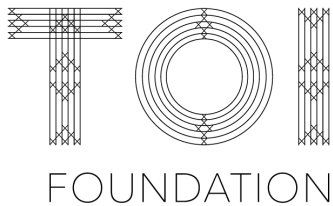
The dedication, expertise, and compassion of the YMCA makes them uniquely qualified to run this shelter. I commend those who have provided financial support to the YMCA for this initiative.

Ngā mihi

A handwritten signature in blue ink, appearing to read 'Christina Scott'.

Christina Scott

Regional Public Service Director - Taranaki



19 March 2025

Joanne Dusterhoft,  
YMCA - Taranaki  
PO Box 474  
Taranaki Mail Centre  
NEW PLYMOUTH 4310

Dear Joanne

TOI FOUNDATION GRANT – YMCA - Taranaki

Toi Foundation acknowledge your worthwhile community work and is pleased to advise that it has enabled a conditional grant of \$300,000.00 to assist with the FIP - Toi Foundation Initiated Application: Whare o te Tapatahi - Operational.

The following conditions must be met before your grant will be paid:

- Reviewing of the operational budget
- Evidence of co-funding and sole funder reliance mitigations
- Approval of a multi-service approach (Collaboration required with food providers, health providers, businesses, and other philanthropic organisations)
- NPDC financial support

Your organisation has 6 months to meet the above conditions. Confirmation and evidence that you have met them must be provided to Toi Foundation and approved before the grant will be paid. You can submit this information to us electronically through the Reports menu in the online Grants Portal.

**Please note you must not commence your project until the grant has been released.**

If your organisation does not wish to uplift this grant or cannot meet the above conditions, please notify Toi Foundation's office in writing. This grant is separate to other Toi Foundation grants that you may apply for and it does not restrict these progressing as normal.

If you have any queries please contact the Toi Foundation office.

Ngā mihi,

Glen West  
**General Manager Business Operations**

*\*This grant may be subject to taxation if your organisation does not hold a certificate of exemption from the Inland Revenue Department. We recommend that you seek independent taxation advice in respect of this grant. Please note Toi Foundation is not GST registered.*

A THRIVING, INCLUSIVE & EQUITABLE TARANAKI | [WWW.TOIFOUNDATION.CO.NZ](http://WWW.TOIFOUNDATION.CO.NZ)

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## VENTURE TARANAKI TRUSTEES REMUNERATION 2025

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### MATTER / TE WHĀINGA

1. The matter for consideration by Council is the uplifting of this matter from the table to consider the level of remuneration for Venture Taranaki Trust board members.

### RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU

**That having considered all matters raised in the report, Council:**

- a) **Uplifts the matter from the table.**
- b) **Approves remuneration of Venture Taranaki Trust board members at \$53,000 for the chair and \$28,000 for board members.**

| COMPLIANCE / TŪTOHU                         |  |
|---|--|
| Significance                                | This matter is assessed as being of some importance  |
| Options                                     | <p>This report identifies and assesses the following reasonably practicable options for addressing the matter:</p> <ol style="list-style-type: none"> <li>1. Approve Venture Taranaki Trust board remuneration funded from within Venture Taranaki funding.</li> <li>2. Do not approve Venture Taranaki Trust Board remuneration.</li> </ol> |
| Affected persons                            | The persons who are affected by or interested in this matter are current and future Venture Taranaki board members and the Chief Executive of Venture Taranaki.  |
| Recommendation                              | This report recommends Option 1 for addressing the matter.   |
| Long-Term Plan / Annual Plan Implications   | No   |
| Significant Policy and Plan Inconsistencies | No   |

### EXECUTIVE SUMMARY / WHAKARĀPOPOTOTANGA MATUA

2. The matter of Venture Taranaki Trust remuneration (ECM 9357145) was considered at the 16 December 2024 Council meeting where the matter was laid on the table to allow officers to undertake additional review before consideration by Council.
-



- 
3. Officers recommend that Council approve the new remuneration rates for Venture Taranaki Trust (VTT) board members. This will align their remuneration with the market median, as determined by an independent review recently adopted by Council in August 2024.
  4. If approved, this will help VTT maintain competitive fees, which are essential for retaining high calibre board members and attracting new talent in the future.
  5. Increasing VTT board members to the proposed amounts will not impact VTT budgets or operations and will not impact rates.
  6. The current remuneration of the VTT Chair is significantly out of touch with medium market rate ranges which does not meet the [Appointment and Remuneration of Directors of Council Organisations Policy](#). The increase recommended in this report represents a readjustment to ensure the ongoing retention and successful recruitment of future chairs for VTT board.
  7. Increasing VTT board members fees to the median market rates would cost an additional \$25,000 per annum for six board members and the Chair. This minor adjustment will not impact VTT budgets or operations, nor will there be any impact on rates.

#### **BACKGROUND / WHAKAPAPA**

8. VTT was established in 1998 to “promote, prosper and develop a dynamic and innovative economy in the Taranaki Area for the benefit of the community resident in the Taranaki Area”.
  9. Under the VTT deed and Councils [Appointment and Remuneration of Directors of Council Organisations Policy](#), the standard process is:
    - a) Council conducts a fair market value assessment for remuneration of directors for Council Organisations.
    - b) This is noted by Council and provided to VTT.
    - c) VTT to set their remuneration within the fair market value remuneration pot that is noted by Council.
    - d) This comes back to Council for final approved.
  10. A review of the fees paid to the Trustees of Venture Taranaki was undertaken in March 2024, adopted by Council on 6 August 2024 and is attached in Appendix 1. This is a requirement of the [Appointment and Remuneration of Directors of Council Organisations Policy](#) to undertake such a review at least each triennium.
-

- 
11. This report compared VTT with other not-for-profit organisations of similar nature, operations, funding and assets and puts the median market rate range at \$51,300 - \$54,150 per annum for the chairperson and \$27,000 - \$28,500 per annum for each other board member.
12. The VT Trust Deed provides the directors with the ability to set their own remuneration "*as appropriate and reasonable having regard to that Trustee's duties and responsibilities provided that the remuneration must not exceed fair market value for the services provided and provided further that the Settlor must approve each such payment in writing*". As such, Council officers provided VTT with the independent report for their consideration with the decision made by VTT board.
13. The proposed amounts from VTT fall within the recommended fee range as provided by Council as attached in Appendix 2. The table below provides a summary of the current trustee fee, the market range as provided by Council, and the proposed trustee fee:

|                     | <b>CURRENT</b>    | <b>COUNCIL PROVIDED MARKET RANGE</b> | <b>VTT PROPOSED</b> |
|---------------------|-------------------|--------------------------------------|---------------------|
| <b>VTT CHAIR</b>    | \$40,000          | \$51,300 - \$54,150                  | \$53,000            |
| <b>VTT DIRECTOR</b> | \$26,000/director | \$27,000 - \$28,500                  | \$28,000/director   |

14. In December 2021, Council raised the remuneration for VTT board members to \$40,000 for the chair and \$27,300 for each board member, following an independent review of fees paid to the Trustees of Venture Taranaki conducted by Board Dynamics in June 2021.
15. The previous chair of the Venture Taranaki board had successively opted to not increase their chair fee against the advice of independent reports and subsequent recommendations. On receiving the most recent report from Council in August 2024 the previous VTT board proposed to lift the chair remuneration to be within market range before a new chair and trustees were onboarded.

### **CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI**

16. VTT is expected to consider the environmental implications of their activities, including climate change impacts. Evidence of this should be clear in the Statements of Intent and quarterly reports of the CCOs.
-

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## **NEXT STEPS / HĪKOI I MURI MAI**

17. If the remuneration increase is adopted this would be effective and back dated to 1 January 2025 to align with the recent appointment of new trustees.
18. VTT will be notified of approved changes and the effective date to update the payment of chair and trustees fees.

## **SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA**

19. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of some importance because although VTT is a strategic asset of NPDC, this decision does not impact on the interests of the district and community, relationships of Māori with land etc., very few people are impacted, the cost is low and it aligns with previous Council decisions and adopted strategies and plans.

## **OPTIONS / KŌWHIRINGA**

20. The options assessment for both options has been considered together.

### **Option 1**

**Approve Venture Taranaki Trust board remuneration funded from within Venture Taranaki funding.**

### **Option 2**

**Do not approve Venture Taranaki Trust board remuneration.**

### *Financial and Resourcing Implications / Ngā Hīraunga ā-pūtea, ā-rauemi*

21. The independent director remuneration market review considered what other Aotearoa boards of a similar nature and similar budget pay their chair and board members. Increasing VTT board fees to the median rate would cost an additional \$25,000 per annum.
22. The Institute of Directors New Zealand reviews were undertaken from within existing Council budgets and were necessary to meet the requirements of the Appointment and Remuneration of Directors of Council Organisations Policy.

### *Risk Analysis / Tātaritanga o Ngā Mōrearea*

23. The risk of not moving to the median market rate is that the calibre, retention and/or motivation of board members may not be as high. There is no sign of this happening to date, however during a period of recruitment it is important to consider this risk.
-

- 
24. Since existing budgets cover the increased fees, VTT faces potential pressure on its already approved budgets. However, VTT has already made adjustments to prevent any impact.

*Promotion or Achievement of Community Outcomes / Hāpaitia / Te Tutuki o Ngā Whāinga ā-hāpori*

25. VTT contributes greatly to the prosperity and thriving communities and culture community outcomes as well as environmental excellence and trusted. Decisions to not pay board members market rates would potentially reduce the ability to achieve these outcomes.

*Statutory Responsibilities / Ngā Haepapa ā-ture*

26. Local authorities must (under the Local Government Act 2002) "*adopt a policy that sets out an objective and transparent process for ... the remuneration of directors of a council organisation*".
27. The NPDC Appointment and Remuneration of Directors of Council Organisations Policy states that "*In all cases, the member's role specification will be used to establish market rates for comparable positions at the time of appointment or at each review*".
28. The recommendation that NPDC adopt the increase in fees for VTT board members to the median market rate meets this policy requirement.

*Consistency with Policies and Plans / Te Paria i ngā Kaupapa Here me ngā Mahere*

29. Remuneration at market rates is consistent with the NPDC Appointment and Remuneration of Directors of Council Organisations Policy and other CCOs. To not lift remuneration to within market rates would be inconsistent with the policy.
30. Both options are consistent with the Long-Term Plan 2024-2034, however, failure to retain highly competent trustees and chair could risk the Economic Development activity detailed in this Long-Term Plan.

*Participation by Māori / Te Urunga o Ngāi Māori*

31. The Appointment and Remuneration of Council Organisations Policy recognises the importance of diversity on boards, gives consideration to whether or not knowledge of tikanga Māori may be relevant to the governance of a council organisation and includes an iwi nominated representative on the selection panel for board appointments. The options do not impact on participation by Māori in council organisations.
-

32. A successful VTT board is of benefit to the entire community, including Māori. The VTT trustee and leadership team specifically work in partnership with Māori to support the future growth of the Taranaki Māori economy.

*Community Views and Preferences / Ngā tirohanga me Ngā Mariu ā-hāpori*

33. The wider community may be interested in the remuneration paid to directors of council organisations. The options are based on an independent review from a reputable organisation with extensive experience in these matters. This is important to ensure good decision making and appropriate remuneration is paid to secure good directors and outcomes.

*Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.*

34. The advantages of this option are that it will bring the VTT board remuneration in line with market rates of similar organisations and would come at no extra cost to NPDC.
35. The disadvantage of not increasing the fee is that NPDC would have one CCO where the board members are paid below market rates and the associated risk with recruiting or retaining high calibre of board members.

**Recommended Option**

This report recommends Option 1, increase Venture Taranaki Trust Board remuneration funded from within Venture Taranaki funding.

**APPENDICES**

- Appendix 1 IoDNZ remuneration review report – VTT (ECM 9264365)
- Appendix 2 Remuneration review of directors of council organisations (ECM 9264349)
- Appendix 3 Original report considered by Council 16 December 2024 (ECM 9357145)

**Report Details**

Prepared By: Kerri Rattenbury (Community and Economic Development Officer)  
 Team: Community and Economic Development  
 Approved By: Damien Clark (Manager Community and Economic Development)  
 Ward/Community: District Wide  
 Date: 4 March 2025  
 File Reference: ECM\_9462632

-----*End of Report*-----

# DirectorFees



## Venture Taranaki

### Tailored fee review

May 2024

Version – draft



Governance services

[iod.org.nz](http://iod.org.nz)

*This report has been prepared as guidance for the board of Venture Taranaki and is not intended to be prescriptive or exhaustive or used or relied upon by any other organisation. It contains our benchmarking analysis using remuneration data provided by members in our annual survey on director remuneration, information supplied by Venture Taranaki and other publicly available sources of information. The report is an independent assessment of appropriate fees for board members of Venture Taranaki and has been prepared free from any influence from Venture Taranaki management, any board member, or any other party in relation to the services provided or outcomes of those services.*

*The Institute of Directors (IoD) believes the information it provides about comparable entities is accurate at the time it is provided. The IoD provides no warranty (either expressed or implied) in relation to the completeness, accuracy or currency of any information provided about any comparator or third-party organisation and cannot be held liable for the consequences of any actions taken or not taken on the basis of such information.*

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# 1 Executive summary

## Introduction

The depth and complexity of directors' duties are well known and growing. Given this, along with increased regulatory compliance and the personal risk that New Zealand directors face in their roles, setting director fees at the right level is essential.

Organisations need to attract progressive and effective directors who go beyond compliance, who aspire to meet the highest standards and are rewarded appropriately for their expertise and commitment. Sometimes a 'discount for public service' is seen in council-controlled organisations or not-for-profit boards – some constitutions, guiding legislation or organisational agreements do not allow payment.

Organisations should support and justify their board fee decisions with good disclosure, governance and accountability practices. This means demonstrating that fees have been set using robust processes and data.

In formulating our recommendations, we have taken into account information provided to us about the organisation's size, nature, complexity, and risk profile, as well as the indicated duties and time commitments of the roles.

Our research indicates that Venture Taranaki's current fees align to the lower quartile of our comparator survey data and were last reviewed in December 2021.

## Recommended benchmark fee ranges

We consider these fee ranges reflect fair remuneration for the governance commitments of the roles, and to be representative of the wider market.

| FEE CATEGORY        | RECOMMENDED FEE RANGE |
|---------------------|-----------------------|
| Base Directors' fee | \$27,000 – 28,500     |
| Chair fee           | \$51,300 - \$54,150   |
| Deputy Chair fee    | \$32,400 - \$34,200   |
| Committee chair fee | \$32,400 - \$34,200   |

### Notes

- We have increased the chair premium to 1.9 x which we consider appropriate to the workload and commitments of this role
- Base fees include committee membership. We generally only recommend an additional fee for a committee chair

THE SUPPORTING INFORMATION FOR THESE RECOMMENDATIONS CAN BE FOUND ON PAGES 26 AND 27.

## Purpose and scope

New Plymouth District Council (NPDC), has asked the Institute of Directors NZ Inc. (IoD) to undertake a formal review of board fees. This document sets out the approach taken, the relevant background information and our independent assessment of appropriate fee range benchmarks for your directors. In carrying out this assignment, the IoD has considered the following:

- Information supplied by Venture Taranaki
- Data from the latest available annual IoD Directors' Fees survey
- Data, where available, on fees in organisations of a similar type or size
- Other confidential sources of fee data that the IoD holds

Our recommendations are formed from our considered judgement and are provided as guidance. The final decision on fees is the ultimate responsibility of the organisation.

This report does not include an evaluation of specific constraints that may affect Venture Taranaki's final decision with respect to fee levels, such as available funds, the impact of fee levels on the ability to access appropriately qualified and skilled directors to your board or commentary on the current performance of directors.

Note: Many organisations referenced in this report are trusts and limited liability companies. Therefore, for the purposes of this report 'director' should be read to include 'trustee' and 'board/committee member'.

## Summary of approach

Director's fees are a 'fee for service' rather than a salary. In line with the principle of collective responsibility, base fees should be shared equally as a rule, except in the case of additional responsibility of workload such as the chair or a committee chair.

The IoD encourages an open and transparent process to setting director fees. A fee benchmarking exercise is a suitable approach to determining whether your organisation's director fees are fair and appropriate, and it is important to review benchmarks across a wide range of relevant criteria.

The IoD provides a recommended range of fees for your board roles based on:

- Data from our latest 2023-24 directors' fees survey, giving a broad picture of fees in the market relevant to your organisation type, industry and size
- Additional research of fees in comparative organisations (where available)
- Information provided by you on the scope and time commitments of the roles; and
- The nature and complexity of your organisations' industry or operating

environment.

Before reaching a final decision, the IoD recommends that Venture Taranaki also considers stakeholder expectations; your own view on appropriate fee levels, as well the level of remuneration required to attract, motivate and retain appropriate candidates.

## Relevant organisation background

Venture Taranaki is the regional development agency for Taranaki. 100% owned by New Plymouth District Council (NPDC), it is incorporated as a charitable trust.

Venture Taranaki work with a range of stakeholders across a variety of industries and sectors, local and national government, community groups, iwi, and individual enterprises to support the region's development.

The organisation considers itself to have a low risk profile but face significant economic challenges and operate in a complex local government environment with significant central government relationships.

The board has seven trustees (including the chair). Board members are elected by NPDC, and tenure is three years.

Current fees;

Board Chair: \$40,000

Board Deputy Chair: \$30,000

Audit and Risk Committee Chair: \$30,000

Directors: \$26,000

The current chair premium is 1.5. The board regards itself to be in the medium quartile of the market in terms of remuneration. Fees were last reviewed in December of 2021.

## Summary of fee research

### General market fee movements

Our 2023-24 survey includes information on over 3,951 directorships, covering a wide cross-section of over 1,695 organisations. We have reviewed this survey data to find suitable comparators to Venture Taranaki. In summary, the 12-month movement of fees are as follows:

- |                                   |             |
|-----------------------------------|-------------|
| • Non-executive director          | + 0.9%      |
| • Non-executive chair             | + 4.5%      |
| • Non-executive deputy chair      | no movement |
| • Council controlled organisation | + 5.8%      |
| • Education and training          | + 3.8%      |
| • Government admin and safety     | + 4.4%      |

- Professional, scientific, and technical + 5.6%
- Revenue 5 – 7m (5.1 – 10m) + 6.3%

### Organisation specific research

This table provides a summary of our fee research, as presented on pages 16 to 20.

| DATA SOURCE                        | FEE COMPARATOR CATEGORY   | AVERAGE DIRECTOR FEE | CHAIR FEE         | DEPUTY CHAIR FEE  |
|------------------------------------|---|----------------------|-------------------|-------------------|
| 2023-24 IoD Directors' Fees Survey | Venture Taranaki comparator dataset – medium quartile   | \$38,682             | \$53,880          | \$35,046          |
| 2023-24 IoD Directors' Fees Survey | Council controlled organisation<br>All industries<br>Revenue 5.1 – 10m                          | \$25,348             | Insufficient data | Insufficient data |
| 2023-24 IoD Directors' Fees Survey | All organisation types operating in industries similar to Venture Taranaki<br>Revenue 5.1 – 10m | \$22,427             | \$32,025          | Insufficient data |
| IoD Confidential database          | Council controlled or private organisations<br>Revenue 2m - \$7.7m                              | \$18,009             | \$40,853          | -                 |
|                                    | <b>VENTURE TARANAKI CURRENT FEE</b>   | \$26,000             | \$40,000          | \$30,000          |

### Summary of time commitments

Directors are paid for the expertise and skills they bring to the boardroom rather than for the specific time invested in the role. However, the hours devoted to the organisations’ governance may provide an indication of the complexity of the roles, the level of involvement required, and is one of the considerations that can help to inform the decision on the appropriate level of fees.

The estimated time commitments for the Venture Taranaki board align at the lower quartile or our comparator survey data for directors and at the medium quartile for the chair (see pages 21 and 22).

|  | NON-EXECUTIVE DIRECTOR |        |                | NON-EXECUTIVE CHAIR |        |                |
|--|------------------------|--------|----------------|---------------------|--------|----------------|
|  | LOWER QUARTILE         | MEDIAN | UPPER QUARTILE | LOWER QUARTILE      | MEDIAN | UPPER QUARTILE |
| Survey comparator dataset – annual hours | 76                     | 119    | 163            | 103                 | 155    | 257            |
| <b>VENTURE TARANAKI TIME COMMITMENTS</b> | <b>66</b>              |        |                | <b>166</b>          |        |                |

### Summary of hourly fees

The estimated hourly fees for Venture Taranaki board members align at the upper quartile of our comparator data for directors and at the lower quartile for the chair (see pages 24 and 25).

|   | NON-EXECUTIVE DIRECTOR |        |                | NON-EXECUTIVE CHAIR |        |                |
|---|------------------------|--------|----------------|---------------------|--------|----------------|
|   | LOWER QUARTILE         | MEDIAN | UPPER QUARTILE | LOWER QUARTILE      | MEDIAN | UPPER QUARTILE |
| Survey comparator dataset hourly fees (\$)  | 205                    | 290    | 450            | 235                 | 316    | 524            |
| <b>VENTURE TARANAKI HOURLY FEE ESTIMATE</b> | <b>394</b>             |        |                | <b>241</b>          |        |                |

## 2 Approach to setting board fees

### REMUNERATION OF DIRECTORS SHOULD BE TRANSPARENT, FAIR AND REASONABLE

There is no 'right' or 'wrong' when it comes to setting fees because there are a multitude of factors that can influence remuneration levels. Ideally fees should be set by taking into account the individual circumstances of each organisation and the broader market context.

Generally the IoD recommends fixed fees, set annually at a level that reflects the commitment and skills your board requires and the level of liability and personal risk involved with the appointment. An overall fixed fee allows for occasional heavy workloads and takes on board the fact that director liability does not vary in relation to the number of meetings. A fixed fee approach also creates the expectation that a director will devote appropriate time to the organisation. The 2023-24 IoD directors' fees survey found that 66% of directors are paid a fixed fee, with only 3% paid a 'per meeting rate' and 2% a combination of the two.

Director's fees are generally a 'fee for service'. In line with the principle of collective responsibility, base fees should be shared equally as a rule, except in the case of additional responsibility of workload such as the chair or a committee chair.

### IoD benchmarking approach

Benchmarking is a good way to identify appropriate fee levels for directors. IoD's recommended fee ranges are based on:

- Relevant market fee data from our latest directors' fees survey
- Research of fees in comparative organisations (where available)
- Information provided by you on the scope and commitments of the roles
- The nature and complexity of your organisations' industry or operating environment.

Where direct industry comparisons are in low supply or unavailable we research fees in organisations considered to be of a similar size, for example, in terms of revenue or asset size. We rely on the information you provide to us to undertake this research, as well as any input you may have on suitable comparators.

To command fees at benchmark level there is an assumption that directors have the appropriate skills, knowledge and training in governance as would reasonably be expected for anyone in a role.

While benchmarking sometimes provides a recommendation to increase fee levels, it is possible that an organisation may opt for more moderate increases over time as a way of transitioning to a recommended range. It is worth noting that if a plan of more moderate increases are implemented the fee gap between

current and benchmark fees may widen over time.

### IoD Directors' Fees Survey

The annual Directors' Fees Survey takes place with a wide cross-section of New Zealand organisations and IoD members. Our 2023-24 survey report includes information about over 3,951 directorships, covering over 1,695 organisations. 56% of IoD members surveyed hold non-executive (independent) positions and our benchmarking focusses on these roles.

The survey also collects information on the level of hours involved in the directorship role. This varies significantly between organisations. In our 2023-24 survey the average time a non-executive director spends on board work is 158 hours per annum.

### 3 The role of the board

Trust and accountability underpin long-term success and sustainability, and directors of all organisations need integrity, courage, judgment, emotional agility, energy and curiosity.

The IoD's publication *The Four Pillars of Governance Best Practice* emphasises that the key role of a board is to add value to their organisations through four key governance functions:

- Determination of a company's fundamental purpose and strategy
- Leading an effective governance culture, characterised by integrity, robust decision-making and effective relationships with management, shareholders and stakeholders
- Holding management to account
- Ensuring effective compliance

These are significant responsibilities, and it is IoD's view that in order to be accountable, board members need to spend more focussed time, thought and enquiry on their organisation - within board meetings and outside of them.

A key element of good governance is having a robust approach to reviewing and setting board fees underpinned by comprehensive and robust data. Remuneration for board members needs to be set at a level that acknowledges responsibilities and risks, as well as to attract, motivate and retain members with the ability and character necessary to carry out these critical and demanding functions.

A board must still ensure remuneration levels are sufficient to attract the appropriate people to make themselves available for appointment and to support them to perform their duties to the highest standards.

#### The chair's role

The chair facilitates the board but under the Companies Act all directors share equal responsibility. In practice the role of the chair depends on the extent of their involvement with the organisation. This can be influenced by:

- The size or particular circumstances of the company
- The complexity of its operations
- The quality, size and capacity of its chief executive and management team, and
- The administrative or contractual arrangements that the board or shareholders have put in place.

In particular circumstances it may be appropriate for the chair to work significant additional hours. This may arise for example, where an organisation is dealing with a significant event, or is engaging in a major transaction. These additional hours are addressed in the chair fee by using a multiplier (premium) over the



base director fee.

We generally advise that a good rule of thumb is a premium of around x1.8 to x2.0. Lower or higher loadings may be used depending on the individual circumstances of the organisation. In our 2023-24 survey, chair premiums range between x1.3 and x2.1.

In the case of Venture Taranaki, the fee range recommends a chair premium of 1.8. This is considered appropriate for the additional responsibilities and time commitments of the chair role.

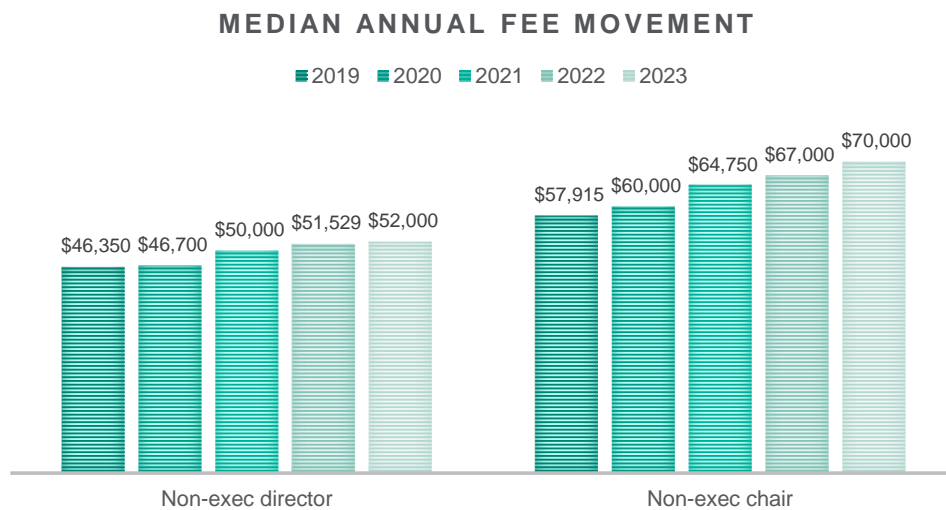
## 4 General director fee trends

The key principle of a benchmarking review is to ensure that the fees Venture Taranaki pays its board are relative to the market and take into account the remuneration levels provided to directors in New Zealand. The fees should reflect the added value your directors bring to the organisation and adequately compensate them for their time, effort and skill level.

While our overall data is drawn from a broad range of organisations, many not directly comparable to Venture Taranaki, it is designed to provide valuable insights into market fee movements and trends.

### Median annual fee movements

Our latest and most comprehensive data on the remuneration of New Zealand directors is the 2023-24 IoD directors' fees survey. The following graph shows the median annual fee movement across the entire survey data, which includes New Zealand organisations of all types and sizes and across all industries.



**The 5-year movement of fees is approximately 12.2% for non-executive directors and 20.9% for non-executive chairs.**

In the last 12 months, the median fee received by non-executive directors has increased by 0.9%, compared to a 3.1% movement in 2022. Non-executive chair fees have increased by 4.5%, compared to a 3.5% movement in 2022.

### Overall survey quartiles

#### 2023 non-executive chair and director remuneration

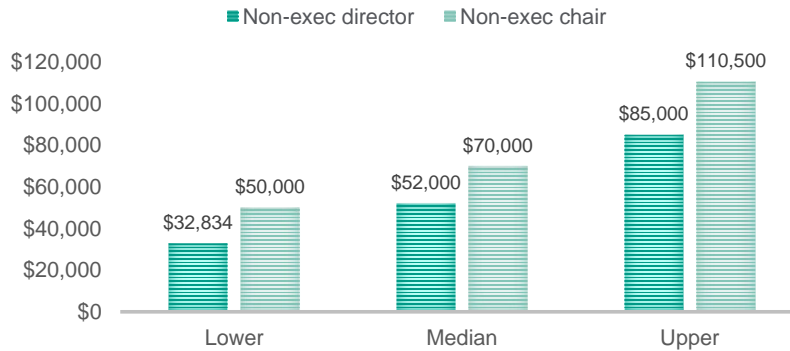
The lower, median and upper quartiles for non-executive director remuneration in the most recent survey are \$32,834, \$52,000 and \$85,000 and for non-



executive chairs, they are \$50,000, \$70,000 and \$110,500 respectively across the whole survey sample. The survey incorporates a very wide sample of organisations from NFPs to NZX listed companies.

**2023 non-executive chair and director remuneration**

(ACROSS ENTIRE SURVEY SAMPLE)



**Other relevant fee movement data over the last 12 months**

OUR FEE DATA USES THE ANZSIC (AUSTRALIAN AND NEW ZEALAND STANDARD INDUSTRIAL CLASSIFICATION) GROUPS.

| FEE CATEGORY                            | 12 MONTH FEE MOVEMENT |
|---|-----------------------|
| Council controlled organisation         | + 5.8%                |
| Education and training                  | + 3.8%                |
| Government admin and safety             | + 4.4%                |
| Professional, scientific, and technical | + 5.6%                |
| Revenue 5 – 7m (5.1 – 10m)              | + 6.3%                |

### Remuneration for committee chair appointments

This table provides a subset of data from our latest Directors' Fees survey relating to committee chair fees. This data is taken from across the entire survey (organisations of all types and sizes).

We provide this table for information. Generally we determine appropriate committee fees from a loading over the base director fee or from information on fees in comparator organisations where available. We generally recommend a loading over the base director fee from x1.1 up to x1.2 for committee chairs, depending on the duties and time commitments.

Our 2023 fee data indicates that, on average, Nominations chairs receive the highest fees. This differs from previous years where the Audit, Risk & Finance chair would usually receive the highest fee on average.

| TYPE   | LOWER          | MEDIAN   | UPPER    | AVERAGE  |
|--|----------------|----------|----------|----------|
| Audit, risk & finance  | \$5,000        | \$11,000 | \$20,000 | \$16,212 |
| <b>Venture Taranaki<br/>Audit and Risk<br/>Committee Chair</b> | <b>\$4,000</b> |          |          |          |
| Climate  |                | \$11,500 |          | \$12,625 |
| Health & safety  | \$10,000       | \$10,900 | \$23,475 | \$15,374 |
| Nominations  | \$15,000       | \$15,000 | \$20,000 | \$17,962 |
| People or<br>Remuneration                                      | \$5,000        | \$10,000 | \$15,875 | \$12,733 |
| Risk   | \$2,000        | \$5,000  | \$19,895 | \$12,684 |
| Sustainability   | \$5,000        | \$7,500  | \$10,000 | \$7,300  |
| Technology   | \$5,625        | \$8,750  | \$10,001 | \$12,709 |
| Other committees   | \$3695         | \$7,125  | \$13,750 | \$11,166 |

## 5 Comparator fee benchmarking

### Non-executive director fees - comparator breakdown

The graph below shows director fee data relevant to Venture Taranaki based on the information you have provided. Each fee category is a sub-set of our latest directors' fees survey. It demonstrates that Venture Taranaki's current director fee aligns to the lower quartile against the comparator fee categories.



### Non-executive chair fees - comparator breakdown

This graph shows chair fee data relevant to Venture Taranaki based on the information you have provided. Each fee category is a sub-set of our latest directors' fees survey. It demonstrates that Venture Taranaki's current chair fee aligns to the lower quartile against the comparator fee categories.



**NOTE:** IT IS IMPORTANT TO NOTE THAT THE SAMPLE SIZE FOR DIRECTOR DATA IS MUCH LARGER THAN THAT OF CHAIRS. THEREFORE, OUR METHODOLOGY PLACES A HIGHER RELIANCE ON DIRECTOR DATA AS A BASIS FOR ESTIMATING FEES FOR CHAIRS (USING AN APPROPRIATE LOADING OR CHAIR PREMIUM).



### Non-executive deputy chair fees - comparator breakdown

This graph shows deputy chair fee data relevant to Venture Taranaki based on the information you have provided. Each fee category is a sub-set of our latest directors' fees survey. It demonstrates that Venture Taranaki's current deputy chair fee aligns to the lower quartile against the comparator fee categories.



**NOTE:** THIS IS A SMALL SAMPLE SIZE OF DEPUTY CHAIR DATA – 111 DIRECTORS, 103 ORGANISATIONS



## 6 Further fee research

### Director's fees survey data – further segmentation

WE HAVE ANALYSED OUR SURVEY DATA FURTHER TO PROVIDE THE FOLLOWING FEE INFORMATION.

| SECTOR  | REVENUE   | AVERAGE DIRECTOR FEE | AVERAGE CHAIR FEE |
|---|-----------|----------------------|-------------------|
| Council controlled organisation<br>All industries *   | 5.1 – 10m | \$25,349             | Insufficient data |
| All organisation types<br>Education and training or;<br>Government administration and<br>safety or;<br>Professional, scientific, and<br>technical | 5.1 – 10m | \$22,427             | \$32,025          |

\* THIS IS A SMALL SAMPLE - 8 NON -EXECUTIVE DIRECTORS OR TRUSTEES

### Other similar organisations

THIS INFORMATION HAS BEEN TAKEN FROM IOD'S CONFIDENTIAL DATABASE

| EXAMPLE  | REVENUE | ASSETS  | AVERAGE DIRECTOR FEE                                       | AVERAGE CHAIR FEE |
|--|---------|---------|--|-------------------|
| Council controlled<br>organisation<br>Admin and support  | \$5.3m  | \$2.6m  | Council<br>employees – not<br>remunerated<br>independently | \$55,000          |
| Council controlled<br>organisation<br>RTO  | \$2m    | \$1.3m  | \$16,000   | \$27,200          |
| Council controlled<br>organisation<br>Admin and support<br>Transport, postal, and<br>warehousing | \$6.7m  | \$80.5m | \$12,036   | \$24,067          |
| Council controlled<br>organisation<br>Arts and recreation  | \$7.7m  | \$95m   | \$19,000   | \$38,000          |
| Unlisted (private) company<br>Professional, scientific, and<br>technical                         | \$6m    | \$1.5m  | \$25,000   | \$60,000          |
| <b>AVERAGE</b>   |         |         | <b>\$18,009</b>  | <b>\$40,853</b>   |



## Other Economic Development Agencies

| EXAMPLE  | REVENUE | ASSETS | DIRECTOR FEE        | CHAIR FEE       | TOTAL DIRECTOR FEES |
|--|---------|--------|---------------------|-----------------|---------------------|
| <a href="#">Northland Inc Ltd Annual Report 2023</a><br>CCO. Owned by one regional and two district councils.        | \$5.8m  | \$2.1m | -                   | -               | \$126,790 *         |
| <a href="#">Tātaki Auckland Unlimited Annual Report 2023</a><br>CCO. 100% owned by Auckland Council                  | \$107m  | \$40m  | \$41,000 - \$47,000 | \$82,000**      | \$389,000 ***       |
| <a href="#">Trust Tairāwhiti Annual Report 2023</a><br>Community trust in partnership with Gisborne District Council | \$97m   | \$121m | \$38,000            | \$76,000        | \$320,316 *         |
| <a href="#">RotoruaNZ Annual Report 2022</a><br>CCO, 100% owned by Council   | \$7.2m  | \$2m   | \$15,000            | \$30,000        | \$106,250 ****      |
| <a href="#">WellingtonNZ Annual Report 2023</a>  | \$31m   | \$13m  | \$25,000            | \$50,000        | \$227,083 ***       |
| <a href="#">Nelson Tasman Regional Development Agency Annual Report 2022</a>   | \$3.2m  | \$1.5m | \$5,000             | \$7,500         | \$146,011 ****      |
| <a href="#">Development West Coast Annual Report 2023</a>  | \$18m   | \$108m | -                   | -               | \$194,000 ***       |
| <a href="#">Great South Annual Report 2022</a><br>CCO. Jointly owned by City District Councils and Trusts.           | \$9.3m  | \$14m  | \$16,000            | \$48,000        | \$48,000            |
| <b>AVERAGE</b>   |         |        | \$23,833            | \$48,917        | \$178,833           |
| <b>VENTURE TARANAKI</b>  |         |        | <b>\$26,000</b>     | <b>\$40,000</b> | <b>\$206,886</b>    |

- \* Six board members including chair  
 \*\* 2022 chair fee. New appointment in April 2023 and full year fee not disclosed  
 \*\* Eight board members including chair  
 \*\*\*\* Seven board members including chair

## 7 Time commitments

The roles and responsibilities of board members have expanded over recent years. A board's work is generally not restricted to the boardroom. There can be significant additional time requirements, such as for reading, site tours, stakeholder engagement and attending events.

Directors are paid for the expertise and skills they bring to the boardroom rather than for the specific time invested in the role. However, the hours devoted to the organisations' governance may provide an indication of the complexity of the roles, the level of involvement required, and is one of the considerations that can help to inform the decision on the appropriate level of fees.

### Venture Taranaki annual time commitments

Time commitments for Venture Taranaki, based on data provided by the organisation management, is set out in the table below.

| ACTIVITY                                 | NUMBER  | TIME IN | PREP TIME | HOURS PER ANNUM (ESTIMATE) |
|--|---|---------|-----------|----------------------------|
| Board meetings                           | 5   | 5       | 3         | 40                         |
| • Audit and Risk Committee               | 4   | 1.5     | 1         | 10                         |
| Other director time commitments          | Strategy day<br>Representative duties   |         |           | 26                         |
| <b>Average annual hours for director</b> |   |         |           | <b>66</b>                  |
| Chair – other time commitments           | Meeting preparation<br>Submission review<br>Stakeholder engagement<br>CEO, SL relationship management |         |           | 100                        |
| <b>Average annual hours for chair</b>    |   |         |           | <b>166</b>                 |

## Individual board member time commitments

| NAME           | ROLE                                   | COMMITMENTS                                | TOTAL |     |
|----------------|--|--|-------|-----|
| Joanna Breare  | Chair                                  | Board meetings                             | 40    | 168 |
|                |  | Strategy day                               | 8     |     |
|                |  | Additional director time commitments       | 25.5  |     |
|                |  | Meeting preparation                        |       |     |
|                |  | Submission review                          |       |     |
|                |  | Stakeholder engagement                     |       |     |
|                |  | CEO, SL relationship management            | 100   |     |
| David Downs    | Deputy Chair<br>A & R Committee member | Board meetings                             | 40    | 73  |
|                |  | Strategy day                               | 8     |     |
|                |  | Additional director time commitments       | 5     |     |
|                |  | Support to chair                           | 10    |     |
|                |  | Audit and Risk committee meetings          | 10    |     |
| Roddy Bennett  | Director<br>Chair A & R Committee      | Board meetings                             | 40    | 98  |
|                |  | Strategy day                               | 8     |     |
|                |  | Additional director time commitments       | 20    |     |
|                |  | Audit and Risk Committee Chair commitments | 30    |     |
| Josh Hitchcock | Director                               | Board meetings                             | 40    | 68  |
|                |  | Strategy day                               | 8     |     |
|                |  | Additional director time commitments       | 20    |     |
| Grant McQuoid  | Director                               | Board meetings                             | 40    | 68  |
|                |  | Strategy day                               | 8     |     |
|                |  | Additional director time commitments       | 20    |     |
| Chris Myers    | Director<br>A & R Committee member     | Board meetings                             | 40    | 63  |
|                |  | Strategy day                               | 8     |     |
|                |  | Additional director time commitments       | 5     |     |
|                |  | Audit and Risk committee meetings          | 10    |     |
| Gillian Cagney | Director<br>A & R Committee member     | Board meetings                             | 40    | 63  |
|                |  | Strategy day                               | 8     |     |
|                |  | Additional director time commitments       | 5     |     |
|                |  | Audit and Risk committee meetings          | 10    |     |

## Time commitments in comparator organisations

The following table compares the governance time commitments in Venture Taranaki to commitments in comparator organisations provided as part of the latest IoD directors' fees survey.

It indicates that the time commitments for Venture Taranaki's directors align to the lower quartile against comparator fee categories. Time commitments for chair align to the medium quartile.

|  | DIRECTOR TIME COMMITMENTS |                 |                | CHAIR TIME COMMITMENTS |                 |                |
|--|---------------------------|-----------------|----------------|------------------------|-----------------|----------------|
|  | LOWER QUARTILE            | MEDIAN QUARTILE | UPPER QUARTILE | LOWER QUARTILE         | MEDIAN QUARTILE | UPPER QUARTILE |
| NZ Owned                               | 90                        | 136             | 200            | 115                    | 182             | 258            |
| Council controlled organisation        | 96                        | 146             | 216            | 130                    | 182             | 213            |
| Education and training-                | 63                        | 93              | 134            | -                      | 116             | -              |
| Government admin and safety            | -                         | 171             | -              | -                      | -               | -              |
| Professional, scientific and technical | 98                        | 150             | 172            | 92                     | 157             | 351            |
| Revenue \$6.6m (5.1 - 10m)             | 64                        | 92              | 146            | 110                    | 135             | 210            |
| Total assets \$2.2m (0 - 5m)           | 52                        | 91              | 145            | 74                     | 150             | 248            |
| Shareholder funds < 600k (0 - 5m)      | 73                        | 96              | 146            | 103                    | 160             | 255            |
| Head count 25 (20 - 49)                | 73                        | 97              | 145            | 99                     | 160             | 266            |
| <b>AVERAGE TIME COMMITMENTS</b>        | <b>76</b>                 | <b>119</b>      | <b>163</b>     | <b>103</b>             | <b>155</b>      | <b>257</b>     |
| <b>Venture Taranaki</b>                | <b>66</b>                 |                 |                | <b>166</b>             |                 |                |

## 8 Hourly fees

Our annual survey collects data on the hourly fee rates of directors and we present relevant comparator information below.

It can be useful to have an understanding of appropriate hourly rates, for example for special project work. However, caution should be used when taking this data into account, as the very nature of the role of a director means time commitments (and hence hourly rates) can fluctuate significantly. For example, the board may be required to work additional hours when a significant event is impacting the organisation (such as Covid-19).

### Hourly fee analysis for Venture Taranaki

Using the information on time commitments provided by Venture Taranaki and the current fee levels, we can estimate current hourly fee ranges for your governance roles as follows:

| ROLE     | ANNUAL FEE | TIME COMMITMENTS | HOURLY FEE RANGE |
|----------|------------|------------------|------------------|
| Director | \$26,000   | 66               | \$394            |
| Chair    | \$40,000   | 166              | \$241            |

## Comparator hourly fees

The following table provides an analysis of hourly fee rates for non-executive directors and chairs in comparator data bands. It shows that Venture Taranaki's estimated hourly fees align around the upper quartile for directors and at the lower quartile for the chair.

|  | NON-EXECUTIVE DIRECTOR |                      |                     | NON-EXECUTIVE CHAIR |                      |                     |
|--|------------------------|----------------------|---------------------|---------------------|----------------------|---------------------|
|  | LOWER QUARTILE (\$)    | MEDIAN QUARTILE (\$) | UPPER QUARTILE (\$) | LOWER QUARTILE (\$) | MEDIAN QUARTILE (\$) | UPPER QUARTILE (\$) |
| NZ Owned                               | 204                    | 306                  | 462                 | 231                 | 343                  | 562                 |
| Council controlled organisation        | 201                    | 255                  | 343                 | 197                 | 279                  | 432                 |
| Education and training                 | 235                    | 308                  | 419                 | -                   | 310                  | -                   |
| Government admin and safety            | -                      | 153                  | -                   | -                   | -                    | -                   |
| Professional, scientific and technical | 167                    | 226                  | 402                 | 164                 | 339                  | 614                 |
| Revenue \$6.6m (5.1 - 10m)             | 196                    | 328                  | 462                 | 209                 | 333                  | 518                 |
| Total assets \$2.2m (0 - 5m)           | 207                    | 327                  | 515                 | 194                 | 300                  | 476                 |
| Shareholder funds < 600k (0 - 5m)      | 213                    | 333                  | 475                 | 200                 | 305                  | 514                 |
| Head count 25 (20 - 49)                | 216                    | 374                  | 520                 | 212                 | 318                  | 550                 |
| <b>AVERAGE HOURLY FEES</b>             | <b>205</b>             | <b>290</b>           | <b>450</b>          | <b>235</b>          | <b>316</b>           | <b>524</b>          |
| <b>Venture Taranaki</b>                | <b>394</b>             |                      |                     | <b>241</b>          |                      |                     |

## 9 Recommendations

### Context

There is no absolute right or wrong when setting director fees. To provide you with data and advice to support your governance fee decisions we seek to explore the market as widely as possible. We take into account a range of comparator data and the time commitments of the role. However, remuneration is part of an evaluative process and the final decision on fees is the ultimate responsibility of the organisation.

Before reaching a final decision, we recommend that you consider where Venture Taranaki sees itself within the market (e.g. median, upper quartile). In addition, consider factors like complexity of role, operating environment, risk and liability, and expectations. Also part of the mix is ensuring your remuneration attracts and retains the calibre of directors you need to drive and sustain long-term value for your business.

### Supporting commentary

A fair and appropriate annual fixed fee should reflect the commitment and skills required of the director, the liability and personal risk involved, and take into account periods of heavy workload for the board.

In formulating our recommendations, we have considered information provided to us about the organisation's size, nature, complexity and risk profile, as well as the indicated duties and time commitments of the roles.

Our research indicates that current fees for all board members align to the lower quartile of our comparator survey data and were last reviewed at the end of 2021.

Time commitments of Venture Taranaki directors are low in comparison to survey comparators. Hours and duties of the chair align to the medium quartile and it has been indicated that time commitments over the previous year have aligned closer to the upper quartile of survey comparators. It is recommended that the chair premium is increased from 1.5 to 1.9 to better reflect the additional commitments and complexity of the role.

Venture Taranaki consider that their board fees should align to the medium quartile of the market in terms of remuneration. Although the recommended fees for directors would align to the lower quartile, commitments of the role are significantly less than comparators and an estimated hourly rate is high.

An small increase in fees directors is recommended to align with market increases of other council controlled organisations operating in similar industries.

A loading of 1.2 over the director fee is recommended for the deputy chair and

committee chair.

## Fee range recommendations

We consider these fee ranges reflect fair remuneration for the governance commitments of the roles and to be representative of the wider market.

| FEE CATEGORY        | RECOMMENDED FEE RANGE |
|---------------------|-----------------------|
| Base directors' fee | \$27,000 - \$28,500   |
| Chair fee           | \$51,300 - \$54,150   |
| Committee chair fee | \$32,400 - \$34,200   |
| Deputy chair fee    | \$32,400 - \$34,200   |

- Please note that base fees include committee attendance. We generally only recommend an additional fee for a committee chair
- We don't recommend additional loadings for the chair or deputy chair of the board for any committee responsibilities
- A chair premium has been set at 1.9.

## Chair, committee chair and deputy chair premiums

An appropriate chair fee makes an allowance for additional hours spent in meeting preparation and follow-up and for other demands and expertise required of the role. A loading over the base director fee is usually used to calculate the chair fee.

The IoD's data for director roles is considerably deeper than for chairs; therefore our methodology places a higher reliance on director data as a basis for estimating fees for all board members.

We generally advise that a good rule of thumb is a premium of around x1.8 to x2.0. Lower or higher loadings may be used depending on the individual circumstances of the organisation.

In addition, we generally recommend a loading of between x1.1 to x1.2 for committee chairs and a x1.25 loading for the deputy (vice) chair of the board.

It would not be normal for the board chair or deputy chair to be paid additional fees for their involvement with committees.

## Ongoing fee review policy

Because of movements in the market and other factors, such as inflation and CPI, fees are not static. They should be assessed for market appropriateness



regularly.

When a fee structure is on or near the market benchmark, one option is to review fees against annual fee movements – for example using the appropriate industry sector or the overall fee movement for a particular role (e.g. non-executive director). This information is available from the IoD.

We would, however, encourage a discipline to update the benchmark data regularly. Best practice would be to review director fees annually, and it should be no longer than 3 years. This should identify if the fees remain competitive or if the fee gap is widening. A significant fee gap against benchmark may indicate the need for a further fee review at this stage.

## Transparency of fee decisions

Consistent and open reporting on director fees helps build trust and confidence in business and corporate governance. We encourage all organisations to think beyond compliance. They should disclose director payments openly and consistently. Boards of all types of entities are welcome to use the IoD's [Guide to disclosing director remuneration in annual reports](#).

## Appendix 1 - Board size considerations

The interests of shareholders of a company will be best served if its board acts with maximum efficiency and effectiveness. The optimum number of directors required to attain maximum efficiency and effectiveness on any given board will depend on such factors as the company's size, nature, diversity and complexity of its business and its ownership structure.

A board that is too large may not give its members the opportunity of participating in discussions and decisions to the best of their abilities. It may result in board proceedings being unnecessarily prolonged. On the other hand, a board that is too small will limit the breadth of knowledge, experience and viewpoints that would otherwise be available to it and from which it could usefully benefit.

As a general rule, a board numbering between six and eight members is usually found to be the most appropriate in the case of medium to large-sized companies. This also takes the relatively small size of New Zealand companies in international terms into account. Smaller companies may operate quite satisfactorily with a lower number. Under NZX listing rules, the minimum number for a listed company (disregarding alternate directors) is three.

It is not really possible or practical to specify an ideal and optimal number for all boards. What every board needs to do is to achieve the right balance to suit the circumstances and requirements of the company and the board itself.

Data from the annual IoD Directors' Fees survey indicates the medium and average number of directors on boards in New Zealand had remained consistent over several years.

### Average number of directors

(FROM THE 2023-24 IOD DIRECTORS' FEES REPORT)

Across all entity types, the median and average number of directors appointed to a board is 6. Only 1% of our sample has more than 12 directors appointed to the board.

#### Board size for Council Controlled Organisations

| ORGANISATION TYPE               | NUMBER OF DIRECTORS ON BOARD |        |                |         |
|---------------------------------|------------------------------|--------|----------------|---------|
|                                 | LOWER QUARTILE               | MEDIAN | UPPER QUARTILE | AVERAGE |
| Council Controlled Organisation | 5                            | 6      | 7              | 6       |

## Appendix 2 – Governance Services

### We will help you build a better board

We can help you strengthen the capabilities of your existing board with board evaluations, in-house training, director recruitment and fee advice.

*Evaluated  
your board  
lately?*

If you are seeking an impartial and independent review of your boards performance, our evaluations are tailored to your needs. Contact us today and discuss how you can get the most out of your next **board evaluation**.

*Want training  
for your whole  
board?*

We can organise a tailored **in-house training** programme for your whole board and, if desired, your senior executive team. Please contact us and we can talk through some options with you.

*Need to fill a  
vacancy at the  
board table?*

We can help you find prospective board members who will complement your organisation's needs and your current board composition through our **board appointments** and **director vacancies** services. Please contact us to discuss further.

*Are you  
paying fair  
fees for  
your board of  
directors?*

We can provide independent analysis to ensure your fee level is at an appropriate level based on your organisations type, size and sector. Using this service demonstrates a robust and transparent approach to setting fee levels. If you need advice in setting the level of your **director fees** please give us a call.

**For further information, please contact our Governance Services team**

Phone: 0800 846 369

Email: [GovernanceServices@iod.org.nz](mailto:GovernanceServices@iod.org.nz)

Web: [iod.org.nz/ServicesforBoards](http://iod.org.nz/ServicesforBoards)



Governance services

Director Fee Tailored Review – Venture Taranaki May 2024

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## Appendix 3 – Understanding the data measures

|                       |   |
|-----------------------|---|
| <b>LOWER QUARTILE</b> | This represents the point at which, when ranked from the lowest value to the highest value, 25% of the sample is lower and 75% of the sample is higher. The Lower Quartile is also known as the 25th percentile.                                |
| <b>MEDIAN</b>         | When data is ranked from the lowest value to the highest value, the median represents the middle point of the data. At the median, 50% of the sample is lower and 50% of the sample is higher. The median is also known as the 50th percentile. |
| <b>UPPER QUARTILE</b> | This represents the point at which, when ranked from the lowest value to the highest value, 75% of the sample is lower and 25% of the sample is higher. The Upper Quartile is also known as the 75th percentile.                                |
| <b>AVERAGE</b>        | Indicates the average value of remuneration or benefit in any given sample. The average is calculated by adding the numbers in a sample and then dividing by the count of the sample.   |

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**Institute of Directors in New Zealand (Inc)**

Mezzanine Floor, 50 Customhouse Quay  
 PO Box 25253, Wellington 6146  
 New Zealand

Telephone: 04 499 0076

Freephone: 0800 846 369

Email: [governanceservices@iod.org.nz](mailto:governanceservices@iod.org.nz)

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## **REMUNERATION REVIEW OF DIRECTORS OF COUNCIL ORGANISATIONS**

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### **MATTER / TE WHĀINGA**

1. The matter for consideration by the Council is a review of remuneration of directors of council organisations - Papa Rererangi i Puketapu Ltd (PRIP) and New Plymouth PIF Guardians (NPG). This report recommends changes to the current remuneration, following an independent review, as per the Appointment and Remuneration of Directors of Council Organisations Policy.

### **RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU** **That having considered all matters raised in the report Council:**

- a) **Notes the content of the Venture Taranaki Trust remuneration review report provided as advice for their board to review their own director fees as per Venture Taranaki trust deed.**
- b) **Pay the following annual remuneration to the directors of Council Organisations starting from 1 July 2024 and inflated each year thereafter based on NPDCs inflation in each Annual Plan:**
  - i) **Papa Rererangi i Puketapu: Chair \$71,500, Director \$40,700 (no change year 1)**
- c) **Pay the following annual remuneration to the directors of Council Organisations for three years starting from 1 July 2024:**
  - i) **New Plymouth PIF Guardians: Chair \$60,000, Director \$40,000.**
- d) **That the minute relating to this item be released as publicly available information following adoption by Council.**

### **CCOS COMMITTEE RECOMMENDATION**

2. The CCOs Committee endorsed the Officer's recommendation.

| <b>COMPLIANCE</b>                           |  |
|---|--|
| Significance                                | This matter is assessed as being of some importance  |
| Options                                     | <p>This report identifies and assesses the following reasonably practicable options for addressing the matter:</p> <ol style="list-style-type: none"> <li>1. Do not change the director remuneration for PRIP and NPG boards.</li> <li>2. Increase NPG director remuneration and maintain levels of PRIP director remuneration with inflation adjustment.</li> </ol> |
| Affected persons                            | The persons who are affected by or interested in this matter are directors of Council Organisations.   |
| Recommendation                              | This report recommends option one for addressing the matter.   |
| Long-Term Plan / Annual Plan Implications   | No   |
| Significant Policy and Plan Inconsistencies | No   |

### **EXECUTIVE SUMMARY / WHAKARĀPOPOTOTANGA MATUA**

2. A review of the fees paid to the directors of Council-Controlled Organisations (CCOs) Papa Rererangi i Puketapu Ltd and New Plymouth PIF Guardians has been undertaken by Institute of Directors New Zealand. This meets the requirements of the Appointment and Remuneration of Directors of Council Organisations Policy (as per Appendix one) to undertake such a review at least each triennium.
3. This report recommends amendments to the fees paid, based on independent benchmarking reports from the Institute of Directors New Zealand (IoDNZ) for each CCO (as per appendix two, three and four).
4. The Venture Taranaki (VT) trust deed provides the directors the ability to set their own remuneration. Council Officers will make a recommendation to the Board along with the supporting report from Institute of Directors New Zealand.
5. The amended fees are proposed to be effective from 1 July 2024.

## BACKGROUND / WHAKAPAPA

6. Changes were made to the Appointment and Remuneration of Directors of Council Organisations Policy September 2020 which ensures a review of fees paid to directors is undertaken at least each triennium. An independent consultant will be commissioned every second triennium to ensure fees are appropriately benchmarked.
7. Institute of Directors New Zealand undertook an independent benchmarking report for each CCO. These reports used best practice remuneration policy, latest market survey data, historical fee trends and other public and confidential data sources to undertake wide and detailed benchmarking analyses to determine fee recommendations for the Chair and Directors of each organisation.
8. Information was also gathered from Directors to get an understanding of the role and workload for each organisation.
9. PRIP remuneration pools of \$193,600 with inflation adjustment following an external review in 2024 was approved by Council in August 2023. NPG remuneration pool of \$203,000 was approved by Council in 2021. The recommendation would replace both resolutions with set fees for the triennium.
10. The VT trust deed provides the directors with the ability to set their own remuneration "*as appropriate and reasonable having regard to that Trustee's duties and responsibilities provided that the remuneration must not exceed fair market value for the services provided and provided further that the Settlor must approve each such payment in writing.*" As such, Officers will provide VT with the independent report for their consideration. Any decision to change their fees will then need to be agreed by Council.
11. Fees paid to directors are met by the applicable organisation. It is recommended that the fees start from 1 July 2024 and the CCOs update their future Statement of Intents to reflect any increase.

### *Papa Rererangi i Puketapu*

12. It is recommended that the PRIP board fees are unchanged.

|                       | <b>CURRENT</b>                   | <b>RECOMMENDED<br/>(unchanged)</b> |
|-----------------------|----------------------------------|------------------------------------|
| <b>PRIP CHAIR</b>     | \$71,500                         | \$71,500                           |
| <b>PRIP DIRECTORS</b> | \$122,100<br>(\$40,700/director) | \$122,100<br>(\$40,700/director)   |
| <b>TOTAL</b>          | \$193,600                        | \$193,600                          |

13. The PRIP Chair and directors' remuneration would not change as the review showed they are currently paid in the appropriate range.



14. PRIP Chair and director remuneration would be inflation adjusted each year thereafter from 1 July 2025 based on NPDC inflation rates in each Annual Plan as per Council commitment in August 2023.

*New Plymouth PIF Guardians*

15. It is recommended that the NPG board fees are amended as follows, at an annual increased cost of \$17,000 PA, although it is noted that including the chair only four directors are currently appointed representing a saving of \$40,000 PA.

|                     | <b>CURRENT</b>                   | <b>RECOMMENDED</b>               |
|---------------------|----------------------------------|----------------------------------|
| <b>PIF CHAIR</b>    | \$55,000                         | \$60,000                         |
| <b>PIF DIRECTOR</b> | \$148,000<br>(\$37,000/director) | \$160,000<br>(\$40,000/director) |
| <b>TOTAL</b>        | \$203,000                        | \$220,000                        |

16. The NPG Chair and Directors increase would bring fees in line with the organisation type median.

**CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI**

17. The CCOs are expected to consider the environmental implications of their activities, including climate change impacts. Evidence of this should be clear in the Statements of Intent and quarterly reports of the CCOs.

**REFORM IMPLICATIONS**

18. There are no implications relating to Affordable Water Reform.
19. There are no implications relating to Resource Management or Future for Local Government Reforms.

**NEXT STEPS / HĪKOI I MURI MAI**

20. PRIP and NPG will be notified of approved changes and the effective date to update the payment of director's fees.

21. VT will be provided with the Institute of Directors New Zealand report with the recommendations that they could consider future chair and director remuneration as follows:

|                    | <b>CURRENT</b>                   | <b>RECOMMENDED</b>               |
|--------------------|----------------------------------|----------------------------------|
| <b>VT CHAIR</b>    | \$40,000                         | \$52,750                         |
| <b>VT DIRECTOR</b> | \$156,000<br>(\$26,000/director) | \$166,500<br>(\$27,750/director) |
| <b>TOTAL</b>       | \$196,000                        | \$219,250                        |

22. These fees would increase fees paid to each director by \$1,750, bringing them in line with lower quartile averages and cost VT an additional \$23,250 per annum.

### **SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA**

23. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of some importance because the review has been undertaken as required by policy, has minimal costs and appropriate remuneration is critical to ensuring suitable directors are appointed to Council Organisations.

### **OPTIONS / KŌWHIRINGA**

24. The options assessment for both options has been considered together.
- Option 1 Do not change the director remuneration for the PRIP and NPG boards.
- Option 2 Increase NPG director remuneration and maintain levels of PRIP director remuneration with inflation adjustment.

### *Financial and Resourcing Implications / Ngā Hīraunga ā-pūtea, ā-rauemi*

25. The recommended increases are minimal and will be met by the organisations themselves. There is no increase in Council funding required.
26. The Institute of Directors New Zealand reviews were undertaken from within existing Council budgets and were necessary to meet the requirements of the Appointment and Remuneration of Directors of Council Organisations Policy.

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*Risk Analysis / Tātaritanga o Ngā Mōrearea*

27. The remuneration provided to directors of Council Organisations is important to ensure that a high calibre of directors are employed to provide the desired outcomes and reduce risk. PRIP and NPG are professional boards with high responsibilities and expectations. Remuneration is, however, reflective of the public service component of being on a CCO board and not as high as it would be in the private sector.

*Promotion or Achievement of Community Outcomes / Hāpaitia / Te Tutuki o Ngā Whāinga ā-hāpori*

28. Successful, well-run CCO boards contribute to the vision of council and the community outcomes, in particular to the Trusted, Thriving Communities and Culture, and Prosperity outcomes. PRIP ensures the New Plymouth Airport, a critical strategic asset, is safely, effectively, and commercially operated. NPG ensures a good return on investment from the Perpetual Investment Fund, providing council with income to offset rates and satisfy the needs and wants of the community.

*Statutory Responsibilities / Ngā Haepapa ā-ture*

29. The Appointment and Remuneration of Council Organisations Policy meets statutory requirements of the Local Government Act 2002, and this review implements the policy.

*Consistency with Policies and Plans / Te Paria i ngā Kaupapa Here me ngā Mahere*

30. The review has been undertaken to meet the requirements of the Appointment and Remuneration of Council Organisations Policy. The two options are also consistent with the Long-Term Plan 2024 - 2034.

*Participation by Māori / Te Urunga o Ngāi Māori*

31. The Appointment and Remuneration of Council Organisations Policy recognises the importance of diversity on boards, gives consideration to whether knowledge of tikanga Māori may be relevant to the governance of a Council Organisation and includes an iwi nominated representative on the selection panel for board appointments. The options do not impact on participation by Māori in Council Organisations.

*Community Views and Preferences / Ngā tirohanga me Ngā Mariu ā-hāpori*

32. The wider community may be interested in the remuneration paid to directors of Council Organisations. The options are based on an independent review from a reputable organisation with extensive experience in these matters. This is important to ensure good decision making and appropriate remuneration is paid to secure good directors and outcomes.
-

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*Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga*

33. The recommended option recognises that NPG director's remuneration has not changed in some time, that PRIP director remuneration has increased recently, and better reflects the findings of the independent review in line with council policy, at minimal cost to the organisations.

**Recommended Option**

This report recommends Option 2, increase NPG director remuneration and maintain levels of PRIP director remuneration in line with the external review recommendations to address the matter.

**APPENDICES**

- Appendix 1 Appointment and Remuneration of Directors of Council Organisations Policy (ECM\_8362141)
- Appendix 2 IoDNZ remuneration review report – PRIP (ECM 9264358)
- Appendix 3 IoDNZ remuneration review report – PIF Guardians (ECM 9264364)
- Appendix 4 IoDNZ remuneration review report – VT (ECM 9264365)

**Report Details**

Prepared By: Kerri Rattenbury (Community Partnerships Adviser)  
 Team: Strategy and Planning  
 Approved By: Damien Clark (Manager Community and Economic Development)  
 Ward/Community: District Wide  
 Date: 28 May 2024  
 File Reference: ECM 9264349

-----*End of Report*-----

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## VENTURE TARANAKI TRUSTEES REMUNERATION 2024

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### MATTER / TE WHĀINGA

- The matter for consideration by the Council is the level of remuneration for Venture Taranaki Trust board members and how the increase will be funded.

### RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU

**That having considered all matters raised in the report, Council:**

- Endorse remuneration of Venture Taranaki Trust board members at \$53,000 for the chair and \$28,000 for board members.**

| COMPLIANCE / TŪTOHU                         |  |
|---|--|
| Significance                                | This matter is assessed as being of some importance  |
| Options                                     | <p>This report identifies and assesses the following reasonably practicable options for addressing the matter:</p> <ol style="list-style-type: none"> <li>Increase Venture Taranaki Trust board remuneration funded from within Venture Taranaki funding.</li> <li>Do not increase Venture Taranaki Trust board remuneration.</li> </ol> |
| Affected persons                            | The persons who are affected by or interested in this matter are current and future Venture Taranaki board members and the Chief Executive of Venture Taranaki.  |
| Recommendation                              | This report recommends Option 1 for addressing the matter.   |
| Long-Term Plan / Annual Plan Implications   | No   |
| Significant Policy and Plan Inconsistencies | No   |

### EXECUTIVE SUMMARY / WHAKARĀPOPOTOTANGA MATUA

- Officers recommend that Council endorse the remuneration increase for Venture Taranaki Trust (VTT) board members. This will align their remuneration with the market median, as determined by an independent review recently adopted by Council.
-

3. If approved, this will help VTT maintain competitive fees, which are essential for retaining high calibre board members and attracting new talent in the future.

### BACKGROUND / WHAKAPAPA

4. VTT was established in 1998 to “promote, prosper and develop a dynamic and innovative economy in the Taranaki Area for the benefit of the community resident in the Taranaki Area”.
5. A review of the fees paid to the Trustees of Venture Taranaki was initiated by Council Officers, undertaken in March 2024 and adopted by Council 6 August 2024 (attached in Appendix 1). This meets the requirements of the [Appointment and Remuneration of Directors of Council Organisations Policy](#) to undertake such a review at least each triennium.
6. The VT trust deed provides the directors with the ability to set their own remuneration “*as appropriate and reasonable having regard to that Trustee’s duties and responsibilities provided that the remuneration must not exceed fair market value for the services provided and provided further that the Settlor must approve each such payment in writing*”. As such, Officers provided VTT with the independent report for their consideration with the final decision to be made by Council
7. This report compared VTT with other organisations of similar nature, operations, funding and assets and puts the median market rate range at \$51,300 - \$54,150 for the chairperson and \$27,000 - \$28,500 for each other board member.
8. Under the VTT deed, the standard process is for VTT to set their remuneration, and for it to be approved by NPDC. VTT Trustees have resolved to adopt these fees as per the trust deed and present them to Council for a final decision. The proposed amounts from VTT fall under the maximum recommended fee as per the below table:

|                     | <b>CURRENT</b>    | <b>MARKET RANGE<br/>2024</b> | <b>VTT PROPOSED</b> |
|---------------------|-------------------|------------------------------|---------------------|
| <b>VTT CHAIR</b>    | \$40,000          | \$51,300 - \$54,150          | \$53,000            |
| <b>VTT DIRECTOR</b> | \$26,000/director | \$27,000 - \$28,500          | \$28,000/director   |

9. In December 2021, the Council raised the remuneration for VTT board members to \$40,000 for the Chair and \$27,300 for each board member, following an independent review of fees paid to the Trustees of Venture Taranaki conducted by Board Dynamics in June 2021.

- 
10. The previous chair of the Venture Taranaki board has successively opted to not increase their chair fee against the advice of independent reports and subsequent recommendations. As such, the current VTT Chair fee is significantly out of touch with medium market rate ranges. The increase recommended in this report represents a readjustment to ensure the ongoing retention and successful recruitment of future chairs for VTT board.
  11. Increasing VTT board members fees to the median market rates would cost an additional \$25,000 per annum for six board members and the Chair. VTT is able to cover this increase in operational expenditure within current budgets.

### **CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI**

12. VTT is expected to consider the environmental implications of their activities, including climate change impacts. Evidence of this should be clear in the Statements of Intent and quarterly reports of the CCOs.

### **NEXT STEPS / HĪKOI I MURI MAI**

13. If the remuneration increased is adopted this would be effective on 1 January 2025 to align with the recent appointment of new trustees.
14. VTT will be notified of approved changes and the effective date to update the payment of chair and trustees fees.

### **SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA**

15. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of some importance because although VTT is a strategic asset of NPDC, this decision does not impact on the interests of the district and community, relationships of Māori with land etc., very few people are impacted, the cost is low and it aligns with previous Council decisions and adopted strategies and plans.

### **OPTIONS / KŌWHIRINGA**

16. The options assessment for both options has been considered together.

#### **Option 1**

**Increase Venture Taranaki Trust board remuneration funded from within Venture Taranaki funding.**

#### **Option 2**

**Do not increase Venture Taranaki Trust board remuneration.**

---

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*Financial and Resourcing Implications / Ngā Hiraunga ā-pūtea, ā-rauemi*

17. The independent director remuneration market review considered what other Aotearoa boards of a similar nature and similar budget pay their chair and board members. Increasing VTT board fees to the median rate would cost an additional \$25,000 per annum.
18. The Institute of Directors New Zealand reviews were undertaken from within existing Council budgets and were necessary to meet the requirements of the Appointment and Remuneration of Directors of Council Organisations Policy.

*Risk Analysis / Tātaritanga o Ngā Mōrearea*

19. The risk of not moving to the median market rate is that the calibre, retention and/or motivation of board members may not be as high. There is no sign of this happening to date, however during a period of recruitment it is important to consider this risk.
20. Since existing budgets cover the increased fees, VTT faces potential pressure on its already approved budgets. However, VTT has already made adjustments to prevent any impact.

*Promotion or Achievement of Community Outcomes / Hāpaitia / Te Tutuki o Ngā Whāinga ā-hāpori*

21. VTT contributes greatly to the prosperity and thriving communities and culture community outcomes as well as environmental excellence and trusted. Decisions to not pay board members market rates would potentially reduce the ability to achieve these outcomes.

*Statutory Responsibilities / Ngā Haepapa ā-ture*

22. Local authorities must (under the Local Government Act 2002) "*adopt a policy that sets out an objective and transparent process for ... the remuneration of directors of a council organisation*".
  23. The NPDC Appointment and Remuneration of Directors of Council Organisations Policy states that "*In all cases, the member's role specification will be used to establish market rates for comparable positions at the time of appointment or at each review*".
  24. The recommendation that NPDC adopt the increase in fees for VTT board members to the median market rate meets this policy requirement.
-



*Consistency with Policies and Plans / Te Paria i ngā Kaupapa Here me ngā Mahere*

25. Remuneration at market rates is consistent with the NPDC Appointment and Remuneration of Directors of Council Organisations Policy and other CCOs. The two options are also consistent with the Long-Term Plan 2024-2027.

*Participation by Māori / Te Urunga o Ngāi Māori*

26. The Appointment and Remuneration of Council Organisations Policy recognises the importance of diversity on boards, gives consideration to whether or not knowledge of tikanga Māori may be relevant to the governance of a council organisation and includes an iwi nominated representative on the selection panel for board appointments. The options do not impact on participation by Māori in council organisations.
27. A successful VTT board is of benefit to the entire community, including Māori. The VTT trustee and leadership team specifically work in partnership with Māori to support the future growth of the Taranaki Māori economy

*Community Views and Preferences / Ngā tirohanga me Ngā Mariu ā-hāpori*

28. The wider community may be interested in the remuneration paid to directors of council organisations. The options are based on an independent review from a reputable organisation with extensive experience in these matters. This is important to ensure good decision making and appropriate remuneration is paid to secure good directors and outcomes.

*Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.*

29. The advantages of this option are that it will bring the VTT board remuneration in line with market rates of similar organisations and would come at no extra cost to NPDC.
30. The disadvantage of not increasing the fee is that NPDC would have one CCO where the board members are paid below market rates and the associated risk with recruiting or retaining high calibre of board members.

**Recommended Option**

This report recommends Option 1, increase Venture Taranaki Trust board remuneration funded from within Venture Taranaki funding.

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**APPENDICES**

Appendix 1 IoDNZ remuneration review report – VTT (ECM 9264365)

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**Report Details**

|                 |   |
|-----------------|---|
| Prepared By:    | Kerri Rattenbury (Community and Economic Development Officer) |
| Team:           | Strategy and Planning   |
| Approved By:    | Damien Clark (Manager Community and Economic Development)     |
| Ward/Community: | District Wide   |
| Date:           | 7 Oct 2024  |
| File Reference: | ECM_9357145   |

-----*End of Report*-----

Original Report

## EXCLUSION OF THE PUBLIC FOR THE REMAINDER OF THE MEETING

### PURPOSE/ TE WHĀINGA

1. This report details items that are recommended to be considered with the public excluded, and the reason for that recommendation.

### RECOMMENDATION / NGĀ WHAIKUPU

**That having considered all matters raised in the report, the Council hereby resolves that, pursuant to the Local Government Official Information and Meetings Act 1987, the public be excluded from the following parts of the proceedings of this meeting:**

- a) **Appeals to Proposed New Plymouth District Plan**  
**The withholding of the information is necessary to maintain legal professional privilege. This particular interest being protected by section 7(2)(g) of the Act.**

**This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987.**

| <b>COMPLIANCE</b>                           |   |
|---|---|
| Significance                                | This matter has been assessed as being of some importance.  |
| Options                                     | This report identifies and assesses the following reasonably practicable options for addressing the matter:<br><ol style="list-style-type: none"> <li>1. Exclude the public.</li> <li>2. Not exclude the public.</li> </ol> |
| Recommendation                              | This report recommends <b>Option 1</b> for addressing the matter.   |
| Long-Term Plan / Annual Plan Implications   | There are no budget considerations.   |
| Significant Policy and Plan Inconsistencies | This report is consistent with Council’s Policy and Plans.  |

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**BACKGROUND / WHAKAPAPA**

- 2. The exclusion of the public is permitted, for specific purposes, under Section 48 of the Local Government Official Information and Meetings Act 1987.

**SIGNIFICANCE AND ENGAGEMENT / TOHUTOHU KAI WHAKAHAERE**

- 3. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of some importance because the exclusion of the public is a statutory procedure that will have a little or no impact on the Council's strategic issues.

**OPTIONS / KŌWHIRINGA**

**Option 1** Pursuant to the Local Government Official Information and Meetings Act 1987, good reason exists to exclude the public for consideration of the items listed.

**Option 2** The Council can choose to consider these matters in an open meeting.

*Risk Analysis*

- 4. Release of information which meets the statutory tests for withholding (under the Local Government Official Information and Meetings Act 1987) may expose the Council to legal, financial, or reputational repercussions.

**Recommended Option**

This report recommends **Option 1**: Exclusion of the public for addressing the matter.

---

**Report Details**

|                 |                                   |
|-----------------|-----------------------------------|
| Prepared By:    | Carol Allen (Governance Adviser)  |
| Team:           | Governance                        |
| Approved By:    | Julie Straka (Governance Manager) |
| Ward/Community: | District Wide                     |
| Date:           | 11 March 2025                     |
| File Reference: | ECM 9461663                       |

-----*End of Report*-----

## **CLOSING KARAKIA**

### **TE WHAKAEATANGA**

Te whakaeatanga e,  
Tēnei te kaupapa ka ea,  
Tēnei te wānanga ka ea,  
Te mauri o te kaupapa ka whakamoea,  
Te mauri o te wānanga ka whakamoea,  
Koa ki runga,  
Koa ki raro,  
Haumi e, hui e, tāiki e.

It is completed, it is done,  
We have achieved our purpose,  
Completed our forum,  
Let the purpose of our gathering rest for now,  
Let the vitality of our discussions replenish,  
We depart with fulfilled hearts and minds,  
Bonded in our common goal and unity.

This karakia is recited to close a hui or event. It takes us from a place of focus and releases us to be clear of all the issues or tensions that may have arisen during the hui. We are now free to get on with other things.

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