# Project Prioritisation
# Long-Term Plan 2027-2037

Council Briefing: 23 July 2026

Te Kaunihera-ā-Rohe o Ngāmotu
New Plymouth District Council



Document Set ID: 9836585
Version: 4, Version Date: 29/07/2026

# What's covered in this briefing

1. Setting the scene
2. Previous LTP Prioritisation Framework
3. Proposed LTP2027-2037 Prioritisation Framework
4. Examples
5. Affordability
6. Deliverability
7. Alignment with Other Frameworks
8. New Opportunities
9. What's next?

# Setting the scene

# Strategic Framework

Strategic Framework
Te anga kōkiri o Te Kaunihera ā-Rohe o Ngāmotu

## Thriving Today, Resilient Tomorrow

## Matomato i te ao, manawaroa i te pō

### Goals (Community Outcomes)

Ngā putanga e whāia ana (e te hapori)

**People live well, now and into the future**

Needs are met and people feel physically, socially and economically secure.

**Core infrastructure is reliable and fit for purpose**

Essential services are efficient, resilient and future-ready.

**A strong, diverse economy that is agile in a changing world**

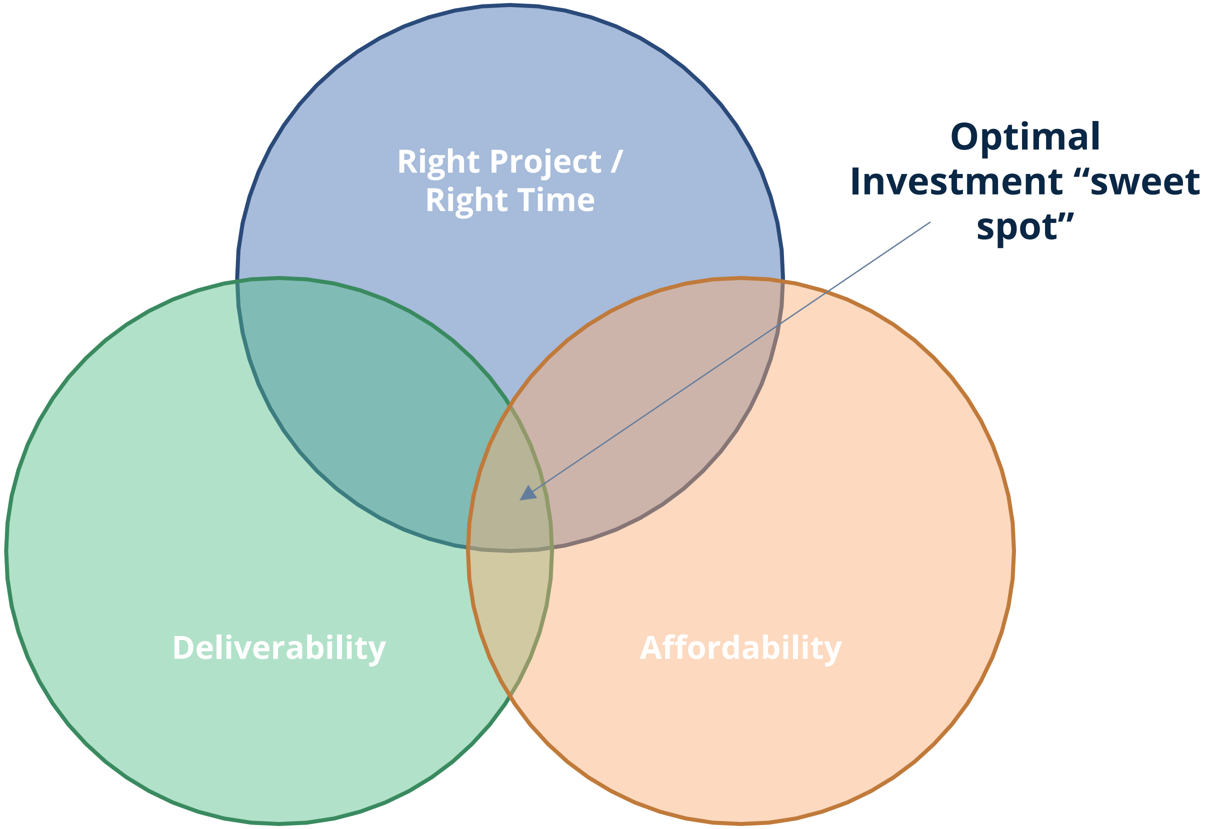
Employment, innovation, private sector partnerships and enterprise support people and businesses to thrive.

**Communities are connected, heard, and proud to live here**

Our decisions reflect community voices, strong partnerships, and care for people, place and the natural environment.

.

# What we need to hit Years 1-3



# Investment Pipeline – Integrated Planning

Continuous Cycle of Investment (review, monitor, evaluate)

## FINANCIAL STRATEGY

- Debt Limits & Funding Levels
- Rates Affordability
- Financial Sustainability

## ASSET MANAGEMENT PLANS

- Asset Conditions and Needs
- Asset Investment Requirements

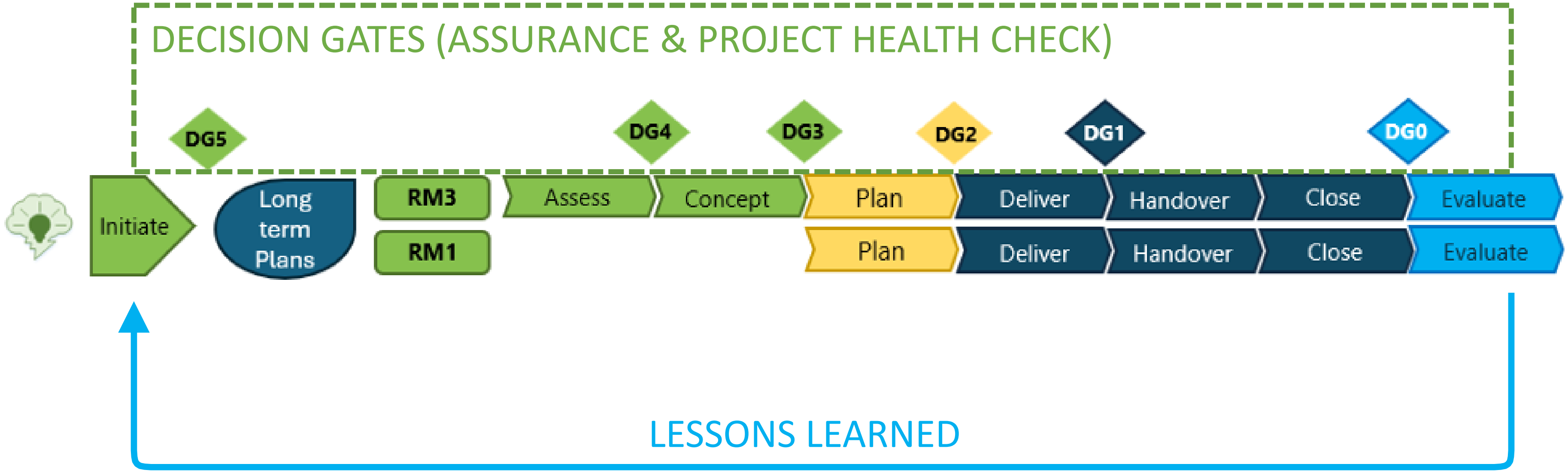
## INFRASTRUCTURE STRATEGY

- Long-term challenges, priorities and investment approaches
- Renewal & Growth Plans
- Resilience & Risks

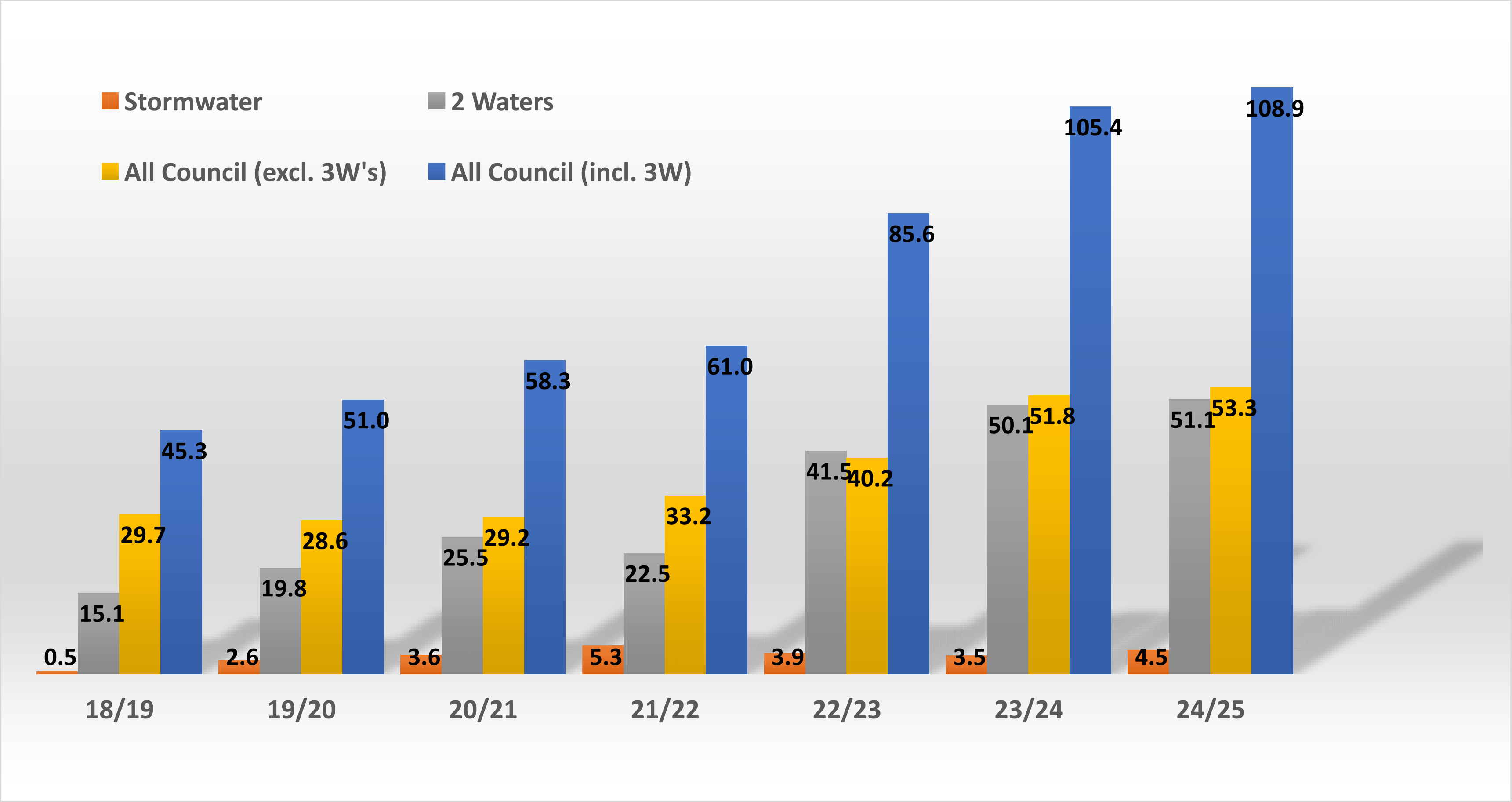
## LONG-TERM PLAN (LTP)

## CAPITAL PROGRAMME AND OPEX PROJECTS

# Project Management Lifecycle Framework



# Annual CAPEX Spend ($M)



# CAPEX Snapshot – All Council

| **CAPEX BUDGETS** | **Year 1 2027/28** | **Year 2 2028/29** | **Year 3 2029/30** |
|---|---|---|---|
| **LTP 2024- 2034 Target** | **145M** | **176M** | **150M** |
| Our Current Starting Point - Proposed updates to existing LTP (Due to inflation, cashflow timing & scope maturation) | 220M | 176M | 151M |
| Variance | +75M | 0M | +1M |

- ***Deliverability: Not deliverable*** ✖
- ***Affordability: Not affordable*** ✖

*Excludes any new demands for LTP 2027–37. Includes only existing projects and those identified in LTP 2024–34 and Annual Plans 25/26 and 26/27.*
*Excludes OPEX based projects*

# CAPEX Snapshot – All Council (excl 3 Waters)

| CAPEX BUDGETS | Year 1 2027/28 | Year 2 2028/29 | Year 3 2029/30 |
|---|---|---|---|
| **LTP 2024- 2034 Target** | **75M** | **91M** | **83M** |
| Our Current Starting Point - Proposed updates to existing LTP (Due to inflation, cashflow timing & scope maturation) | 129M | 81M | 80M |
| Variance | +54M | -10M | -3M |

- ***Deliverability: Not deliverable*** ✖
- ***Affordability: Not affordable*** ✖

*Excludes any new demands for LTP 2027–37. Includes only existing projects and those identified in LTP 2024–34 and Annual Plans 25/26 and 26/27.*
*Excludes OPEX based projects*

# CAPEX Snapshot – Stormwater

| CAPEX BUDGETS | Year 1 2027/28 | Year 2 2028/29 | Year 3 2029/30 |
|---|---|---|---|
| **LTP 2024- 2034 Target** | **19M** | **19M** | **16M** |
| Our Current Starting Point - Proposed updates to existing LTP<br>(Due to inflation, cashflow timing & scope maturation) | 25M | 23M | 16M |
| Variance | +6M | +4M | 0M |

*Excludes any new demands for LTP 2027–37. Includes only existing projects and those identified in LTP 2024–34 and Annual Plans 25/26 and 26/27.*
*Excludes OPEX based projects*


Document Set ID: 9836585
Version: 4, Version Date: 29/07/2026

# CAPEX Snapshot – 2 Waters

| CAPEX BUDGETS | Year 1 2027/28 | Year 2 2028/29 | Year 3 2029/30 |
|---|---|---|---|
| **LTP 2024- 2034 Target** | **50M** | **65M** | **51M** |
| Our Current Starting Point - Proposed updates to existing LTP<br>(Due to inflation, cashflow timing & scope maturation) | 65M | 71M | 55M |
| Variance | +15M | +6M | +4M |

*Excludes any new demands for LTP 2027–37. Includes only existing projects and those identified in LTP 2024–34 and Annual Plans 25/26 and 26/27.*
*Excludes OPEX based projects*

# Need to change our approach

Right Project/Right Time

Affordable Programme

Deliverable Programme

# Previous LTP Prioritisation Framework

# LTP24-34 - Initial Assessment

**MUST DO**
Non-negotiable. Minimum required to "keep the light on"
→ **Elected Members review**

**SHOULD DO**
Desirable to support development and strategic vision. Prioritise based on benefits, alignment, complexity and costs
→ **Elected Members prioritisation**

**COULD DO**
Longer term initiatives, to be included in the Infrastructure Strategy YR11 + or lowest priority
→ **Elected Members review**

**RECOMMENDED NOT TO DO**
Lesser priority activity that we can't afford
→ **Elected Members review**

**ELECTED MEMBER PROJECTS**
Projects added by Mayor and Elected Members
→ **Projects added by Elected Members**

# LTP24-34 - Five Ranking Criteria

Criteria 5
**Project Complexity**

Criteria 1
**Strategic Alignment**

Criteria 2
**Benefits**

Criteria 3
**Level of Service**

Criteria 4
**Risk Mitigation**

# LTP2024-2034 Project Prioritisation Framework – Lessons Learned

The previous approach introduced bias and led to an overclassification of “Must Do” projects.

Any project with “renewal” in title became a “Must Do”

Scored maximum points (59% of all projects)

There was duplication between the initial assessment and the ranking criteria.

There is a need to refine the “ranking” process based on the above

# Proposed Revised Framework

# What we are trying to achieve

Better define "Must Do" projects with clear priorities to avoid overuse and bias.

Focus business units on critical renewals—prioritising evidence-based assets with health and safety risks, compliance requirements, or imminent failure.

Give each project a ranking to compare across business units

# Overall Prioritisation Calculation

$$Prioritisation\ Score = [Priority\ Rate\ \times \sum ((\frac{Outcome\ Score}{5}) \times Outcome\ Weighting)] \times 100$$

Initial Assessment based on criticality

Alignment to Strategic Framework

# Prioritisation Framework – Initial Assessment

| Funding Type | Criteria | Priority |
|---|---|---|
| Renewal / Level of Service | Failure or non-delivery would cause serious health and safety harm, service outage or serious environmental harm (high risk and above) | P1 |
| Any | Contractually Committed (Construction) | P1 |
| Renewal / Level of Service | Legislation/Regulatory/Resource Consent – Non-delivery would result in fines or enforcement | P2 |
| Renewal / Level of Service | Consent compliance and critical and strategic asset renewal, governed by the asset management plans | P2 |
| Any | Externally Funded under specific funding agreement with a set deadline (i.e. Te Pae o te Rangi) | P2 |
| Growth | Planned growth approved by Council with agreements in place or planned | P3 |
| Renewals | All remaining renewal projects including programmes and non critical assets | P3 |
| Level of Service | All remaining projects | P4 |
| Growth | Future Growth (Unplanned) | P4 |

# Alignment to Strategic Framework

Strategic Framework
Te anga kōkiri o Te Kaunihera ā-Rohe o Ngāmotu

## Thriving Today, Resilient Tomorrow

## Matomato i te ao, manawaroa i te pō

### Goals (Community Outcomes)

Ngā putanga e whāia ana (e te hapori)

**People live well, now and into the future**

Needs are met and people feel physically, socially and economically secure.

**Core infrastructure is reliable and fit for purpose**

Essential services are efficient, resilient and future-ready.

**A strong, diverse economy that is agile in a changing world**

Employment, innovation, private sector partnerships and enterprise support people and businesses to thrive.

**Communities are connected, heard, and proud to live here**

Our decisions reflect community voices, strong partnerships, and care for people, place and the natural environment.

# Strategic Framework Scoring

| Number | Goal | Description | Weighting |
|---|---|---|---|
| 1 | People live well, now and into the future | Needs are met and people feel physically, socially and economically secure | 25% |
| 2 | Core infrastructure is reliable and fit for purpose | Essential services are efficient, resilient and future-ready | 25% |
| 3 | A strong, diverse economy that is agile in a changing world | Employment, innovation, private partnerships and enterprise support people and business to thrive | 25% |
| 4 | Communities are connected, heard and proud to live here | Our decisions reflect community voices, strong partnerships and care for people, place and the natural environment | 25% |

# Strategic Framework Scoring

| Score | Rating | Scoring Description |
|---|---|---|
| 5 | Very High | Delivers a transformational or significant positive impact on the intended community outcome. Benefits are widespread, long-lasting, and strongly aligned with strategic priorities. |
| 4 | High | Delivers a substantial positive impact on the intended community outcome. Benefits are significant, extend beyond a localised area or group, and demonstrate strong alignment with strategic priorities. |
| 3 | Moderate | Delivers a meaningful and measurable positive impact on the intended community outcome. Benefits are clear and demonstrable but more limited in location, reach, duration, or strategic importance. |
| 2 | Low | Delivers a limited positive impact on the intended community outcome. Benefits are generally localised, affect a small group of users, or provide incremental improvements. |
| 1 | Very Low | Provides little or no measurable benefit to the intended community outcome or has no clear alignment with the outcome. |

# Strategic Framework Scoring

$$Prioritisation\ Score = [Priority\ Rate\ \times \sum\left(\left(\frac{Outcome\ Score}{5}\right) \times Outcome\ Weighting\right)] \times 100$$

| Example Project | Priority Rating | Outcome score of each goal x Outcome weighting | | | | Sum of Scores of Goals | Priority Score |
|---|---|---|---|---|---|---|---|
| | | People live well, now and into the future | Core infrastructure is reliable and fit for purpose | A strong, diverse economy that is agile in a changing world | Communities are connected, heard and proud to live here | | |
| Example 1 | P1 = 1.0 | (4/5) x 0.25 = 0.2 | (5/5) x 0.25 = 0.25 | (2/5) x 0.25 = 0.1 | (3/5) x 0.25 = 0.15 | 0.7 | 1.0 x 0.7 x 100 = **70** |
| Example 2 | P2 = 0.8 | (2/5) x 0.25 = 0.1 | (3/5) x 0.25 = 0.15 | (3/5) x 0.25 = 0.15 | (4/5) x 0.25 = 0.2 | 0.6 | 0.8 x 0.6 x 100 = **48** |
| Example 3 | P4 = 0.4 | (5/5) x 0.25 = 0.25 | (5/5) x 0.25 = 0.25 | (5/5) x 0.25 = 0.25 | (5/5) x 0.25 = 0.25 | 1.0 | 0.4 x 1.0 x 100 = **40** |

# Overall Scoring

Projects will be ranked from highest to lowest priority, followed by a sense-check to confirm alignment across the business (led by **Business Unit owner**).

Further cross-checking to ensure consistency and comparability across all units (led by **PMO, Finance** and **Strategic Activity Management** teams and endorsed by **TRU**).

# Examples

# Disclaimers

- The project examples and prioritisation scores presented are illustrative only and have been applied to generic, draft project scenarios to demonstrate the prioritisation process.
  - They do not represent assessments of specific projects from Council's current project portfolio.
  - There is also no guarantee that these projects will be part of the LTP project list.
  - The scoring explanation is provided as an example and should be used as a guide only, not taken as definitive.

# Example 1

## Community Pool Heating Replacement – Inflight Project

| Priority Rating | Outcome score of each goal x Outcome weighting | | | | Sum of Scores of Goals | Priority Score |
|---|---|---|---|---|---|---|
| | People live well, now and into the future | Core infrastructure is reliable and fit for purpose | A strong, diverse economy that is agile in a changing world | Communities are connected, heard and proud to live here | | |
| P1 = 1.0 | (3/5) x 0.25 = 0.15 | (3/5) x 0.25 = 0.15 | (2/5) x 0.25 = 0.1 | (3/5) x 0.25 = 0.15 | 0.55 | 1.0 x 0.55 x 100 **= 55** |
| Contractually Committed (Constructio n) | Pool heating will encourage greater use, enabling more people to benefit from both the physical and social aspects of swimming (one community) | Will ensure the facility remains reliable and fit for purpose but not core infrastructure | Revenue generated from pool usage, along with opportunities for local employment | Ensure the community facility remains useable providing social connection and community participation | | |

# Example 2

## Pedestrian Bridge – Future Project, Not Started

| **Priority Rating** | **Outcome score of each goal x Outcome weighting** | | | | **Sum of Scores of Goals** | **Priority Score** |
|---|---|---|---|---|---|---|
| | People live well, now and into the future | Core infrastructure is reliable and fit for purpose | A strong, diverse economy that is agile in a changing world | Communities are connected, heard and proud to live here | | |
| P4 = 0.4 | (3/5) x 0.25 = 0.15 | (1/5) x 0.25 = 0.05 | (1/5) x 0.25 = 0.05 | (3/5) x 0.25 = 0.15 | 0.4 | 0.4 x 0.4 x 100 **= 16** |
| Level of Service – All remaining projects | Improves safe access for walking and recreation | Provides a safer and reliable transport connection but is not core infrastructure and not an essential service as there is an alternative route | While the bridge may provide some indirect benefits through improved access to local amenities, it is not expected to make a significant contribution to this community outcome | The pedestrian bridge will improve connections between local destinations, making it easier and safer for people to access nearby facilities and public spaces | | |

# Example 3

## Stormwater Network Modelling

| Priority Rating | Outcome score of each goal x Outcome weighting | | | | Sum of Scores of Goals | Priority Score |
|---|---|---|---|---|---|---|
| | People live well, now and into the future | Core infrastructure is reliable and fit for purpose | A strong, diverse economy that is agile in a changing world | Communities are connected, heard and proud to live here | | |
| P2 = 0.8 | (4/5) x 0.25 = 0.2 | (5/5) x 0.25 = 0.25 | (2/5) x 0.25 = 0.1 | (4/5) x 0.25 = 0.2 | 0.75 | 0.8 x 0.75 x 100 **= 60** |
| Considered critical as per the asset management plan. | Informs the priority of flood mitigation, reducing the potential impacts on homes, businesses and essential services to ensure needs are met | Provides critical information to support effective planning, maintenance and investment in the stormwater network, ensuring infrastructure remains efficient and resilient | Supports continued operation of businesses in the future, although direct economic benefits are limited | By supporting investment in resilient and well-planned infrastructure, it will create safer places to live, contributing to a district where people choose to stay, invest and build their future | | |

# Example of Prioritisation

| Project | Score |
|---|---|
| Stormwater Network Modelling | 60 |
| Community Pool Heating Replacement | 55 |
| Pedestrian Bridge | 16 |

# Affordability

# Affordability Lessons Learned

Previous LTPs, officers have never been given affordability thresholds

This has resulted in <u>initial</u> programmes which are unaffordable (and undeliverable)

This then requires last minute changes to make the programme “affordable” running the risk of not having the right projects at the right time

# Affordability – Proposed fix

Set affordability envelopes for business units based on rates scenarios (e.g. 2%, 4% and 6%) to guide realistic prioritisation and include Project OPEX and CAPEX

The output will be three draft programmes

# Affordability – Proposed fix

Elected Members to review programmes for each funding scenario and optimise based on:

Trade-offs and risks of deferral (e.g. reduced renewals could increase risk of asset failure).

Included or excluded projects, providing transparency on trade-offs under each option.

# Deliverability

# Timeframes for Project Delivery

- Project Delivery often spans multiple Long-Term Plans
- Projects that underperform commonly lack upfront planning
- Major Investments (Tier 1): 6-10 years
- Medium projects (Tier 2): 3-6 years
- Renewals and Tier 3: 1-2 years (design year 1, deliver year 2)

# Examples

**Tūparikino Active Community Hub**:

Forecasted 8 Years

**Te Pae o Te Rangi**:

Forecasted 10 years

**Metroplaza Demolition/Daylighting:**

Forecasted 3 Years

# Deliverability checks

Ensure each scenario is deliverable

Renewals programmes – based on $ value previously delivered per annum

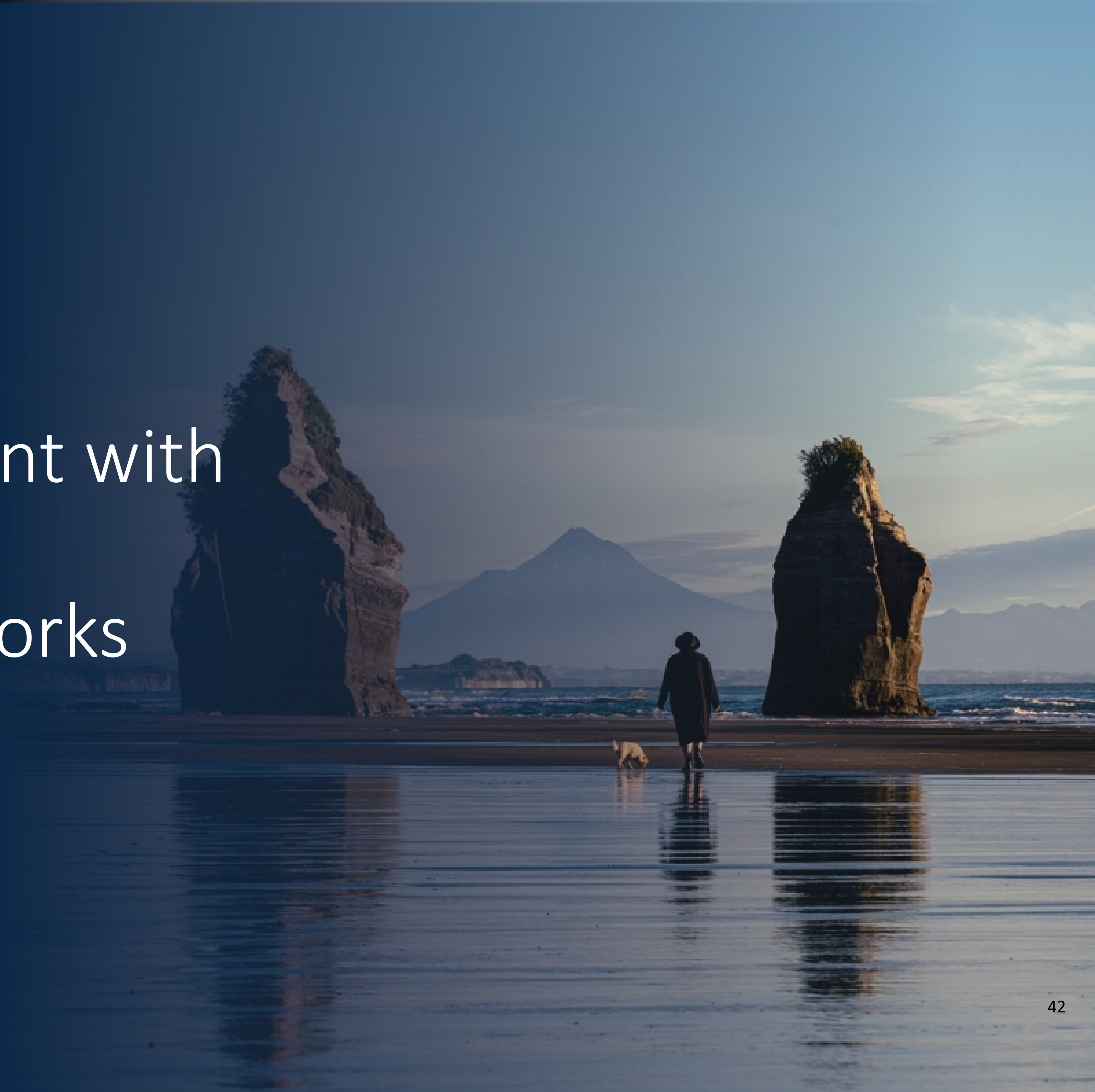
Projects – Assurance check to determine the appropriate years for the project

# Seed funding

Need for seed funding to ensure planning for next LTP

Enables us to plan “slow” and deliver “fast”

# Alignment with Other Frameworks



# Due diligence process (Assurance)

1. Review of all Projects (Demands and existing Projects)
2. Business Case Quality Check (led by PMO and Strategic Activity Owner Management teams)
3. Deliverability at a project level (Business owner supported by Project Teams)
4. Project prioritisation, affordability and deliverability (Significant activities owners, project team managers, group managers)
5. Overall Programme Prioritisation Assessment (Led by PMO, Finance and Strategic Activity Management teams)

**Business Case**:
Justification, Scope, Risk of doing nothing, Lifecycle costs (Delivery and Operations/Renewal), Alignment with AMP

**Deliverability**:
Costs, Schedule, Timeline, Resource

**Priority**:
Prioritisation rating identified by Business units (Significant activities owners)

# DRAFT NPDC Tiriti O Waitangi Outcomes Framework

- Te Huinga Taumatua approved the Draft New Plymouth District Council Tiriti Outcomes Framework to inform development of the LTP
- Each project will be given a score 0-4 depending on how many Tiriti O Waitangi Outcomes it relates to (with support from the iwi relationships team)
- This is separate from the prioritisation process and provides visibility of how projects align with the Tiriti outcomes to inform prioritisation.
- Tiriti O Waitangi Outcomes are also woven into the due diligence process.

# DRAFT NPDC Tiriti O Waitangi Outcomes Framework

| Tiriti O Waitangi Outcome |
|---|
| **Rangatiratanga** – Hapū and iwi are self-determining with authority and resources to sustain tangata whenua thriving into the future. |
| **Oranga Taiao, Oranga Tāngata** – The wellbeing of the environment is the well being of the people. |
| **Ōhanga puāwai** – Hapū/iwi communities thriving and successful economically, generating wealth and prosperity across generations of whānau. |
| **Ahurea Tuakiri Kaha Rawa** – Whānau, hapū and iwi unique and distinct cultural identity is practiced, valued, celebrated and stronger than ever. |

# New Opportunities

# New Opportunities

## Strategic Direction

- Infrastructure Strategy
- Financial Strategy
- Council strategies and plans adopted since LTP 2024

## Planning & Asset Management

- Asset and Activity Management Plans
- Identified service gaps and emerging opportunities

## Community Input

- Community Board Plans
- Community, including iwi and hapū feedback
- Opportunities raised through engagement and pre-consultation

# New Opportunities Process

New projects to go through due diligence and prioritisation process

Align with deliverability

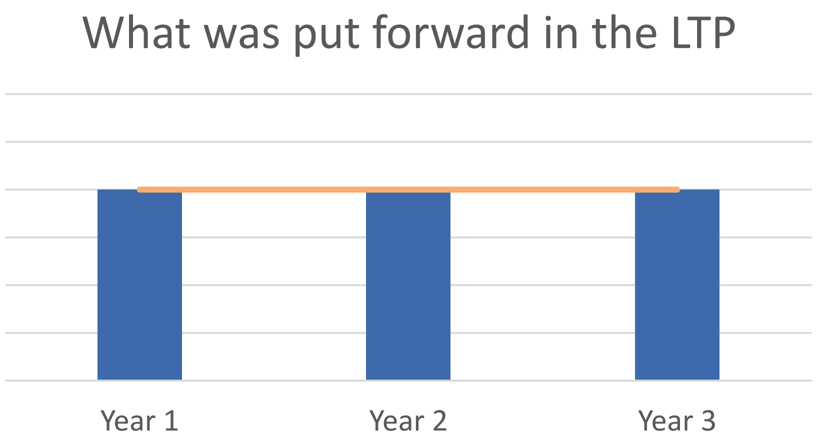
Should be minimal because the work should have started in the first 3 years of LTP24-34

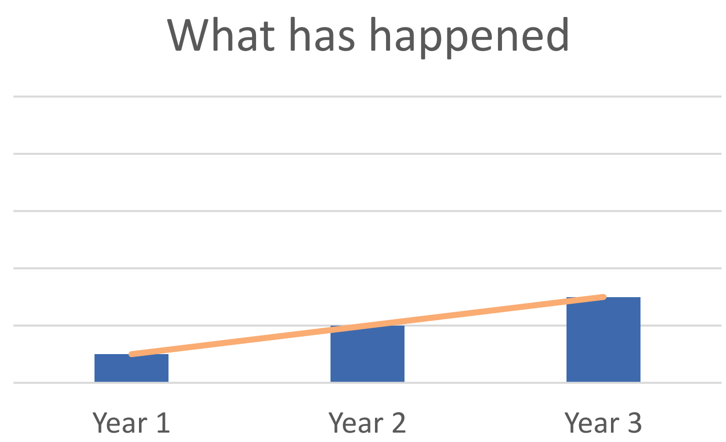
Could need seed funding in this LTP

# Last Minute Projects

- New opportunities can arise at short notice
- May not align with the AMP or Infrastructure Strategy
- Limited ability to assess and prioritise effectively
- Projects are not consistently ranked
- Deliverability is often not fully assessed
- Historically, these projects are under-delivered
- Can contribute to over-commitment to the community

# Housing for the Elderly example




- A total budget of $12M was allocated in the LTP 2024–2034.
- In Year 1, $4M was budgeted, of which $420K was spent.
- Greater upfront planning is required to enable effective delivery of large budgets.

# What we want

- Elected Member ideas are welcomed to be considered in the process
- Each idea will need to go through the due diligence process to ensure it is feasible, affordable and deliverable
- Any viable projects will go through the prioritisation process
- Any new project to be given to officers by Friday 14th August

# What’s Next

# Indicative LTP Briefings & Topics

**Additional Briefings will be added as needed**

**January to December 2026**

**19 Mar** ✓ — **LTP 101**
Introduction and Overview

**23 Apr** ✓ — **Review of Significance & Engagement Policy**
**Overview of Council Services** *(2 hours)*

**29 Apr** ✓ — **Strategic Framework**
**Community Outcomes** *(2 hours)*

**21 May** ✓ — **Setting the Scene**
Forecasting assumptions, Financial & Infrastructure Strategies, Revenue and Financing Policy
*(2½ hours)*

**17 Jun** ✓ — **Levels of Service**
Council Services, opex and capex budgets, potential or possible LOS reduction considerations
*(6½ hours)*

**23 Jul** ✓ — **Project Prioritisation**
*(2 hours)*

**20 Aug** — **Financial Update**

**17 Sept** — **Budget Building Updates**
**Infrastructure Strategy**
**Project/Programme Prioritisation**
Overview key projects/programmes to be assessed
**Early Engagement Feedback**
*(half day)*

**22 Oct** — **Budget update, incl Fees & Charges**
**Financial & Infrastructure Strategies**
*(half day)*

**19 Nov** — **Draft Budgets and Proposed Projects**
Preparation for key decisions, establish key issues for CD
*(half day)*

**9 Dec / 18 Dec**

**9 Dec – Mthly Council Briefing**
Overview of Council Meeting 16 Dec

**18 Dec – Extra Council Briefing**
Overview of Draft CD (pre Audit)

***13 Jul to 12 Aug – LTP EARLY ENGAGEMENT (tbc)***

***16 Dec - Council Meeting***
*Initial decisions re LTP 2027 (for review by Audit)*

# Questions