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

COUNCIL MEETING AGENDA

Wednesday 6 August 2026 at 10am

Council Chamber
Liardet Street, New Plymouth

Chairperson:	Mayor	Max	Brough
Deputy Chair:	Cr	Moira	George
Members:	Cr	EJ	Barrett
	Cr	Sam	Bennett
	Cr	Gina	Blackburn
	Cr	Gordon	Brown
	Cr	David	Bublitz
	Cr	Graham	Chard
	Cr	Murray	Chong
	Cr	Christine	Fabish
	Cr	Damon	Fox
	Cr	Te Waka	McLeod
	Cr	Dinnie	Moeahu
	Cr	Kerry	Vosseler
	Cr	John	Woodward

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

The chairperson, or a person authorised by the chairperson will open the meeting.

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 exit through the main entrance.

Once you reach the footpath please turn right and walk uphill, towards Pukekura Park, congregating outside the Spark building, directly next door.

Council staff will guide you to an alternative route if necessary.

If there is an earthquake, please remember - drop, cover and hold. Stay where you are until further instructions are given and be mindful of the glass overhead.

Finally, please be respectful of others, follow the Chair’s direction, and help us maintain a safe and orderly meeting environment built on mutual trust and respect between elected members, staff, and the public.

Thank you

APOLOGIES / NGĀ MATANGARO

None noted

Elected Members Declaration of Interests (ECM 9631686)

as at 30 July 2026

(please advise the Governance Team of any amendments)

Mayor and Councillors

Name of Member	**Interest Being Declared**	**Nature of Interest/Transaction (includes positional or transactional interests eg funding agreements, proposals and other relationships)**
EJ Barrett	No declaration advised	
Sam Bennett	Speaking Made Easy Full Circle Bespoke Life Events Heart of Brooklands New Plymouth Operatic Society Celebrants Aotearoa (CANZ) Celebrants Aotearoa (Taranaki) Residential Property Owner APJ and DM Bennett and PJ Bennett Age Concern Justice of the Peace for New Zealand Institute of Directors Taranaki Age Concern Taranaki New Plymouth Club FENZ Taranaki Local Advisory Committee (LAC) Taranaki Chamber of Commerce Francis Douglas Memorial College Foundation member Funeral Director Vosper's Funeral Home Len Lye Centre GBAG Communio – Coronial Support Deceased/Tūpāpaku Funeral Directors Association of New Zealand	Ownership of company Ownership of Company Ownership of Company Sponsorship Manager Member Member Family Trust Board member Ministerial duties and Nominated Person Oranga Tamariki Member Chairperson Member Chairperson Member Board member Contractor Friend member Contractor Member

Name of Member	Interest Being Declared	Nature of Interest/Transaction (includes positional or transactional interests eg funding agreements, proposals and other relationships)
Gina Blackburn	Te Kotahitanga o Te Atiawa Trust Te Rūnanga o Ngāti Mutunga Te Whiringa o Ngāti Mutunga Charitable Trust Te Uru o Te Rangi Waitara East School Blackburn Ventures Ltd Residential Property Interests	Employee Trustee Chairperson, Trustee Member Trustee Shareholder
Gordon Brown	Taranaki Chamber of Commerce New Plymouth Bowls Club Writing Services Ltd	Contracting work Member Director
Max Brough	Aluminium Imports (NZ) Ltd Edging Systems (NZ) Ltd Waste Minimisation (NZ) Ltd Knight Ridge Orchard Ltd Fitzroy Kiosk Ltd Max Brough Family Trust Residential properties	Director Director Director Director Director
David Bublitz	New Plymouth Boys' High School old boys assoc. New Plymouth Golf Club Residential Property owner Bublitz Family Trust Basketball Taranaki	Member Member Trustee GM

Name of Member	Interest Being Declared	Nature of Interest/Transaction (includes positional or transactional interests eg funding agreements, proposals and other relationships)
Graham Chard	New Plymouth and Districts RSA NPRSA Support Trust NPRSA Poppy Trust Okato Community Trust Chardz Holdingz Ltd Chardz Investmentz Ltd Taranaki Iwi Trust New Plymouth Club Kaitake Community Sports Hub NZMCA Pukeiti Rhododendron Trust	President Chairman, Trustee Chairman, Trustee Vice Chairman, Trustee Managing Director Director Affiliate Executive Committee Member Social Member Member Member
Murray Chong	ZenVest Adviser Services Ltd T2X Productions Taranaki Chamber of Commerce NZMCA	Co-Director Director Member Member
Christine Fabish	Dudley District Hall Society Hudson Essex Terraplane Club Family residence Inglewood First Trust	Member Member Trustee
Damon Fox	Salvation Army Bridge Programme ACT Local	Employee Member

Name of Member	Interest Being Declared	Nature of Interest/Transaction (includes positional or transactional interests eg funding agreements, proposals and other relationships)
Moira George	Residential properties New Plymouth and Kairakau Beach, Central Hawkes Bay George Partnership Trust Taranaki Chamber of Commerce Govett Brewster Foundation (Purpose purchasing art for the gallery)	Trustee Member Member
Te Waka McLeod	Puna Hau Ltd Residential property interests	
Dinnie Moeahu	Te Kotahitanga o Te Atiawa Te Korowai o Ngaruahine Te Kahui o Taranaki Ngāti te Whiti Ngati Moeahu Ngati Manuhiakai Te Maruata Roopu Whakahaere Te Aroha Connections LGNZ National Council	Affiliate Affiliate Affiliate Affiliate Affiliate Affiliate National Board Member Ownership of Company Member

Name of Member	Interest Being Declared	Nature of Interest/Transaction (includes positional or transactional interests eg funding agreements, proposals and other relationships)
Kerry Vosseler	PIHMS (Chef tutor) Family Trust East End Surf Club	Employee Trustee Member
John Woodward	No declaration advised	

Community Boards Declaration of Interests (ECM 9631686)

as at as 30 July 2026

(please advise the Governance Team of any amendments)

Name of Member	**Interest Being Declared**	**Nature of Interest/Transaction (includes positional or transactional interests eg funding agreements, proposals and other relationships)**
Mike Anderson (KCB)	Taranaki Regional Council	Contractor
Mike Baker (PBBCB)	Family Residence Bowls New Zealand Waitara Bowling Club Bell Block Community Pool Charitable Trust	Taranaki Umpires Group Level One Club Member / Bar Manager Trustee
Ian Cummings (CCB)	Family Residence (Onaero)	
Ewen Darling (KCB)	Paneltech Panelbeaters Lifestyle Autos NP Sportfishing and Underwater Club Vintage Car Club of NZ Taranaki Vintage Car Club Frankleigh Star Indoor Bowling Club Lighthouse Independent Baptist Church	

Name of Member	**Interest Being Declared**	**Nature of Interest/Transaction (includes positional or transactional interests eg funding agreements, proposals and other relationships)**
Rebecca Dearden (ICB)	Emission Insights NZ Providence Bay Farm Equestrian Stratford District Council Inglewood Pony Club Dudley Districts Hall Society Taranaki Mounted Games Association Taranaki Masters Hockey Club Residential property owner New Zealand Pony Clubs Association Sustainable Taranaki New Plymouth District Council	Business owner – sole trader Business owner – sole trader Employee Member Committee Member Committee Member Member Board Member Volunteer Casual Employee
Paul Lobb (KCB)	Asset Plus NZ King Salmon Residential Properties Oakura Board riders Club Kaitake Ranges Conservation Trust NZ Plant Protection Society	 Life member Member Member
Trevor Dodunski (WCB)	No declaration advised	

Teresa Goodin (KCB)	No declaration advised	
Teresa Hayston (CCB)	Urenui Beach Camp & Store Urenui Community Centre Waitara Citizens and Services Club	Joint owner Treasurer Member
Donald McIntyre (ICB)	No declaration advised	
Lance Mepham (PBBCB)	Pride Taranaki Charitable Trust	Deputy Chair, Treasurer and Current Trustee
Dale Michielsen (WCB)	Michielsens Transport Ltd Waitara Soccer Club Western Central Districts Road Carriers	Director Vice President Committee Member
Tyla Nickson (CCB)	Tongapōrutu Hall Society Māori Women's Welfare League - Hinetu (Ngāti Mutunga)	Member Member
Tiri Porter (WCB)	Te Kōwhatu Tū Moana Trust Te Reo Irirangi o Taranaki Charitable Trust Waitara Taiohi Trust He Rau Oranga Trust North Taranaki Sport and Recreation Incorporated	Employee Employee Board member Board member Board member

Joe Rauner (WCB)	ANZCO Foods (Eltham) Joe's Cycles	Employee Owner
Greg Robinson (ICB)	Balance Agri Nutrients Family Trust	Employee Trustee
Murray Seamark (CCB)	MW & CJ Seamark Family Trust Tongaporutu Hall Society Inc Family residence	
Michael Self (ICB)	No declaration advised	
Adrian Sole (PBBCB)	Squirt Products MA & AE Sole Trust Residential Property Red Rabbit Coffee Co Ltd	Director
Kim Sowman (PBBCB)	Frankley School Residential Property Bell Block Community Facebook Page TSB Showplace	Employee Administrator Volunteer

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 five days 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.

- Sarah Lucas (Strategic Facilitator) - Update on the plans and timeline for the development of the Hakūturi Environment Centre

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.

- None advised

PREVIOUS COUNCIL MINUTES / NGĀ MENETI O MUA

Recommendation:

That the minutes of the following meeting of the Council, and the proceedings of the said meeting, as circulated, be taken as read and confirmed as a true and correct record:

Council	24 June 2026	ECM 9811579
Council Extraordinary	24 June 2026	ECM 9822120
CE Performance Review Committee	15 July 2026	ECM 9845853
Council Extraordinary	15 July 2026	ECM 9842492
Council Extraordinary	22 July 2026	ECM 9842490
Council (Briefing)	23 July 2026	ECM 9859091

COMMITTEE MINUTES

Recommendation

That the minutes of the following meetings, as circulated be received and:

a) Decisions made under delegated authority by the committees be incorporated in the minutes of this meeting of the Council.

Finance, Audit & Risk Committee	18 June 2026	ECM 9822753
Going for Growth Committee	08 July 2026	ECM 9821548
Kaitake Community Board	13 July 2026	ECM 9836683
Clifton Community Board	14 July 2026	ECM 9836687
Waitara Community Board	17 July 2026	ECM 9851183
Te Huinga Taumatua	22 July 2026	ECM 9853169

MINUTES CORRECTION

On 6 May 2026, Mary Sagen spoke during the public forum section of the Council meeting. The minutes of that meeting were subsequently confirmed as a true and correct record and included a summary of Ms Sagen's presentation as: "*Council rates being spent on advertising (**and/or posts**) on the Meta platform*".

Ms Sagen has since advised that she did not refer to Council posts on the Meta platform and requested that the words (**and/or posts**) be removed. Council officers have reviewed the meeting recording and confirmed that this wording was included in error.

As this is a minor administrative correction rather than a substantive amendment to the minutes, Council officers seek Council's endorsement to record the correction.

Recommendation

That Council, having noted a minor administrative factual error in the minutes of the 6 May 2026 meeting, endorses amending the summary of Ms Mary Sagen's public forum presentation to read:

Council rates being spent on advertising on the Meta platform.

REPORTS

1 Taranaki Future Local Government (FLG) Programme

2 Pathway Proposal for Headstart Programme

3 Community Funding Delegation to Going for Growth Terms of Reference

4 Council Controlled Organsations Performance Reports to 31 March 2026

5 Council Controlled Organisations Final Statements of Intent

6 Approving The Resilience, Energy and Climate Action Plan 2026-2032 for Community Consultation

7 New Plymouth Central Business District Metered Parking Review

8 Approval to Grant Five Tenancy Leases at the Tūparikino Hub, New Plymouth Acting as the Administering Body

9 Approval To Grant Five Tenancy Leases at the Tūparikino Hub, New Plymouth Hub - (Acting Under Delegated Authority Through an Instrument of Delegation from the Minister of Conservation)

10 Waste Services Joint Committee Agreement and Terms of Reference

11 Exclusion of the Public for the Remainder of the Meeting

REPORTS – PUBLIC EXCLUDED

SUPPLEMENTARY REPORT: TARANAKI FUTURE LOCAL GOVERNMENT (FLG) PROGRAMME

PURPOSE/ TE WHĀINGA

1. The matter for consideration by Council is a supplementary report on the Future Local Government Programme Plan and associated budget. This supplementary report is provided because the Programme Plan was not appended to the earlier Council report due to an administrative error. The Programme Plan is now attached in full to ensure Council has complete visibility of the proposed programme scope, resourcing approach, budget assumptions and delivery methodology before making any further decisions.

2. This report does not change the substantive purpose of the earlier report. It provides additional context on the programme budget, explains the distinction between internal and external costs, and clarifies why the next phase of work requires a deliberate level of investment to support evidence-based decision-making. The decision before Council remains a decision about whether to approve the Programme Plan and associated budget for Phases 0 to 2. It does not commit Council to any future local government reorganisation outcome, preferred council structure, or implementation pathway.

RECOMMENDATION / NGĀ WHAIKUPU

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

a) Notes that the Programme Plan includes a full indicative budget for Phases 0 to 2 to March 2027, including both internal council costs and external specialist costs, to provide Council and the community with a complete view of the resourcing required to deliver the programme.

b) Notes that the programme has been deliberately designed as a lean, council-led model and a significant proportion of the programme budget relates to internal council capability and secondments.

c) Notes that the external cost component of the budget is expected to represent the primary direct cash cost to Council and is required to secure specialist capability when required. These unbudgeted costs will be minimised and met where possible from existing budgets.

d) Notes that the Programme Plan provides a structured and transparent methodology for the next phase of local government reform work, including service and functional analysis, council structure options testing, financial and rating implications, asset and revenue considerations, and engagement with iwi partners and communities.

e) Notes that the Programme Plan is designed to provide the detailed analysis and engagement for Government to be able to make an informed decision for local government reform for Taranaki through Head Start, Backstop or any other reform process.

f) Notes that approval of the Programme Plan and associated budget does not determine a preferred council structure and does not commit Council to any future reorganisation outcome.

g) Approves the Future Local Government Programme Plan and associated budget for delivery of Phases 0 to 2.

EXECUTIVE SUMMARY / WHAKARĀPOPOTOTANGA MATUA

3. Council previously considered a report seeking approval of the Future Local Government Programme Plan and associated budget. Due to an administrative error, the Programme Plan was not appended to that report. This supplementary report corrects that issue by providing the full Programme Plan to Council and setting out further explanation of the programme budget, including why the full cost of the programme has been included.

4. The full programme budget has been included deliberately and proactively. Local government reform work of this scale is over and above business-as-usual activity for councils. To ensure Government receives what is required to make an informed decision for Taranaki, it requires dedicated programme leadership, service and functional analysis, financial assessment, engagement planning, governance input and legal and specialist advisory support. Not all costs will materialise as direct additional expenditure, particularly where internal staff time is absorbed within existing budgets.

5. The Programme Plan currently identifies an indicative total budget of approximately $1.3 million for Phases 0 to 2, with NPDC’s indicative share being approximately $660,000. The budget includes both internal and external costs. Approximately 45% of the total budget relates to internal council capability and secondments, while approximately 55% relates to external support. The external component is expected to represent the primary direct cash cost to Council and is made up of targeted specialist capability required to support the depth and breadth of analysis needed. This includes the development of an Integrated Local Government Framework (ILGF).

6. The programme has been designed to use council capability first. External support is proposed only where the capability does not exist internally, is not available at the required capacity, or is required to provide independent and specialist analysis. Without targeted investment, there is a material risk that councils and government would be asked to make future decisions on the basis of incomplete analysis, insufficient testing of service delivery implications, and limited understanding of how different council structures would operate in practice.

7. The next phase of work is particularly important because the programme has moved beyond identifying broad council structure concepts. The current task is to understand how local government functions, services, assets, revenues, decision-making responsibilities and delivery arrangements would operate under different potential models. The ILGF is central to this work. It is not a governance model exercise; it is a service and functional design exercise that provides the evidence base required to compare options and support decision-ready advice.

8. The Programme Plan therefore represents a deliberate methodology by design. It enables Council to proceed at pace, but in a structured and transparent way. It also provides a stronger basis for regional leadership by demonstrating that Taranaki is not simply responding to central government reform settings, it is actively developing the analysis needed to identify what would work best for the region as a whole.

BACKGROUND / WHAKAPAPA

9. At the Extraordinary Council Meeting on 22 July 2026, Council considered the Future Local Government Programme Plan and associated budget. The omission of the Programme Plan appended to the report did not prevent Council from considering the broad direction of the programme and provide valuable feedback on the areas of greatest interest to Elected Members.

10. In particular, questions focused on the total indicative programme cost of approximately $1.3 million and NPDC's indicative contribution of approximately $660,000 made up of cash funding and internal resourcing. These questions are appropriate given the scale of the programme and the current financial environment facing councils and communities. This supplementary report responds to these matters directly.

11. The purpose of including the full Programme Plan now is to ensure Council has a complete and transparent basis for decision-making. The Programme Plan sets out the rationale for the work, the phased approach, decision gateways, core deliverables, resourcing assumptions, procurement approach, engagement expectations, programme controls and budget. It also makes clear that the programme is focused on building the evidence base required to support future decisions by this Council and central government. It does not predetermine any future council structure or service delivery arrangements.

PROGRAMME BUDGET AND TRANSPARENCY

12. The full programme budget has been included as a matter of transparency. The purpose is to show the full resourcing requirement associated with the work, rather than presenting only the external expenditure component. This is important because the programme is not business-as-usual work. It is an additional reform programme requiring dedicated internal capacity from both TRC and NPDC, alongside targeted external expertise.

13. A narrower presentation of the budget would risk understating the true cost to the organisation. Although internal costs are absorbed within existing budgets, staff time committed to the programme is time that cannot be applied to other council priorities. Where roles are not backfilled, the cost is reflected in reprioritisation, reduced capacity elsewhere, slower delivery of other work or increased pressure on existing teams.

14. For that reason, the Programme Plan captures both internal and external costs. This provides Council, the community and central government with a more honest view of what is required to deliver the programme properly. It also enables clearer monitoring of the programme over time, including whether internal assumptions remain realistic, whether external costs are tracking as expected, and whether any further budget decisions are required at future decision gateways.

Internal costs, external costs and likely direct expenditure

15. The programme budget should be understood in two parts.

    a) The first part is internal council capability. This includes programme leadership, analysis, engagement, coordination and subject matter expert input from within participating councils. These costs account for approximately 45% of the overall budget and are absorbed within existing council budgets. However, they remain costs to the organisation because they involve dedicated staff time, reprioritisation of existing work and, where roles are not backfilled, opportunity costs for other council functions.

    b) The second part is external specialist capability. This accounts for approximately 55% of the budget and is more likely to represent the primary direct cash cost to Council. These costs relate to specialist support that is not available internally at the required scale or depth, including ILGF development, functional and service analysis, financial modelling, legal advice, specialist facilitation and potentially technical support for specific workstreams.

16. This distinction is important. The inclusion of internal costs does not mean all costs will necessarily materialise as new expenditure. However, excluding those costs would understate the organisational effort required and would not provide Council with a transparent view of the programme's real resource demand.

Why targeted external investment is required

17. The programme has been designed as a lean, council-led delivery model. The intent is not to outsource the programme or shift ownership of the analysis to consultants. Council officers will retain responsibility for programme direction, integration of workstreams, governance reporting and advice to Council.

18. However, the next phase of work requires some capability and capacity that is not currently available within participating councils at the required scale. The work involves detailed analysis of local and regional functions, future service delivery options, operating model implications, asset and revenue distribution, financial impacts, rating considerations, local and regional decision-making arrangements, and the practical implications of different council structures. This requires specialist input and sufficient capacity to complete the work to a standard that can support future Council decisions.

19. The risk of under-investment is that Council may progress to future decision points without the evidence required to properly understand the consequences of different options. This would weaken the quality of advice available to Elected Members and reduce confidence in any preferred direction that may later be considered. Targeted external support is therefore proposed to supplement council capability during key phases, not to replace council leadership of the programme.

20. This work is not being done elsewhere in Taranaki and will also ensure central government has the information required when considering a future model for Taranaki through the Head Start, Backstop or any other reform pathway.

IMPORTANCE OF THE INTEGRATED LOCAL GOVERNMENT FRAMEWORK (ILGF)

21. The ILGF is a central component of the next phase of work. It should not be viewed as a duplication of the early Pathfinder work or as a repeat of existing Long-Term Plan analysis.

22. The Pathfinder work has narrowed the field of possible council structure options. The next task is different. It involves understanding how services and functions would need to operate in a future state, what should be delivered locally, what may be better coordinated regionally, what service levels communities could expect, how accountabilities would work, and how funding and rating impacts would be assessed.

23. A line-by-line review of existing Long-Term Plans can provide useful information about the current state, including existing activities, expenditure and service descriptions. However, it cannot answer the future-state questions now required. Existing Long-Term Plans reflect current organisational structures, funding approaches and reporting methodologies. They were not designed to provide a common framework for comparing future operating models, testing alternative delivery arrangements or assessing council structure options.

24. The ILGF is intended to fill that gap. It moves the analysis from what councils currently do to what local government in Taranaki may need to deliver in the future, how those services should be organised, and where local, shared or regional delivery arrangements may provide the greatest value.

Relationship to shortlisted council structures

25. The ILGF is council structure agnostic, but its value increases as potential future arrangements are refined. Its purpose is to establish a consistent evidence base for understanding how local government functions, services, assets, revenues and decision-making responsibilities could operate under different council structures.

26. Should the preferred outcome resemble a Single Unitary Authority, the ILGF will have already undertaken much of the foundational work required to define future services, operating models and implementation pathways. If a Combined Authority or Sub-Regional Council model is preferred, the ILGF will help determine which functions are best delivered locally, regionally or through shared arrangements, while providing a robust basis for governance, accountability, cost efficiencies and funding decisions.

27. In this way, the ILGF acts as a bridge between high-level structural concepts and practical implementation considerations. Rather than favouring any particular model, it provides the analysis needed to understand how future arrangements could operate in practice and the implications of different approaches for communities, service delivery and organisational design.

COMPARISON WITH OTHER APPROACHES

28. The Programme Plan provides Council with a structured methodology for the work required between now and the next major decision points. It sets out how the programme will move from high-level council structure concepts to detailed analysis of functions, services, operating arrangements, financial implications and engagement requirements.

29. Other councils and regions may choose different approaches to local government reform. However, where approaches rely primarily on existing Long-Term Plan reviews or early structural preferences, they may not yet demonstrate how the detailed future-state questions will be answered. Those questions include how regional and local functions should be allocated, how the subsidiary tiers of governance would operate, how assets and revenues would be treated, how rating impacts would be assessed, and how services would be delivered in practice.

30. The Programme Plan is intended to ensure those questions are addressed deliberately and transparently. It positions Taranaki to participate in reform discussions from an evidence-based position, rather than relying on high-level structural concepts alone. This is consistent with progressing the work at pace, but not prematurely. It also supports a regional approach that considers the interests of the whole of Taranaki, rather than focusing only on New Plymouth District.

31. The Programme Plan also ensures that the key principles of retaining a local voice, minimising rates and council costs, and enabling all iwi and community an opportunity to be heard in the process, are met.

COST SHARING AND VALUE FOR MONEY

32. The Programme Plan seeks to manage cost through collaboration and shared procurement where appropriate. A practical example is the joint procurement approach for the ILGF work with other participating regions, including Bay of Plenty, Waikato and Southland. This approach is intended to reduce duplication, share costs where possible and support consistency of methodology across regions facing similar reform questions.

33. It is likely that other councils across New Zealand will need to undertake similar analysis to respond appropriately to local government reform, even if those costs are not always presented publicly in the same way. By including the full budget, Council is taking a transparent approach to the actual resourcing required. This does not mean every budgeted amount will necessarily be spent. It means Council is being provided with a realistic view of the programme requirements, including internal effort, external expertise, contingency and future decision controls.

34. The programme will continue to be managed through standard governance and reporting controls. Costs will be monitored, assumptions refined and any material changes escalated through the appropriate governance process. Future phases beyond Phase 2 will require further Council consideration and approval.

CONCLUSION

35. This supplementary report provides Council with the full Programme Plan and clarifies the basis for the proposed budget. The budget is presented in full because the programme requires real organisational effort, not simply external expenditure.

36. The direct cash cost to Council is likely to relate primarily to the external component of the programme, including specialist support for the ILGF, functional and service analysis, legal advice, financial analysis and facilitation. This support is required because the next phase of work cannot be delivered to the required depth through business-as-usual resourcing alone.

37. The Programme Plan provides a structured, transparent and evidence-based pathway for the next phase of local government reform work, no matter what direction reform takes in the future. It enables Council to proceed deliberately and at pace, while retaining decision-making control through defined gateways. It does not predetermine a future council structure. Rather, it creates the evidence base required for Council, iwi partners, communities and central government to understand the implications of different options before future decisions are made.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

38. The matters considered in this supplementary report are administrative and no climate change impacts have been considered.

NEXT STEPS / HĪKOI I MURI MAI

39. The next steps should be read in conjunction with the Pathfinder Proposal report. If approved, officers will continue implementation of the Future Local Government (FLG) Programme in line with the Programme Plan, with work progressing towards the development of a Detailed Proposal or contribution to the Government's Backstop process in March 2027, or any other reform process in the future as determined by Council.

FINANCIAL AND RESOURCING IMPLICATIONS / NGĀ HĪRAUNGA Ā-PŪTEA, Ā-RAUEMI

40. Financial and resourcing implications are included in the original report.

IMPLICATIONS ASSESSMENT / HĪRANGA AROMATAWAI

41. This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:
    - Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter. In doing so they have also recognised the tight timeframes within which decisions need to be made, if Council is to be able consider any outline proposal for the Head Start proposal by 9 August 2026;
    - Any decisions made are consistent with the Council's plans and policies; and
    - No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1	Original report: Taranaki Future Local Government (FLG) Programme (ECM 9842614)
Appendix 2	Future Local Government Programme Plan (ECM 9842613)

Report Details

Prepared By:	Kathryn Scown (Executive Director CE Office), Helen Gray (Future Local Government Programme, TRC)
Team:	CE Office
Approved By:	Steve Ruru (Chief Executive)
Ward/Community:	District-wide
Date:	30 July 2026
File Reference:	ECM 9860013

---*End of Report* --

TARANAKI FUTURE LOCAL GOVERNMENT (FLG) PROGRAMME

MATTER / TE WHĀINGA

1. The matter for consideration by the Council is a commitment to progress the Future Local Government (FLG) programme through to March 2027, including the potential development of a Detailed Proposal under the Head Start pathway, and the associated resourcing and cost sharing implications.

RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU

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

a) Notes the Council decision of 28 May 2026 to approve the development of a Future Local Government (FLG) programme with a programme and engagement plan, and financial and resourcing requirements reported back to Council. The programme must:

i) Develop options for an outline proposal in the Head Start Pathway by 9 August; and

ii) Ensure an evidence base, option analysis, community engagement and a preferred configuration of local government are developed for Taranaki by March 2027;

b) Approves the Future Local Government (FLG) Programme Plan for delivery of Phases 0 – 2 through to March 2027 as meeting the requirements of the earlier decision;

c) Notes that the Long-Term Plan process and the FLG Programme Plan are separate processes with different timelines, and supports the development of engagement plans that provide meaningful opportunities for iwi and community input. Officers will ensure a clear, coordinated, and consistent approach to engagement and communications across both processes.

d) Agrees the associated programme budget and cost sharing arrangement between participating councils.

e) Notes this programme includes funding not currently provided for in the Annual Plan 2026/27;

f) Notes that this decision establishes a programme of work and does not commit Council to any future reorganisation outcomes;

g) Notes that a further decision will be required at the Phase 2 decision gateway (including consideration of any subsequent phases and budget).

COMPLIANCE / TŪTOHU	
Significance	This matter is assessed as being of some importance
Options	This report identifies and assesses the following reasonably practicable options for addressing the matter: 1. Approve the FLG Programme Plan and associated budget implications. 2. Approve FLG Programme Plan and associated budget implications with amendments. 3. Do not approve the FLG Programme Plan and associated budget implications.
Affected persons	The persons who are affected by or interested in this matter are the New Plymouth District and Taranaki community.
Recommendation	This report recommends option one for addressing the matter.
Long-Term Plan / Annual Plan Implications	Yes. This report has additional budgetary requirements for NPDC for the 2026/27 financial year.
Significant Policy and Plan Inconsistencies	No

EXECUTIVE SUMMARY / WHAKARĀPOPOTOTANGA MATUA

2. Council is asked to approve the Future Local Government (FLG) Programme Plan for delivery of Phases 0–2 over the period May 2026 to March 2027. This reflects a commitment to progress a structured programme of work through to the potential development of a Detailed Proposal by March 2027, aligned to Central Government's Head Start reform pathway and previous decisions of Council.

3. The Programme Plan gives effect to the resolutions made by Council at its Extraordinary Meeting in May 2026. That decision signalled a clear intent to align with the Head Start pathway and to progress a coordinated programme of work, while retaining the ability for Council to confirm its approach to scope, sequencing and resourcing. The Programme Plan now provides the structure and detail required to implement that direction, while maintaining Council control over ongoing participation and future decision-making.

4. The programme establishes a structured, multi-phase approach to exploring future local government arrangements in Taranaki. It is focused on developing a robust evidence base, identifying a small number of credible configuration options, and providing decision-ready advice to councils, rather than progressing a predetermined structural outcome.

5. The Programme Plan is deliberately developed for Phases 0 - 2 only. These phases include programme establishment, development of the strategic case, and detailed analysis culminating in a Detailed Proposal to Central Government by March 2027. This reflects the reality that the programme is being progressed at an early stage, within a broader reform environment that continues to evolve and where detailed national guidance remains limited.

6. The Programme is therefore best understood as an emerging and adaptive work programme, operating within a high degree of uncertainty. This includes uncertainty associated with evolving Central Government reform direction, dependencies on Cabinet decisions and legislation, a national election taking place during the programme period, and regional political dynamics that will need to be actively managed.

7. In response to this context, the Programme Plan has been intentionally designed to retain flexibility in scope, sequencing and delivery. Programme detail will be progressively refined as evidence is developed and engagement undertaken, rather than being fully defined at the outset. This approach ensures that councils are not locked into premature decisions and that the programme can adapt to changes in both national direction and regional circumstances.

8. The Programme requires a deliberate and realistic resourcing approach. While the design emphasises efficiency and a council-led model, the scale and complexity of the work mean it cannot be delivered effectively through a minimal or business-as-usual approach. Under-investment at this stage would materially increase the risk of sub-optimal analysis, insufficient engagement with communities and stakeholders, and inadequate partnership with Iwi partners. These risks would in turn reduce confidence in the robustness of any future proposals and the quality of decisions available to Council.

9. The planned approach strikes a balance between maintaining pace to align with Head Start timeframes and ensuring the depth of analysis and engagement required to support informed decision-making, while retaining flexibility for Council to respond to change as the programme progresses.

BACKGROUND / WHAKAPAPA

Local Government Reform

10. The Government's "Simplifying Local Government" reform proposal, released in November 2025, sets out a two-step national approach involving the replacement of elected regional councillors with a Combined Territories Board (CTB) made up of district mayors, and the development of regional reorganisation plans to improve service delivery, including potential shared services, restructuring or amalgamation.

11. This is complemented by related Resource Management Act reform, with the introduction of the Planning Bill and Natural Environment Bill in December 2025, which together establish a new planning system requiring each region to prepare a single Regional Spatial Plan incorporating both environmental and land use planning functions.

12. As part of its Simplifying Local Government reform proposal, the Government has introduced a **Head Start pathway** for councils that are ready to progress reorganisation at pace. Following consideration of submissions on Simplifying Local Government in April 2026, Cabinet signalled support for a streamlined approach to enable willing regions to develop and advance reorganisation proposals more quickly.

13. The Head Start pathway was formally announced by Ministers in May 2026, with a clear expectation that councils will take the lead in shaping their own reform. The current regional council governance arrangements will remain in place until the October 2028 local elections.

14. As part of the May 2026 announcement, Ministers advised that councils not progressing through the Head Start pathway will be subject to a compulsory **Backstop pathway**, under which regional governance would transition to an interim model (such as a board of mayors, Crown Commissioners, or a combination), with final arrangements to be confirmed by Government in 2027.

15. The Backstop model will be informed by lessons from early adopters of the Head Start pathway, consultation feedback, and further policy development.

Future Local Government Programme

16. The Future Local Government (FLG) Programme is intended to respond to Government reforms and support Taranaki's ambitions to identify a future local government model that improves the efficiency and effectiveness of council functions and service delivery, while maintaining effective expression of local democracy.

17. The FLG Programme is designed to ensure that, regardless of pathway, Taranaki develops a robust evidence base and implementation-ready planning to support future reform decisions.

18. A joint governance and programme approach proposal was considered by each of the four Taranaki councils at extraordinary meetings in May 2026. While there was a broadly consistent direction to progress work aligned to Central Government's Head Start reform pathway, individual councils adopted different approaches to the timing and sequencing of decisions.

19. New Plymouth District Council initially laid the matter on the table and subsequently resolved to progress with the Head Start pathway, with the Programme Plan and details of financial and resourcing requirements to be reported back to Council.

20. Collectively, Taranaki council decisions reflected a shared intent to progress work where appropriate, while retaining the ability for each council to confirm the detailed programme approach, scope and resourcing.

21. The FLG Programme proposes a phased approach from programme establishment through to the development of a detailed Implementation Plan for a future local government model in Taranaki. The current focus is on Phases 0 – 2, which aim to establish a robust evidence base, define future state arrangements and identify a preferred configuration or set of credible options. This work is aligned to the Head Start pathway timeframes, including potential submission of an outline proposal to Cabinet in August 2026, and a detailed proposal in March 2027.

22. If a valid Head Start pathway proposal is not able to be submitted by Taranaki or if Council chooses not to be involved or withdraws from the pathway in the future, the FLG work will be used with other pathways. This includes Backstop or current avenues under the Local Government Act 2002.

Future Local Government Programme Governance

23. The TRC and NPDC have entered into an agreement under which Mr Steve Ruru holds the role of Chief Executive for TRC and is acting as Interim Chief Executive for NPDC. This arrangement has supported a coordinated approach to progressing work on future local government arrangements across the two councils.

24. As part of Council's decision to appoint Mr Ruru, Council stated that Mr Ruru must progress work on developing "future structures, operating models and efficiencies in line with the Government's Simplifying Local Government reform". This report represents the next step in that process, seeking Council endorsement of the Programme Plan to enable the work to progress in a structured and transparent manner.

25. The Programme Plan proposes a single-tier governance structure, centred on a Steering Group to provide oversight and direction for delivery of the FLG programme. This approach is intended to streamline governance arrangements, enabling timely decision-making while maintaining clear accountability across participating councils.

26. Reporting and briefings to Elected Members will be undertaken as required, supported by defined decision gates at key points in the programme. This approach ensures Elected Members are kept appropriately informed of progress and have access to the information needed to make decisions when required.

Programme Approach and Flexibility

27. The FLG Programme Plan reflects the complexity of local government reform and the evolving national context within which it is being progressed. At this stage, detailed scope, deliverables and resourcing are well defined for Phases 0 - 2, while future phases are intentionally not fully specified. This reflects a deliberate approach to ensure that further work is defined and costed only once there is sufficient clarity on the evidence base, the nature of potential changes, and Central Government expectations.

28. Programme detail will be progressively developed and refined through Phases 1 and 2. This includes further definition of the Integrated Local Government Framework, the scope and structure of engagement, and the scale and nature of any future implementation planning. This approach ensures that detailed planning is informed by evidence and engagement rather than assumptions, and that councils retain flexibility to adjust the programme as new information becomes available.

29. The Programme is structured around defined decision gateways, providing regular opportunities for Council to consider progress and determine whether and how the work should continue. This staged approach ensures that Council retains full control over the direction of the programme and can pause, refine or discontinue the work if there is insufficient alignment, value, or confidence in the proposed approach.

30. This approach provides an appropriate balance between progressing work at pace to meet Head Start timeframes and maintaining the flexibility required to respond to ongoing changes in the national and regional environment.

Approach to Community and Te Tiriti Partner Engagement

31. The programme is committed to meaningful engagement with iwi, hapū and Māori and the wider community as a core component of its approach. Engagement will be deliberately staged to align with the programme's phased design, ensuring that input is sought at the right points and in a way that is proportionate to the level of detail available.

32. In Phase 1 to August 2026, engagement is deliberately light-touch, reflecting tight timeframes and the early, exploratory nature of the work. Engagement focuses on maintaining awareness, building relationships, and ensuring that key perspectives are acknowledged as initial evidence and options are developed.

33. More structured and in-depth engagement will be a central feature of Phase 2. Throughout Phase 2, the programme will be better positioned to present more defined options and supporting analysis, enabling more meaningful dialogue with iwi, hapū and Māori and the community.

34. This staged approach ensures engagement is undertaken when it can be most meaningful, rather than seeking detailed input before there is sufficient clarity to inform discussion. It signals a clear intention to undertake more substantive and inclusive engagement once options are better developed.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

35. The FLG Programme acknowledges that climate change is a long-term challenge facing the region. There are no climate change impacts or considerations relating to the current decisions on the Future Local Government Programme.

NEXT STEPS / HĪKOI I MURI MAI

36. If the Programme Plan and associated budget are approved, the Director will baseline the programme across timeframes, deliverables, resourcing and budget. This will enable the programme to move in a controlled way into the next phase, noting that Phase 1 activity is already underway to align with Head Start timeframes.

37. Approval will also enable the formal establishment of programme governance, reporting arrangements, and the recruitment of critical resources required for delivery of the next phase. These steps are necessary to maintain pace and ensure the programme remains on track to meet the March 2027 Detailed Proposal deadline.

38. If an outline proposal is to be progressed, it will be reported to Council at an Extraordinary Council Meeting on 29 July to meet the Government's 9 August deadline.

SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA

39. In accordance with the Council's Significance and Engagement Policy, this matter is assessed as being of some importance. This reflects that the programme is investigating potential local government reorganisation, will involve community engagement to ensure public views are understood, aligns with Government reform, and is expected to influence future service delivery and financial outcomes.

40. While this decision establishes a programme of work rather than committing Council to specific future structural or service changes, it does represent a financial commitment and an early investment to support evidence-based decision-making.

41. Any proposed changes arising from the programme will be subject to further reporting, community engagement, and formal Council decision-making processes.

OPTIONS / KŌWHIRINGA

Option 1: Approve the FLG Programme Plan and associated budget implications.

Option 2: Approve FLG Programme Plan and associated budget implications with amendments.

Option 3: Do not approve the FLG Programme Plan and associated budget implications.

All options have been assessed together.

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

42. The Programme Plan includes an indicative budget of up to $1,332,650 for delivery of Phases 0 - 2 over the period May 2026 to March 2027, to be shared between the Taranaki Regional and New Plymouth District Councils (an approximate contribution of up to $666,325 per council).

43. The budget reflects a lean, council-led delivery model, supported by targeted external expertise to ensure quality, pace and credibility of delivery. It provides for a core programme team drawn from within councils, supplemented by specialist support including facilitation, financial modelling, technical analysis, engagement and communications, and legal and advisory services, with an anticipated internal to external resourcing split of approximately 45% to 55%.

44. The Programme budget includes a 10% contingency to provide flexibility to respond to areas of uncertainty inherent in the programme. This includes potential constraints in internal resourcing requiring additional external support, a greater scale or scope of engagement activity than initially anticipated, and any changes in central government requirements during Phase 2 that necessitate further analysis or work. Provision of $270,000 is also included for external specialist support to develop an Integrated Local Government Framework (ILGF), recognising the need for independent and credible analysis, with final costs to be confirmed through procurement and any agreed cost-sharing arrangements.

45. While the programme has been designed to maximise the use of existing council capability and minimise duplication, it cannot be effectively fully delivered within business-as-usual resourcing. The Steering Group will review resourcing requirements at key decision gateways to ensure the programme remains appropriately supported, with any additional resourcing needs to be met in the first instance through internal council capacity before external support is considered.

46. The proposed programme budget is not currently provided for within the Annual Plan 2026/27 and is therefore recommended as an unbudgeted investment. The year-end position will be assessed, with debt funding to be considered as required. The final unbudgeted costs will be dependent on how much internal resourcing is able to be provided at no extra cost.

47. Maintaining an appropriate level of investment is essential to ensure the programme delivers robust analysis, effective engagement, and a sound evidence base to support informed Council decision-making at the Phase 2 gateway, and along any future reform pathway.

Risk Analysis / Tātaritanga o Ngā Mōrearea

48. There is a reputational and stakeholder risk that the programme may be perceived as progressing "amalgamation by stealth" or reducing local voice. This risk is mitigated through clear, consistent communication that the current phase is focused on governance and analysis only, and that any future structural or service changes would be subject to separate Council decisions and community engagement.

49. There is also a risk of misalignment with evolving Government reform direction and timeframes. Active engagement with central Government and the use of defined decision gateways enable the programme to be scaled, refined or redirected as required.

50. Programme delivery risk is present given the scale and complexity of the work. This includes risks related to resourcing constraints, delays in establishing the programme team, or insufficient scope, which could result in incomplete analysis, limited engagement, and reduced confidence in outputs. These risks are mitigated through early confirmation of resourcing arrangements, clear programme governance and reporting, and targeted investment in capability to ensure depth and credibility of analysis.

51. The wider reform environment introduces a high degree of uncertainty, including dependencies on Cabinet decisions, legislative change, and political cycles. The phased programme design, supported by formal decision gateways and structured governance oversight, provides the flexibility to respond to change in a controlled and transparent way.

52. Overall, Option 1 best manages these risks by providing clear governance, shared resourcing and defined decision points. Options 2 and 3 introduce increased uncertainty, coordination challenges and timing risk. Option 3 carries a significant risk of leaving NPDC underprepared for what is a substantial reform of local government, limiting its ability to influence regional outcomes and respond effectively within nationally prescribed timeframes.

Alignment with Strategic Framework and Promotion or Achievement of Community Outcomes / Te Hāngaitanga ki te Anga Rautaki me Te Tutuki/Whakatairanga o Ngā Whāinga ā-hāpori

53. The FLG programme supports the Council's vision and mission by improving how councils collaborate to plan, govern and deliver services in a way that sustains quality of life and enables opportunities to be explored. It aligns with kaitiakitanga by supporting integrated regional decision-making and evidence-based planning.

54. The FLG programme contributes to Trusted (transparent governance and accountability), Prosperity (more efficient service delivery and readiness for reform), Thriving Communities and Culture (protecting local voice through clear engagement), and Environmental Excellence (ability to integrate environmental considerations in future operating model options).

55. These outcomes are promoted by assessing options, engaging communities and providing robust analysis, Council can make future decisions that are better informed, more coordinated regionally, and clearer for communities to understand and participate in.

56. Option 1 is recommended as it enables NPDC to shape the programme from the outset, provides the clearest pathway to deliver agreed outputs and supports timely readiness for Government reform including the Head Start pathway. Option 2 introduces negotiation and timing risk. Option 3 presents a risk of inaction, leaving NPDC underprepared for central Government reforms, reducing its ability to influence regional outcomes, and increasing the likelihood of being on the back foot in responding to reform requirements and timeframes.

Statutory Responsibilities / Ngā Haepapa ā-ture

57. The Council's decision-making must be consistent with the Local Government Act 2002, including requirements relating to governance, collaboration, and appropriate consideration of engagement where applicable. This decision relates to the establishment of a joint programme of work, including governance arrangements and funding, and does not in itself change service levels, statutory functions, or regulatory responsibilities.

58. Formally establishing the FLG programme aligns with Council's existing delegations and meeting procedures, and provides a lawful framework to undertake analysis, engagement and planning in response to Government reform.

59. Options 1 and 2 support Council's ability to meet its statutory obligations over time by resourcing the analysis and planning required to respond to reform pressures in a structured and informed way. Option 3 presents a risk of reduced readiness, limiting Council's ability to respond effectively to legislative change and national reform timeframes.

60. No statutory issues arise directly from this decision. Any future restructuring, shared services arrangements, or reorganisation proposals would be subject to separate statutory processes and legal requirements as the Government reform programme develops.

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

61. The recommendation is consistent with Council's Long-Term Plan and Annual Plan intent to deliver value for money and maintain effective governance. It also aligns with Council approaches to partnership working and prudent financial stewardship, noting that the agreement establishes governance and a work programme rather than committing to specific service or structural changes.

Participation by Māori / Te Urunga o Ngāi Māori

62. This decision relates to the establishment of programme governance and scope and does not in itself determine outcomes relating to Taiao or Te Tiriti o Waitangi obligations. However, future options developed through the FLG programme may have implications for these functions and will need to be considered in the context of Te Tiriti o Waitangi obligations and existing partnership arrangements with iwi, hapū and Māori.

63. Provision has been made within the programme for structured engagement and partnership with iwi, hapū and Māori, recognising the importance of early and ongoing involvement in shaping options and informing analysis. This approach is intended to ensure that Te Tiriti principles and tikanga Māori perspectives are appropriately reflected as the programme progresses.

64. The Head Start Pathway policy document states that Councils are expected to engage with relevant post-settlement governance entities (PSGE's) to demonstrate how existing Treaty settlement arrangements could be transferred to new unitary authorities with equivalent effect. This will be undertaken as part of Phase 2 and, in addition, NPDC Iwi representatives on Te Huinga Taumatua and TRC Iwi committee representatives were involved in a FLG and Head Start workshop on 9 July.

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

65. Community engagement planned as part of the programme will need to consider urban and rural communities, different socio-economic groups, iwi/hapū partners, business sectors, and service users, reflecting that potential future proposals could affect how services are planned and delivered.

66. Affected or interested people are anyone who uses or funds council services, as well as partner agencies and stakeholders that interact with councils. At this stage the decision does not change services; it enables development and engagement on potential future options in line with the Head Start pathway.

Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.

67. Option 1 and 2 advantages include early influence, shared resourcing, a coordinated approach and improved readiness for reform under the Head Start pathway. Disadvantages include an operating cost commitment.

68. Option 3 advantages include avoiding short-term cost and commitment; disadvantages include loss of early influence over reform outcomes, a materially weakened readiness position for Government reform, increased risk of higher future costs (including rework, compressed delivery and duplication), and reduced ability to respond effectively within national timeframes.

69. Option 1 is also the most cost-effective overall because it shares programme costs and reduces duplication across councils while creating a clear pathway to evidence-based decision-making.

Recommended Option
This report recommends option 1: Approve the FLG Programme Plan and associated budget implications.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1 Future Local Government Programme Plan (ECM 9842613)

Report Details

Prepared By:	Kathryn Scown (Executive Director CE Office) and Helen Gray (Establishment Director, Future Local Government Programme)
Team:	CE Office
Approved By:	Steve Ruru (Chief Executive)
Ward/Community:	District Wide
Date:	7 July 2026
File Reference:	ECM 9842614

---*End of Report* ---

Future Local Government Programme

Programme Plan

(Phases 0 – 2)

Author: Helen Gray, FLG Establishment Director

Version: DRAFT 0.6

Date: June 2026

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Taranaki Regional Council

Document Information

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Document History

Version No.	Date	Summary of Changes
0.1	29.04.2026	Document created
0.2	27.05.2026	Document updated with governance arrangements, resourcing and risks
0.3	12.06.2026	Document recut to align with Head Start initial phases to March 2027
0.4	18.06.2026	Document updated with feedback from Sponsor and team members
0.5	24.06.2026	Document updated with feedback from Steering Group review
0.6	02.07.2026	Document updated with minor wording updates

Document Review

This table lists the review parties and status of the review

Name	Title	Review Status
Steve Ruru	Chief Executive TRC & NPDC	Complete
FLG Programme Team	TRC & NPDC	Complete
Finbar Kiddle	Strategy Lead, TRC	Complete
FLG Steering Group	TRC & NPDC	Complete

1. Confidentiality

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The recipient by retaining and using this document agrees to the above restrictions and shall protect the document and information contained in it from loss, theft and misuse.

2. Purpose of this document

The Programme Plan is the governing document for the programme operation and management that establishes in appropriate terms what will be done to meet the programme scope and related contractual requirements.

The Programme Plan is to describe a programme in a strategic and tactical way including objectives, scope, deliverables, timeframes and financials among other programme elements.

A Programme Plan is developed by key programme participants led by the Future Local Government (FLG) Director. It is considered the Programme baseline document and should be approved by programme governance prior to implementation.

A Programme Plan is a live document and should be updated with current and future plans and procedures.

Approval

I approve this document in my capacity as Executive Programme Sponsor

Name: Steve Ruru, Chief Executive Taranaki Regional Council

Date:

Signature:

Table of Contents

1. Introduction and Programme Purpose

The Taranaki Future Local Government (FLG) Programme is a collaborative strategic programme between Taranaki Regional Council (TRC) and New Plymouth District Council (NPDC). Its purpose is to explore and design future-focused governance and service delivery arrangements that better support local democracy, improve outcomes for communities, and strengthen the long-term sustainability of council services across the region.

The FLG Programme provides a practical and proactive way for councils to work together on shared challenges and opportunities. It also positions Taranaki well to respond to, and where appropriate support, Central Government's Simplifying Local Government reforms. Through this work, Taranaki councils aim to ensure that future arrangements are grounded in local knowledge, shaped by community input, and able to align with national legislation as it evolves.

2. Background

Taranaki councils face a shared set of challenges and opportunities that increasingly extend beyond individual council boundaries. Pressures such as infrastructure affordability, regulatory complexity, climate change impacts, demographic change and growing community expectations require a more coordinated, region-wide approach to how services are governed and delivered.

Central Government has now signalled a more defined direction through its Simplifying Local Government reforms and the Head Start pathway. This direction emphasises reduced duplication, clearer accountability and stronger regional alignment, while enabling regions to progress early within an agreed national framework.

In this context, the Future Local Government (FLG) Programme provides a structured, proactive approach to responding to Central Government reforms. The programme focuses on defining how local government in Taranaki can be configured to align with Central Government direction, while reflecting local priorities, community and iwi, Hapū and Māori partnership expectations.

The intent is not to pursue unconstrained model development, but to shape a locally appropriate future configuration that:

- aligns with emerging national settings
- supports effective regional collaboration and service delivery
- maintains strong local representation and democratic connection
- ensures continuity and resilience of essential services.

By working collectively, TRC and NPDC can support the region to be ready to progress under the Head Start pathway, with a clear, evidence-based view of how national direction can be applied in a way that works for Taranaki communities.

3. Programme Mandate

The mandate for the Future Local Government (FLG) Programme has been provided by the TRC and NPDC Councils to initiate a coordinated programme of work.[1] This programme is focused on exploring possible future local government arrangements for Taranaki and undertaking detailed, evidence-based analysis to inform future decision making.

While national direction will continue to be monitored and taken into account where relevant, the programme is being progressed in alignment with, but independent of, Central Government's Head Start pathway and should therefore not be contingent on, nor constrained by, that process.

The mandate establishes a shared expectation that the work will:

- Be grounded in robust evidence and analysis
- Reflect the needs, priorities and preferences of Taranaki communities
- Maintain sufficient flexibility to respond to evolving national and local context.

Importantly, participation in the programme does not commit councils to any future governance or service delivery model. Each council retains its full statutory authority and decision-making independence throughout the process.

The programme is structured as a formal, multi-phase programme of work, progressing from building a robust evidence base through to developing and assessing potential future arrangements, and (if agreed) identifying a preferred approach and implementation pathway. This will be supported by deliberate sequencing, detailed analysis, and clear governance oversight.

Progression between phases will be subject to defined decision points. Each stage of work will be brought back to governance for consideration and decision. This ensures transparency and retains the ability for councils to pause, refine, or discontinue the work if there is insufficient alignment, value, or confidence.

Successful delivery of the programme relies on the active participation and leadership of participating councils, including a shared commitment to resourcing the work appropriately through coordinated staffing, capability and funding arrangements.

[1] This mandate was given via resolution at Extraordinary Council meetings – TRC on 26 May 2026, and NPDC on 28 May 2026

4. Strategic Objectives

The overarching objective of the FLG Programme is to drive the development of a locally led model of local government that better:

1. Supports the development of thriving and resilient Taranaki communities.
2. Enables the region to prepare for the long-term challenges it faces including climate change, demographic change and sustainable economic development.
3. Provides for an inclusive model of local democracy and community representation that maintains the trust, and builds on the strengths, of local Taranaki communities.
4. Recognises and respects the principles of Te Tiriti o Waitangi in a manner consistent with section 4 of the Local Government Act 2002 and complies with any obligations imposed on the Parties by settlement legislation[2] and/or government reform.
5. Allows for the cost-effective and efficient delivery of services and infrastructure designed to meet the changing needs of Taranaki communities, including ensuring the continuity of critical services delivered by the Parties.
6. Enables financially sustainable local government operations and reflects the need for a fair and equitable allocation of scarce public resources.

A secondary objective, beyond the Parties' own ambitions for a better local government model for Taranaki, is to develop options and recommendations that are achievable within accelerated Central Government timeframes, including readiness for Cabinet decision or legislative processes.

5. Programme Objectives

While the Strategic Objectives are outlined above, there are several programme-level objectives (or programme success objectives) for the FLG programme.

1. **Decision-ready advice for councils**
   Produce clear, evidence-based findings and recommendations that enable each council to make informed decisions at defined decision points (including the option to pause, reshape or exit).
2. **Configuration integrity (within national direction)**
   Maintain a disciplined and transparent approach to defining a future local government configuration for Taranaki, ensuring all analysis is grounded in evidence, tested against

2 Specifically, the Ngāruahine Claims Settlement Act 2016, the Taranaki Iwi Claims Settlement Act 2016, the Te Atiawa Claims Settlement Act 2016, Maniapoto Claims Settlement Act 2022, Ngāti Maru (Taranaki) Claims Settlement Act 2022 and any future settlement legislation that applies in the Taranaki Region. While not strictly Treaty settlement legislation, the New Plymouth District Council (Waitara Lands) Act 2018 places specific obligations on NPDC and TRC and their relationship with multiple iwi and hapū that need to be provided for.

agreed criteria, and aligned with Central Government direction, without committing councils to a predetermined structural outcome.

3. **Continuity and operational realism**
   Ensure that continuity of critical services and operational capability is treated as a core design requirement in all future service and delivery thinking.
4. **Community and stakeholder confidence**
   Deliver meaningful, inclusive engagement that clearly shows how community input is captured, synthesised and reflected in the future service direction and options work.
5. **Iwi, Hapū and Māori partnership embedded in the work**
   Ensure iwi, Hapū and Māori partners have genuine opportunity to participate in shaping future services and governance considerations, in a way that is respectful and fit-for-purpose.
6. **Alignment with national reform direction and readiness**
   Maintain a proactive and adaptable approach so that programme outputs are aligned with Central Government reform direction and position Taranaki to progress with confidence under the Head Start pathway.

6. Programme Success Indicators

Given the exploratory and iterative nature of the programme, success during Phases 0 - 2 will be measured through the quality of analysis, alignment with the Central Government reform pathway, and readiness for decision-making, rather than delivery of a predetermined outcome.

The programme to March 2027 will be considered successful if it:

- Provides clear, decision-ready advice to participating councils at each defined decision point
- Establishes a robust, shared evidence base across councils, including current state, future pressures, and system challenges
- Develops a small number of credible and evidence-based future configuration options for local government in Taranaki, including a preferred model.
- Demonstrates how community, stakeholder and iwi partner input has informed the development of options
- Maintains alignment and effective collaboration across participating councils throughout the programme
- Enables councils to make informed decisions on whether and how to proceed to subsequent phases, including potential engagement with Central Government in relation to a preferred approach for Taranaki, informed by community and stakeholder input.

These indicators reflect the programme's focus on enabling informed, transparent decision-making, rather than progressing toward a predetermined solution.

7. Programme Scope

The Future Local Government (FLG) programme will develop a robust, evidence-based pathway to determine how local government functions, services and governance arrangements across Taranaki could be better organised to deliver improved outcomes for communities. The programme will build a shared understanding of the current system, community needs and future pressures, and use this to assess feasible future arrangements that support effective service delivery, strong local democracy, and long-term regional resilience.

The programme will be delivered in staged phases, progressing from programme establishment and initial data gathering through to model development, detailed service and functional analysis, and refinement of a small number of credible configuration options.

A central component of this work is the development of an Integrated Local Government Framework (ILGF), which will provide a consistent, evidence-based foundation for defining service outcomes, delivery principles, and system-wide roles and accountabilities, and for assessing future arrangements.

The programme will culminate in public consultation and council decision making on a preferred future approach.

At each stage, councils retain full statutory decision-making authority, with defined decision points to confirm whether and how the work progresses. The programme does not assume a predetermined outcome, but is designed to support informed, transparent decisions on the future of local government in Taranaki.

Out of Scope
The programme will not:

- Predetermine any **final** governance or service delivery arrangement prior to completing the agreed analysis and engagement. It is acknowledged that the councils may choose to present an indicative option as part of the Government's Head Start programme.
- Implement any structural, governance or service delivery changes (implementation is a subsequent phase following decisions and statutory processes).
- Undertake detailed organisational design, staffing structures or operational transition planning beyond high-level implementation considerations.
- Replace or override statutory decision-making responsibilities of individual councils; each council retains independent decision rights throughout the programme.

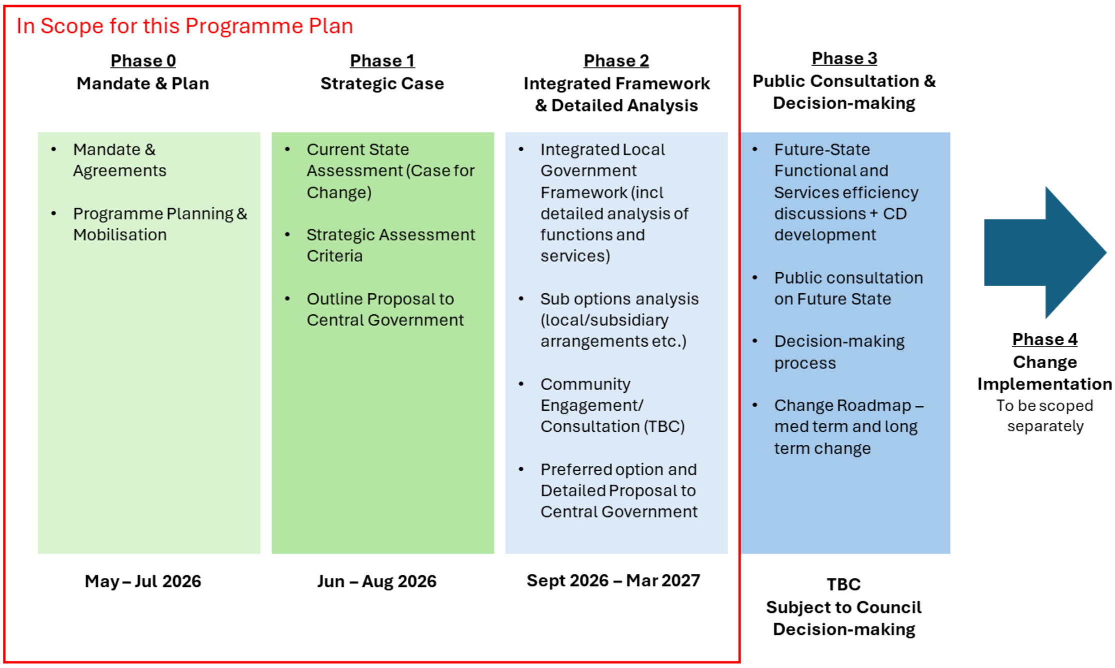
- Deliver detailed business cases for individual services or asset-level investment decisions outside of the agreed options analysis scope.
- Progress legislative change processes or formal reorganisation proposals (e.g. Local Government Commission processes), which would follow any future decisions.
- Conduct full operational process redesign or technology/system change initiatives (the focus is on service, functional and governance frameworks rather than implementation detail).
- Commit councils to participation beyond agreed decision gateways or funding arrangements set out in the programme plan.

8. Programme Approach

The Future Local Government (FLG) programme will be delivered through a structured, phased approach to develop a robust, evidence-based pathway to determine how local government functions, services and governance arrangements across Taranaki could be better organised to deliver improved outcomes for communities.

This approach enables Taranaki councils to move at pace on the Head Start pathway, while also building a deeper, practical understanding of how services can be improved and how change can be delivered over time.

Figure 1: High-level Programme Phased Approach



At this stage, detailed programme planning focuses on Phases 0 – 2, which build the evidence base, define future arrangements, and prepare councils for formal decision-making.

Phases 3 and 4 will be scoped separately, recognising that the scope, scale and nature of these phases will depend on earlier work and Central Government processes.

Phase 0 – Programme Establishment
Phase 0 focuses on establishing the programme foundations. This includes confirming governance arrangements, programme structure, resourcing and delivery approach, and setting up the programme to operate as a coordinated, multi-council initiative. This phase provides the platform for a disciplined and transparent programme of work, with clear oversight and agreed ways of working across participating councils.

Phase 1 – Strategic Case
Phase 1 focuses on building the case for change and developing an initial evidence base. This includes undertaking current state analysis, assessing community needs and future pressures, and establishing clear assessment criteria to guide the work.

Building on this, the programme will undertake early model development to identify a small number of credible configuration pathways for Taranaki. This phase is focused on exploring options at a high level, supported by structured analysis, to inform an Outline Proposal to Central Government, if agreed.

Phase 2 – Integrated Framework & Detailed Analysis
Phase 2 focuses on detailed analysis to support decision making. A central output is the Integrated Local Government Framework (ILGF), which defines future service outcomes, delivery principles, and system roles and accountabilities.

The ILGF provides a consistent, evidence-based foundation for assessing and refining configuration options. Building on this, the programme undertakes detailed analysis of service delivery, financial impacts, and alignment with agreed criteria, to test and refine a small number of feasible configurations.

Community engagement will form part of this phase, with community representatives participating in ILGF design workshops. The scope and structure of broader engagement activity will be developed and confirmed as the phase progresses. This phase culminates in the development and submission of a Detailed Proposal to Central Government, including a preferred model, if agreed.

Why Future phases (Phases 3 – 4) are out of scope

Phases 3 and 4 are not currently included in detailed scope within this Programme Plan, as the nature and scale of these phases is inherently dependent on the outcomes of earlier work.

In particular, Phase 3 cannot be fully defined until the Integrated Local Government Framework (ILGF) and supporting analysis are completed, and there is greater clarity on the extent and type of change being proposed. This includes understanding the number and complexity of viable options, the degree of service and governance change, and the scope of engagement and consultation required.

As a result, the scope, sequencing, and resourcing requirements for Phases 3 and 4 will be developed following completion of Phase 2.

This reflects a deliberate approach to ensure that any future work is appropriately defined and costed based on a clear evidence base. It also provides a natural decision point for participating councils to consider whether to proceed, and at what level, once the implications of the proposed future state are better understood.

9. Decision and Gateway Map

The programme is structured around defined decision points to ensure councils retain control over how the work progresses. Progression through each phase is subject to council consideration and does not commit councils to any future outcome.

Phase	Key Output	Council Decision Point
Phase 0 Mandate & Plan	Programme Plan, Mandate and initial set-up	Confirm participation and approach
Phase 1 Strategic Case	Outline Proposal and initial configuration pathways	Confirm whether to proceed to detailed analysis
Phase 2 Integrated Framework & Detailed Analysis	Detailed Proposal and preferred option	Confirm preferred approach and next steps

Each gateway provides an opportunity for councils to pause, refine or discontinue the programme based on the quality of evidence, level of alignment with the Central Government reform pathway, and confidence in the proposed direction.

10. Core Programme Activities

The table below includes a summary of all core Programme activities (as outlined in the Programme Approach visual above) within the programme phases, and high-level descriptions.

Phase	Activity Title	Description
Phase 0 **Mandate & Plan**	**Mandate & Agreements**	Establish the mandate for the programme through participating councils, including development and agreement of the Heads of Agreement and confirmation of shared intent and approach.
	Programme Planning & Mobilisation	Develop the Programme Plan, confirm governance and delivery arrangements, and establish the programme team, delivery approach, and key milestones aligned to central government requirements.
Phase 1 **Strategic Case**	**Current State Assessment**	Develop a shared understanding of current state findings to articulate a clear, evidence-based case for change, including the scale and nature of opportunities and issues.
	Strategic Assessment Criteria	Agree a consistent set of criteria to assess future options, ensuring alignment with council priorities, community outcomes, and statutory responsibilities.
	Outline Proposal	Prepare and submit the Outline Proposal, setting out the case for change, proposed approach, and commitment to progress further analysis under the Head Start pathway
Phase 2 **Integrated Framework & Detailed Analysis**	**Integrated Local Government Framework**	Develop an integrated view of how functions and services could be delivered in the future including potential governance and operating arrangements.
	Sub Options Analysis	Identify a range of potential structural and service delivery options, including local, shared, and subsidiary arrangements.
	Preferred Option and Detailed Proposal	Identify a preferred option through council input and analysis and prepare the Detailed Proposal for submission to central government.
All Phases (cross cutting)	**Programme Management & Governance**	Provide overall programme governance, coordination, reporting, risk and issue management, and delivery assurance across all phases.
	Engagement & Communications	Plan and deliver coordinated engagement with elected members, staff, iwi, Hapū and Māori partners, and communities, including supporting consultation and key decision points.

11. Programme Deliverables

In no particular order, the following programme deliverables will be developed as part of Phases 0 - 2 through March 2027.

This is a working list and will be added to/amended as more information comes to hand.

Workstream	Deliverable	Deliverable Description	Anticipated Completion Date
Programme Management	**Programme Plan**	(This document) Sets out the overall approach, governance, delivery structure, and key milestones for the programme.	30/06/2026
	Programme Risk & Issues registers	Capture and actively manage key programme-level risks and issues across all phases	30/06/2026
	Programme Schedule	Integrated schedule of programme activities, milestones and critical path. Updated as scope and sequencing evolve.	30/06/2026
	Programme Resourcing Plan	High-level resourcing approach, including roles, capability needs, and indicative cost envelope across phases.	30/06/2026
	ILGF Request for Proposal	RFP to undertake joint procurement and procure the services of an external consultancy firm to support the design and development of the ILGF	10/06/2026
Phase 0 – Mandate & Plan	**Mandate & Agreements**	Agreed document setting out the shared commitment, scope and principles for councils participating in the programme.	30/06/2026
	Engagement & Communications Plans (Phase 1)	Initial plans to support early engagement with councils, stakeholders and partners during establishment and Outline Proposal development.	30/06/2026
Phase 1 – Strategic Case	**Current State Assessment (incl Case for Change)**	Clear articulation of the need for change, including system challenges, future pressures and opportunities to improve outcomes.	31/07/2026
	Strategic Assessment Criteria	Agreed criteria to guide assessment of future service and governance arrangements.	31/07/2026

	Outline Proposal Community Survey	Initial survey with the community seeking views on appetite for change and outcomes that are important as an input into decision-making	15/06/2026
	Outline Proposal	Initial proposal setting out the case for change, early thinking on future arrangements, and proposed pathway forward.	09/08/2026
Phase 2 – Integrated Framework & Detailed Analysis	**Functional & Service Analysis**	Detailed cross-council analysis of functions and services to identify opportunities for improvement and inform future arrangements.	28/02/2027
	Sub-Options Analysis	Assessment of options against agreed criteria, leading to identification of a preferred option.	28/02/2027
	Detailed Proposal	Full proposal setting out the preferred future arrangement, supported by evidence and analysis.	31/03/2027 *(TBC)*
Engagement & Communications	**External Stakeholder Engagement & Communications Strategy**	Defines stakeholders, engagement principles and overarching approach across the programme lifecycle.	31/07/2026
	External Stakeholder Engagement & Communications Plan	Building on the strategy, sets out planned engagement activities, responsibilities and timing across stakeholder groups.	31/08/2026
	Iwi, Hapū & Māori Partners Engagement Strategy	Outlines the approach and principles for engaging with Iwi, Hapū & Māori Partners, ensuring alignment with obligations and partnership expectations.	31/07/2026
	Iwi, Hapū & Māori Partners Engagement Plan	Outlines the approach and principles for engaging with Iwi, Hapū & Māori Partners, ensuring alignment with obligations and partnership expectations.	31/08/2026
	Internal Change & Communications Strategy	Outlines change management principles and the overall approach to supporting staff and organisations across participating councils.	31/08/2026

12. Programme Planning Considerations

Progressive Development of Programme Detail

The programme is currently in an early stage and is being progressed within a national reform environment that continues to evolve. In this context, not all programme elements are defined in full detail at this point.

The following components will be progressively developed and refined through Phases 1 and 2:

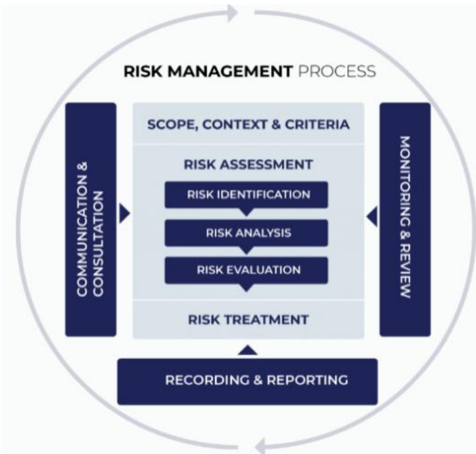
- The detailed design of the Integrated Local Government Framework (ILGF)
- The benefits realisation approach and longer-term outcome measures
- The full scope and structure of implementation planning (future phases)
- Detailed change management and organisational transition planning
- The depth and breadth of stakeholder engagement, as options become clearer

This approach is deliberate. It ensures that detailed planning is built on robust evidence and informed by engagement and analysis, rather than pre-determining outcomes in advance. As further clarity is achieved, these components will be brought back to governance to support informed decision-making at each stage.

12.1 Risk and Issue Management

The Programme's approach to Risk management is aligned to the NPDC Risk Management Framework. Risks have been identified for Phases 0 - 2 and are being maintained in a separate risk register for the programme.

The high-level risk management process is summarised in the figure below, followed by NPDC's Risk Assessment Matrix.



Consequence					
Severe	Medium	High	High	Extreme	Extreme
Major	Medium	Medium	High	High	Extreme
Moderate	Low	Medium	Medium	High	High
Minor	Very low	Low	Medium	Medium	Medium
Insignificant	Very low	Very low	Low	Low	Medium
	Rare	Unlikely	Possible	Likely	Almost certain
			Likelihood		

Risk workshops will be held at least quarterly to identify further risks, and this register will be kept live by the Establishment Director throughout.

High residual risks and issues will be included in regular programme status reporting and the full risk register provided to the Programme Steering Group as part of a standing agenda item for review and discussion.

An initial risk workshop was held with Executive Leadership team members of TRC and NPDC and the following residual risks were identified that require active governance oversight during Phase 1 (in no particular order).

1. **Political Alignment** - There is a risk that political alignment and trust across councils cannot be sustained at key decision points, which may impact the ability to maintain a unified regional approach.
2. **Affordability -** There is a risk that ongoing affordability constraints, including rates pressures and competing Long Term Plan priorities, will limit councils' ability to sustain investment in both the programme and business-as-usual activities.
3. **Capacity and Capability** - There is a risk that workforce capacity and capability will remain constrained, affecting the programme's ability to maintain required pace and quality of delivery.
4. **Overlapping Reforms** - There is a risk that the cumulative impact of overlapping reform processes and statutory obligations will exceed organisational capacity, impacting both programme delivery and core service performance.
5. **Council misalignment -** There is a risk that differences in financial position, risk appetite, and organisational readiness across councils will create challenges in maintaining alignment and progressing a shared pathway.
6. **Community Confidence -** There is a risk that community and stakeholder confidence will remain fragile, particularly in a low-trust environment, impacting the overall mandate for change.

7. **Central Government Uncertainty** - There is a risk that changes in central government direction, legislative timing, or reform expectations will require adjustment to programme outputs and timing.

12.2 Assumptions and Constraints

There are a number of assumptions made in relation to the programme. These assumptions would have a material impact on the programme if they were found to be incorrect:

1. Central government reform direction will continue, but scope, timing and requirements will evolve and require ongoing alignment
2. The programme will remain iterative, with design, analysis and engagement refined over time as evidence and feedback emerge
3. Councils will remain sufficiently aligned to progress a shared approach
4. Elected members will maintain mandate and support for participation in the programme
5. Councils will have sufficient capability and capacity (including through secondments and targeted external support) to deliver programme requirements
6. Councils will be able to balance programme delivery with business-as-usual service obligations, and reprioritise resources to support programme delivery.
7. Governance members will have sufficient availability and commitment to support timely decision-making
8. Iwi, Hapū & Māori Partners will be resourced appropriately and will engage in a meaningful and ongoing way throughout the programme
9. A shared, robust evidence base can be developed to support decision-making

Constraints are elements of programme planning that are known external or internal conditions that limit the programme's scope, pace, resourcing, or decision-making, and must be actively managed throughout the programme. These include:

1. Limited funding and competing financial pressures across councils
2. Enduring and aggressive and externally driven timeframes (Head Start pathway and Government processes)
3. Evolving and incomplete information from central government
4. Multi-council governance and decision-making complexity
5. Variation in capability, financial position and risk appetite across councils
6. Overlapping reform programmes and statutory obligations

7. Dependence on central government decisions, legislative processes and Cabinet timelines
8. Political cycles and potential changes in mandate
9. High public and stakeholder scrutiny

12.3 Dependencies and Related Initiatives

The FLG programme will be progressed within a broader and evolving local and central government context, with a number of related reforms and initiatives that will influence assumptions, timing and potential outcomes.

Key considerations for the Programme include Central Government reforms such as Resource Management Act (RMA) changes, including work on regional spatial planning, and ongoing water services reform, including the requirement to develop updated Water Services Delivery Plans for in-house delivery by 2030. These initiatives will shape future service delivery expectations, regulatory settings, and organisational roles across the local government system.

The programme must also take account of wider fiscal and operating pressures, including potential rates capping and the need for councils to strategically review Long-Term Plans in this context for District Councils, while potential reductions in Port dividend and declining revenue from resourcing consenting are top of mind for Regional Council. In parallel, councils are progressing their own change initiatives, including enterprise system upgrades and replacements, and service-level reviews (for example, in areas such as events and facilities), which may inform or constrain future configuration options.

These dependencies will be actively monitored and reflected in the programme's analysis, to ensure that any future arrangements are practical, aligned with external direction, and responsive to the wider change environment. Over time, programme and reform governance arrangements will need to evolve to provide effective oversight and coordination across these overlapping initiatives, ensuring alignment of decision making, sequencing and resource use.

13. Governance Structure

The governance structure is proposed for the FLG Programme is to have a Steering Group that oversees the planning, delivery and monitoring of the work programme and budget.

This Group is to be made up of the following:

- Chief Executive of the New Plymouth District Council or their alternate
- Chief Executive of the Taranaki Regional Council or their alternate

- Two additional members per council as appointed by the council's respective Chief Executive
- Two representatives from ngā iwi o Taranaki
- An external member with specialist capability and experience in Transformational or Target Operating Model design

The Chief Executive, NPDC is the Chair and the responsibilities of the Steering Group are to:

a) Oversee the planning, delivery and monitoring of the FLG work programme and budget.

b) Provide oversight of programme performance, including progress against key milestones, deliverables and outcomes.

c) Make decisions on matters escalated by the Programme Team, within agreed delegations.

d) Provide strategic guidance on programme direction, including resourcing and implementation decisions

e) Support alignment across participating organisations, including consideration of interdependencies and shared approaches.

f) Ensure the programme remains aligned with the objectives set out in the FLG Programme Plan.

g) Oversee the identification and management of key risks and issues, including reviewing mitigation strategies and supporting resolution where required

h) Provide other guidance and input as needed to support successful delivery of the FLG Programme.

i) Prepare for and attend scheduled meetings as a priority.

j) Raise any questions or concerns regarding the operation of the Steering Group with the Chair.

14. Programme Team Structure

This section outlines the proposed Programme Team structure and roles.

14.1 Resourcing Assumptions

To guide the Programme's resourcing strategy and resulting structure, the following assumptions have been made:

Lean, Council-Led Delivery Model

- A small core programme team is supported by targeted external expertise (e.g. facilitation, financial modelling), rather than sustained large-scale resourcing.
- The programme will leverage existing capability across participating councils, with SMEs contributing alongside BAU roles.

Flexible Use of Internal Capability

- SME contributions will be time-bound and delivered in bursts, aligned to governance and council cycles.
- Backfill will be provided where contributions exceed routine BAU capacity or require sustained weekly commitment.
- The programme will fund substantial internal contributions (>20 hours) where work goes beyond BAU expectations and there is a need to backfill the role.
- Each council will provide a single coordination contact to support inputs, scheduling, and issue resolution.

Targeted External and Specialist Support

- External facilitation will support ILGF design and key workshop phases.
- External financial modelling capability will supplement limited internal finance capacity.
- Additional specialist support (e.g. service design, legal/statutory, communications) may be engaged depending on scope.

Workshop-Based, Iterative Delivery

- Delivery is workshop-led, with resourcing including preparation, facilitation, and post-workshop synthesis.
- Work will be iterative across participating councils, with allowance for rework and development of decision-ready outputs.

Data, Inputs, and Dependencies

- Source data and service information will vary in quality; time is included for validation and reconciliation.

- Timely access to required artefacts, systems, and inputs is assumed; delays will impact delivery timelines.

Recruitment, Costing, and Governance Controls

- Programme roles will be filled through formal recruitment processes, including Expressions of Interest across participating councils.
- Manager approval is required prior to individuals applying for roles.
- Costs will be based on salaries (not hourly rates), with internal overheads absorbed within council contributions.

14.2 Programme Team Structure

The programme team structure has been developed based on the known work packages for Phases 0 - 2. The resourcing approach for the programme is to source capability from within Councils first, only going to market if the capability does not exist in-house.

Core programme team roles are as follows:

Role	Purpose
Establishment Director	Provides overall leadership and accountability for the programme, ensuring delivery of agreed outcomes, alignment across participating councils, and effective engagement with governance. Responsible for programme direction, integration of workstreams, and management of external suppliers.
Strategic Advisor	Supports the development of strategic direction and decision-making frameworks, ensuring outputs are coherent, evidence-based, and aligned across councils. Plays a key role in shaping options, framing trade-offs, and developing clear, governance-ready advice.
Strategic Analysis Advisor	Lead the development of a consistent current state baseline across councils, including service mapping, functional analysis, and identification of opportunities and challenges. Support workshops, synthesise inputs, and translate analysis into clear, decision-ready insights.
Data/Financial Analyst	Supports the consolidation, validation, and analysis of data to underpin the programme's evidence base. Enables cross-council comparability and supports the development of robust, credible insights to inform the ILGF.
Community & External Engagement Advisor	Leads the design and delivery of stakeholder and community engagement, ensuring a structured and inclusive approach. Supports the integration of stakeholder insights into programme outputs and contributes to building shared understanding across councils.

Iwi, Hapū & Māori Partner Engagement Advisor	Supports the development and delivery of the programme's Iwi, Hapū & Māori Partner engagement approach, including advising on engagement methods, contributing to strategies and plans, and supporting engagement with iwi partners

A level of specialist and external support is required. This capability is outlined below:

External Supplier (as required)
Provides specialist expertise to support ILGF development, including facilitation, financial modelling, and targeted analysis. Supplements internal capability during peak phases to ensure quality and pace of delivery.

Specialist/Technical Advisory - External Governance Member (part-time)
Provides independent advice to support governance arrangements, decision-making processes, and alignment with statutory frameworks where required.

Iwi Representation on Governance (part-time)
Provides input and perspective from iwi partners, supporting engagement and ensuring appropriate consideration of iwi, Hapū and Māori relationships throughout the programme.

Facilitation Capabilities (as required)
Supports the design and delivery of workshops and co-design sessions, enabling structured engagement and effective synthesis of complex inputs.

15. Procurement Approach

The programme will adopt a targeted and proportionate approach to procurement, with external consultancy support used selectively to complement council capability and capacity. The intent is not to outsource programme ownership, but to draw on specialist expertise where required to support delivery of key components such as financial analysis, functional assessment, and facilitation. This approach ensures that councils retain ownership of analysis, options development and decision-making, while external providers support specific technical or analytical tasks.

Where external support is required, procurement will leverage established All-of-Government (AoG) and other relevant panels managed by the Ministry of Business, Innovation and Employment (MBIE), to enable efficient and compliant sourcing of services. This approach supports timely engagement of appropriate suppliers, ensures consistency with public sector procurement expectations, and reduces duplication of effort. Where appropriate, opportunities for collaboration with other regions will also be considered to maximise value and share learning.

Procurement activities will be supported and facilitated through the Taranaki Regional Council procurement function, including use of established systems, processes, and advisory support. This will ensure that procurement is undertaken in line with council policies and good practice, with appropriate oversight, transparency, and value for money. Procurement planning will be aligned to programme phases and key deliverables, so that external support is engaged at the right time to support critical outputs without pre-determining outcomes.

16. Stakeholder Engagement and Communications

Stakeholder Engagement Strategy & Plan
A structured Stakeholder Engagement Strategy and supporting Phase 1 Engagement Plan have been developed to guide how the programme engages with key stakeholders across councils, communities, and partners.

The Strategy sets out:

- Engagement principles and expectations
- Desired outcomes aligned to programme objectives
- A clear, phased approach to engagement during early programme delivery

The Phase 1 Plan focuses on establishing early alignment, building awareness of the programme, and supporting development of the Strategic Case. This includes targeted engagement with elected members, council staff, iwi partners, and key external stakeholders to inform the case for change and early option development.

Engagement planning will be progressively refined through Phases 1 and 2. This includes developing a more detailed stakeholder map covering both internal and external stakeholders, alongside:

- Defined engagement objectives for each stakeholder group
- Clear articulation of stakeholder impacts and interests
- Agreed engagement approaches, including timing, frequency and methods
- Mechanisms for capturing, synthesising and feeding stakeholder insights into programme outputs

This progressive approach ensures engagement remains targeted, proportionate, and aligned with the maturity of programme thinking and decision points.

Communications Approach
A coordinated communications approach will support programme delivery, ensuring stakeholders are informed, engaged, and able to contribute at the right time.

During Phases 0 - 2:

- Internal communications will be led by each council's communications team, supported by the Community & External Engagement Advisor to ensure consistency of messaging across the programme.
- Key messages, briefing materials and updates will be developed centrally and adapted for council use, maintaining alignment while allowing for local context.

The programme will adopt an open and transparent communications approach from the outset, using a mix of channels including:
- Governance and council reporting
- Elected member briefings and workshops
- Stakeholder meetings and targeted engagement sessions
- Written communications (briefings, updates, email)

An Internal Change and Communications Strategy will be developed during the programme to:
- Provide a forward view of potential organisational impacts
- Build awareness and readiness across participating councils
- Position the programme for more formal change management in subsequent phases

This ensures communications evolve from awareness-raising in early phases to supporting decision-making and organisational readiness over time.

Iwi, Hapū & Māori Partners Approach
The programme affirms its commitment to Te Tiriti o Waitangi as a foundational principle underpinning engagement and decision-making.

Engagement with iwi, Hapū & Māori will be guided by a dedicated Iwi, Hapū & Māori Partner Engagement Strategy and Plan. This will:
- Establish principles for respectful, meaningful and fit-for-purpose engagement
- Enable iwi partners to contribute to shaping future service and governance considerations
- Support ongoing relationship development throughout the programme

This approach recognises that engagement with Iwi, Hapū & Māori Partners requires a distinct and considered methodology, separate from broader stakeholder engagement processes, while ensuring insights are integrated into programme analysis and outputs.

17. Change Management

Change management is recognised as a critical component of a programme of this scale, complexity, and potential impact across participating councils. The programme will adopt a phased and proportionate approach to change management, ensuring that capability is introduced at the right time to maximise value for money and effectiveness, rather than front-loading resource before the nature and scale of change is confirmed.

During Phases 0 - 2, change management activity will focus primarily on supporting internal alignment, leadership readiness, and clear communication across participating councils. This includes ensuring that Elected Members and senior leaders are well informed, supporting consistent messaging, and preparing organisations for potential change without pre-determining outcomes. At this stage, change management will be embedded within programme management, engagement activities and internal change agents within participating councils, rather than delivered as a standalone workstream.

As the programme moves into Phase 3 and the preferred future state and Change Roadmap become clearer, the need for dedicated change management capability will be reviewed and confirmed. This is the point at which the scale, timing, and nature of change will be sufficiently defined to enable targeted support. A more structured change management approach is expected to be established at this stage, focused on supporting transition planning, organisational readiness, and implementation of agreed changes across councils.

18. Programme Budget

The programme budget reflects the costs associated with delivering Phases 0 - 2 from May 2026 through to March 2027. The **total indicative budget for this period is $1,332,650,** to be shared equally between Taranaki Regional Council (TRC) and New Plymouth District Council (NPDC), resulting in an approximate **contribution of $666,325 per council**.

The budget comprises a combination of core programme delivery and supporting costs. This includes funding for the programme team (primarily resourced from participating councils), governance-related capability and support, and a range of operational expenses such as communications, facilitation, travel, and general programme delivery costs. A provision is also included for legal support to assist with documentation, agreements, and statutory considerations as required.

A 10% contingency has been included within the overall budget. This provides flexibility to respond to areas of uncertainty inherent in the programme, including potential constraints in internal resourcing requiring external support, a greater scale or scope of engagement activity than initially anticipated, and any changes in central government requirements during Phase 2 that necessitate additional analysis or work.

A key component of the budget relates to external specialist support for the development of the Integrated Local Government Framework (ILGF). A **provisional allowance of $270,000** has been included for this purpose; however, the final cost will be confirmed following completion of the procurement process. This will depend on the outcome of the Request for Proposal (RFP) and any agreed cost-sharing arrangements as part of a potential multi-region procurement approach.

The anticipated split of internal secondment and support costs versus external consultancy/ contracting costs is approximately 45% to 55%.

The financial profile of the programme reflects the staged nature of delivery, with lower establishment costs incurred in the 2025/26 financial year and the majority of expenditure occurring in 2026/27 as delivery activity increases.

Current estimates are outlined in the table below noting that these figures remain indicative and will be refined as the programme progresses and scope is confirmed:

ESTIMATED TOTAL Phases 0 - 2		**$ 1,332,650.00**	Including 10% contingency		
				2025/26	**2026/27**
BUDGET ESTIMATE	**NPDC**	**$ 666,325.00**		$ 58,050.00	$ 547,700.00
	TRC	**$ 666,325.00**		$ 58,050.00	$ 547,700.00

19. Programme Controls

The programme is supported by a structured control framework to ensure disciplined delivery and transparency to governance:

- **Regular reporting:** Monthly programme reporting to the Steering Group and central government as required
- **Clear tolerance levels:** Defined thresholds for time, cost and scope, with escalation to governance where these are exceeded
- **Change control:** Formal processes for managing scope, schedule and budget changes, including exception reporting where required
- **Risk and issue management:** Active identification and management of programme risks and issues, with regular governance oversight
- **Defined governance structure:** Clear roles and responsibilities across the Steering Group and Programme Team
- **Programme assurance:** Application of a Line of Assurance model, with the ability to introduce independent assurance where required

This framework ensures the programme remains well-managed, transparent, and responsive to emerging risks and changes in the operating environment.

19.1 Tolerance Levels

Change control is in place for any significant changes including the following:

Tolerance	Director	Sponsor	Steering Group
Time	< 2 weeks deviation from baseline	2 – 4 weeks deviation from baseline	>4 weeks deviation from baseline
Cost	Change <5% within approved baseline	Change >5% within approved baseline	Additional budget required via change request
Scope	Change to scope with no financial implications	Change to scope requiring movement of funding between workstreams	Change to scope where additional budget is required

19.2 Change Control

A full change control approach will be enacted once a baseline has been established, including both change requests and exception reporting.

By using the above tolerance levels, deviations of time or cost outside exceeding the tolerance level of the Programme Sponsor will be submitted to the Steering Group for approval via a Change Request. The Change Request must outline the description of the change, an impact analysis and highlight any financial implications.

Where change cannot be anticipated in advance, an Exception Report will be submitted to the Steering Group outlining the same information as above for discussion. An Exception Report by its nature will only be submitted in exceptional circumstances where the change could not be anticipated and needed to be enacted as a matter of urgency.

19.3 Programme Meetings

The table below lists the regular programme meetings that will be held:

Meeting Type	Minimum Frequency	Purpose
Cross Council Working Group	Fortnightly	Programme support, progress tracking, advice and collaboration
Steering Group	Monthly	Programme governance and funding approvals

19.4 Programme Reporting

There are multiple reporting requirements on the Programme, the aim is to have a single data set that can be called upon to develop reports for different audiences.

The Director will be responsible for keeping this data set up to date and providing the appropriate information to inform reporting with the support of the Programme team.

The Programme will be reported on once a month using a standard progress report. The following table lists the reporting requirements for the programme:

Audience	Report Type	Frequency
Steering Group	Programme Report	Monthly (by the 7th of each month)
Elected Members	Verbal briefings and workshops	As required
Central Government	As required	As required

20. Programme Assurance

The FLG Programme is of significant complexity. The programme to utilise a standard Line of Assurance (LOA) model as outlined below.

LOA 1 is Programme Governance, including a clear Programme Sponsor and a Programme Steering Group that fulfils the responsibilities of a traditional programme governance board. Change control will be managed through this Group and a clear decisions register will be maintained.

LOA 2 is the inclusion of relevant expertise to support the delivery of the Programme i.e. an external Steering Group member with change experience of this size and complexity. In addition, a Portfolio & Programme team (TBC) may undertake a programme health check at a point agreed with programme governance.

Formal third-party assurance is a possibility for the programme in due course but is not currently planned. If third-party assurance is required, the programme will work with the appropriate Risk & Assurance teams to commission an Independent Quality Assurance (IQA) provider.

DECISION ON SUBMITTING A PATHFINDER PROPOSAL IN THE HEAD START PATHWAY

MATTER / TE WHĀINGA

1. The matter for consideration by the Council is whether to approve the Pathfinder Proposal for submission to central government by 9 August 2026 as part of the Government's Head Start reform pathway.

RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU

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

a) Notes the Council decision of 15 July 2026 directing officers to develop a 'Pathfinder Proposal' for submission to central government by 9 August 2026. In its decision, Council noted that:

i) The Pathfinder Proposal will identify multiple draft options for local government reform in Taranaki.

ii) Council will not identify a preferred option until after engagement with iwi and the community, and data gathering and analysis on options has been undertaken.

b) Notes that South Taranaki District Council and Stratford District Council have resolved to develop a Head Start Outline Proposal based on their preferred option of the two councils amalgamating to form one unitary authority for southern and central Taranaki.

c) Approves the Pathfinder Proposal at Appendix 1 (ECM 9860230) for submission to central government by 9 August 2026 as part of the Government's Head Start reform pathway.

d) Delegates authority to the Mayor (or Deputy Mayor in their absence) or Chief Executive to approve minor amendments to the Pathfinder Proposal and covering letter for the purpose of finalising these documents for submission.

COMPLIANCE / TŪTOHU	
Significance	This matter is assessed as being of moderate importance.
Options	This report identifies and assesses the following reasonably practicable options for addressing the matter: 1. Approve the Pathfinder Proposal at Appendix 1 (ECM 9860230) for submission to central government by 9 August 2026 as part of the Government's Head Start pathway. 2. Do not approve the Pathfinder Proposal for submission to central government.
Affected persons	The affected or interested persons include Taranaki communities, iwi/Māori partners, elected members, council staff, other Taranaki councils and central government agencies.
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. This report seeks Council approval to submit the Pathfinder Proposal to central government by 9 August 2026 as part of the Government's Head Start pathway. The proposal has been developed collaboratively by New Plymouth District Council and Taranaki Regional Council following Council's direction on 15 July 2026. The Pathfinder Proposal is intended to keep multiple credible local government reform options open for further investigation rather than identify a preferred council structure at this stage.

3. The Pathfinder Proposal draws on analysis and engagement undertaken to date, including community feedback, council structure options development, high-level financial and functional analysis, a workshop with elected members and iwi committee representatives, and initial discussions with iwi and Post-Settlement Governance Entities. This work has highlighted the need to balance local voice, effective representation and responsiveness to local needs with opportunities to improve efficiency, reduce duplication, strengthen regional coordination and support integrated planning and investment.

4. A Multi-Criteria Analysis framework has been used to assess council structure options against the Government's Head Start criteria and additional Taranaki-specific considerations, including Treaty settlement arrangements and Māori partnerships, financial resilience, regional growth and investment, and future flexibility. Three potential council structures have been shortlisted for further investigation: a Single Unitary Authority, a Combined Authority, and Two Sub-Regional Councils with a Joint Committee.

5. The report notes that South Taranaki District Council and Stratford District Council are developing a separate Head Start Outline Proposal based on their preferred option of amalgamating to form one unitary authority for southern and central Taranaki.

6. The Pathfinder Proposal may not fully meet the Government's Head Start requirements because it is not being submitted by two or more territorial authorities and does not identify a single preferred council structure. However, Cabinet may choose to make an exception to these Head Start requirements. In any case, submitting the Pathfinder Proposal would allow Council to influence Cabinet decisions relating to the Head Start and Backstop pathways, advocate for New Plymouth District residents and wider Taranaki, and demonstrate a robust, evidence-based approach.

7. Officers recommend that Council approves the Pathfinder Proposal for submission and delegates authority to the Mayor (or Deputy Mayor or Chief Executive in their absence) to approve minor amendments before submission. This is the preferred option because it maintains momentum and influence in the Head Start pathway, while preserving Council's future decision-making until further evidence, analysis and engagement have been completed.

BACKGROUND / WHAKAPAPA

Local Government Reform

8. The Government's earlier "Simplifying Local Government" reform proposal, released in November 2025, sets out a two-step national approach involving the replacement of elected regional councillors with a Combined Territories Board (CTB) made up of district mayors, and the development of regional reorganisation plans to improve local government service delivery, including potential shared services, restructuring or amalgamation.

9. Following consideration of submissions on the proposal, Cabinet agreed to establish a voluntary 'Head Start' pathway within its Simplifying Local Government proposal for councils that are ready and willing to move ahead immediately to create new unitary authorities covering part or all of a region.

10. The Head Start pathway was formally announced by Ministers in May 2026. As part of that announcement, Ministers advised that current regional council governance arrangements will remain in place until the October 2028 local elections.

11. For councils that choose to participate in the Head Start pathway, Outline Proposals must be submitted to the Ministry for Cities, Environment, Regions and Transport (MCERT) by 9 August 2026. Outline Proposals will undergo a rapid assessment by officials to support Cabinet decisions in September 2026. Approved Head Start Outline Proposals will enter a detailed design phase between October 2026-March 2027, to inform Cabinet policy decisions required to support enabling legislation.

12. Ministers also advised that councils not progressing through the Head Start pathway will be subject to a compulsory Backstop pathway, under which regional governance would transition to an interim model (such as a board of mayors, Crown Commissioners, or a combination), with final arrangements to be confirmed by Government in 2027. The Backstop process will be informed by lessons from early adopters of the Head Start pathway, consultation feedback, and further policy development.

Taranaki councils' differing approaches to the Head Start Pathway

13. A joint governance and programme approach for participating in the Head Start pathway was considered by each of the four Taranaki councils at extraordinary meetings in late May 2026. While there was a broadly consistent direction to participate in the Government's Head Start reform pathway, individual councils adopted different approaches to the timing and sequencing of decisions, and the desired depth of analysis, collaboration and partnership.

14. New Plymouth District Council initially laid the matter on the table and subsequently resolved to progress with the Head Start pathway, with a Future Local Government (FLG) Programme Plan and details of financial and resourcing requirements to be reported back to Council.

15. Since those decisions, New Plymouth District Council and Taranaki Regional Council have worked collaboratively to undertake a significant programme of analysis, engagement and assessment to better understand the opportunities, challenges and trade-offs associated with alternative local government arrangements for the region. This approach is founded on a commitment to doing the work properly, taking our community and iwi partners on the journey through meaningful engagement, and ensuring any final proposal is built on a robust foundation of evidence and understanding.

16. While the region's councils have taken different approaches to engaging with the Head Start pathway, councils continue to share information and seek alignment where possible.

17. On 12 June 2026, South Taranaki and Stratford Councils each released a survey to the community to gather their views on what options they preferred for local government in Taranaki. Each survey included the question of whether respondents preferred a one or two unitary authority structure. The results from each survey showed strong support from each district for two unitary authorities in Taranaki, with Stratford and South Taranaki district councils amalgamating and New Plymouth District Council becoming a unitary authority on its own.

18. On 20 and 21 July 2026 respectively, South Taranaki District Council and Stratford District Council each held Extraordinary Council Meetings to confirm their preferred Head Start pathway option. A copy of the South Taranaki District Council Decision report is available here, and the Stratford District Council Decision report is available here. Both decision reports append a 'Comparison of Head Start Options' report produced by external consultant Morrison Low.

19. The Morrison Low comparison report identifies relative strengths and weaknesses of a one unitary authority structure and a two unitary authority structure for Taranaki. In relation to economies of scale, the report states that one unitary authority "has the greatest financial benefits of options benchmarked and potential for greater efficiencies, with one organisation able to prioritise investment and deploy resources across Taranaki."[1] The report also indicates that the average cost per rateable property is predicted to be higher for the proposed Stratford/South Taranaki unitary authority (under a two unitary authority structure) than under a single unitary authority structure.[2]

20. The timing of the Morrison Low report means that this information was not available to South Taranaki and Stratford communities before they were asked to indicate their preferred council structure. This highlights the importance of ensuring future engagement is preceded by clear, balanced and comparable information about the potential implications of each option.

21. On 22 July 2026, Council was formally notified of South Taranaki and Stratford District Councils' resolutions that their preferred approach is for the two councils to amalgamate to form one unitary authority for southern and central Taranaki. South Taranaki and Stratford District Councils advised they will continue to develop a Head Start Outline Proposal based on this preferred option, with support from external consultant Morrison Low.

[1] South Taranaki District Council, Extraordinary Council Meeting of 20 July 2026 - To confirm the preferred Head Start Pathway option – Reports, page 60.
[2] South Taranaki District Council, Extraordinary Council Meeting of 20 July 2026 - To confirm the preferred Head Start Pathway option – Reports, page 60.

Future Local Government programme progress to date

22. Over the past three months, New Plymouth District Council and Taranaki Regional Council have undertaken analysis, engagement and options development to support consideration of future local government arrangements for Taranaki.

23. This work has included the development of alternative council structures ranging from limited regional integration through to full regional integration. The options were developed to identify credible council structures for further assessment against regional priorities, community expectations and the Government's Head Start assessment criteria.

24. Community views were sought through a survey on residents' appetite for change and the factors considered most important when assessing future council structure options. A summary of the survey results is included in the Pathfinder Proposal in **Appendix 1** (ECM 9860230).

25. Initial discussions have also commenced with Post-Settlement Governance Entities and iwi representatives. These conversations are intended to support ongoing dialogue on council structures, Māori participation in decision-making and representation, and the implications of future arrangements for Treaty settlement commitments and relationships.

26. A joint workshop for elected members from participating councils and iwi committee representatives was held on 9 July 2026 to share and test emerging thinking about the future of local government in Taranaki. The workshop involved an overview of Taranaki Regional Council's key functions, the introduction of a preliminary options assessment framework, and the sharing and discussion of a range of potential high-level local government structures for Taranaki.

Key insights from analysis and engagement undertaken so far

27. Community feedback indicates that local voice, effective representation and responsiveness to local needs are important considerations in any future council structure. Feedback also identified potential opportunities to improve efficiency, reduce duplication, strengthen regional coordination and support more integrated planning and infrastructure investment.

28. The financial and organisational analysis indicates that some council structures may provide greater opportunities for efficiencies and economies of scale than others. It also identified differences in debt and asset profiles that will need further assessment before any preferred council structure is confirmed.

29. The initial functional analysis indicates that a significant proportion of local government functions could be effectively governed at a regional level. Equally, it also identified functions where more localised governance is likely to remain critical, including iwi and hapū relationships, local parks and community assets, and decisions relating to certain community and endowment funds. These initial findings reinforce the importance of designing a council structure that can balance effective regional coordination with appropriate local decision-making.

30. Feedback from several joint workshop participants included a common theme of leaving with a better appreciation of the complexity of local government reorganisation, particularly the criticality of safeguarding Regional Council functions, and the depth and breadth of analysis required to support a decision of this magnitude.

Council direction to develop a Pathfinder Proposal

31. On 15 July 2026, officers sought strategic direction from Council on whether to continue towards an Outline Proposal through the Government's Head Start pathway, or whether to focus on the broader March 2027 Detailed Proposal timeframe.

32. Council noted that the work completed to date as part of the Future Local Government programme is an early, light-touch phase of analysis and no final decision has been made on any future council structure.

33. On that basis, Council directed officers to develop a 'Pathfinder Proposal' for submission to central government by 9 August. In its decision, Council noted that:

    a) The Pathfinder Proposal will identify multiple draft options for local government reform in Taranaki.

    b) Council will not identify a preferred option until after engagement with iwi and the community, and data gathering and analysis on options has been undertaken.

    c) Any preferred option must provide for local voice for communities across the Taranaki region.

    d) Council will continue to work with the other Taranaki councils, as appropriate, while looking for alignment on local government reform.

34. Lastly, Council noted that a final proposal will be developed for consideration in March 2027 for either the Detailed Proposal or Backstop local government reform pathway.

Pathfinder Proposal

35. To give effect to the resolutions made by Council at its meeting on 15 July 2026, a Pathfinder Proposal has been developed collaboratively by New Plymouth District Council and Taranaki Regional Council officers and is provided as **Appendix 1** (ECM 9860230). A proposed joint cover letter from the Mayor of New Plymouth District and the Chair of Taranaki Regional Council to Ministers Watts and Bishop is provided as **Appendix 2** (ECM 9860313).

36. The term "Pathfinder Proposal" is used to describe a structured, evidence-based approach to the Government's Head Start pathway that keeps multiple credible options open for further consideration, rather than seeking approval of a single preferred council structure at this stage. It signals to Cabinet that meaningful work is underway in Taranaki, while recognising that local democracy requires iwi partners, communities and stakeholders to have the opportunity to understand the options and their potential implications, provide feedback, and help shape the direction before any final proposal is submitted.

37. The Pathfinder Proposal draws on analysis completed jointly by the New Plymouth District Council and Taranaki Regional Council, including council structure options development, high-level financial analysis, functional analysis, community engagement, elected member engagement, and initial discussions with iwi and Post-Settlement Governance Entities.

38. A key feature of the Pathfinder Proposal is the Multi-Criteria Analysis framework which is the principal tool to assess the long-list of council structure options. The framework combines the Government's mandatory Head Start criteria with additional Taranaki-specific criteria identified during the workshop, including Treaty settlement arrangements and Māori partnerships, financial resilience, regional growth and investment, and future flexibility. A summary of the Multi-Criteria Analysis of council structures against the additional criteria is at **Appendix 3** (ECM 9860328).

39. As a result of the Multi-Criteria Analysis, three council structures have been shortlisted for further investigation: a Single Unitary Authority, a Combined Authority, and Two Sub-Regional Councils with a Joint Committee. Each shortlisted council structure involves different trade-offs between regional integration, local representation, service delivery, financial sustainability, implementation complexity and the safeguarding of regional-scale functions.

40. The Pathfinder Proposal outlines that the next phase of work would involve detailed technical analysis, community and iwi, hapū and Māori engagement, legal and legislative analysis, governance and representation design, financial modelling, Treaty settlement and Māori participation considerations.

41. The Pathfinder Proposal also includes the development of an Integrated Local Government Framework to enable detailed functional and service delivery design. This Framework is being developed collaboratively with Waikato, Bay of Plenty and Southland to reduce duplication of effort, leverage shared investment and strengthen the evidence base to support decision-making on the future of local government. The resulting Framework is expected to provide value and potential application across the wider local government sector.

Alignment of the Pathfinder Proposal with the Government's Head Start pathway

42. If submitted, the Pathfinder Proposal would not meet the Government's requirement for outline proposals to be submitted by two or more territorial authorities. However, given that the residents of New Plymouth District make up approximately 69% of Taranaki's population, there is the potential for Cabinet to make an exception given the representative weight of our submission.

43. It is also acknowledged that regional councils are not strictly permitted to submit a proposal under the Head Start pathway. However, given the importance of safeguarding the effective ongoing delivery of regional council functions and the strong emphasis that Cabinet has placed on this element in the Head Start Assessment Criteria, there is a reasonable prospect that Cabinet may view the proposal favourably.

44. If the Pathfinder Proposal is not supported by Cabinet, the ongoing work programme will still be critical alongside South Taranaki and Stratford Councils' Outline Proposal to provide additional analysis and engagement in the Head Start pathway, or to inform the development of the Backstop process and subsequent consultation on legislative changes.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

45. Climate change implications do not immediately arise from the decision to submit the Pathfinder Proposal to Ministers for consideration. The decision is procedural in nature and does not commit Council to a preferred council structure, organisational change, infrastructure investment or service delivery arrangement. However, climate change will be an important consideration in the next phase of work.

46. The Pathfinder Proposal identifies climate adaptation, resilience, catchment management, natural hazard management, infrastructure planning and environmental stewardship as matters that require coordinated and future-focused local government arrangements. As the shortlisted local government options are developed and assessed in greater detail, climate change considerations will need to be tested. This will include consideration of how different council structures could support effective climate adaptation planning, resilient infrastructure investment, emergency management, flood protection, environmental monitoring and integrated decision-making across natural systems and council boundaries.

NEXT STEPS / HĪKOI I MURI MAI

47. If Council agrees to submit the Pathfinder Proposal to Government, officers will arrange for finalisation of the document and submit it by the 9 August 2026 Head Start pathway deadline.

48. Officers recommend Council agrees to delegate authority to the Mayor (or the Deputy Mayor in their absence) or Chief Executive to approve minor amendments to the Pathfinder Proposal and covering letter for the purpose of finalising these documents for submission.

SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA

49. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of moderate importance. The decision is substantive and district-wide because it involves submitting a proposal to central government on behalf of the district in relation to future local government arrangements in Taranaki. It is also a matter of high public interest and relevance to iwi, hapū and Māori partners. However, the Pathfinder Proposal does not present a preferred council structure to Government, nor does it commit Council to any structural change.

50. Initial community feedback has already been obtained through a survey on residents' appetite for change and the factors considered most important when assessing council structure options. The results of this survey have informed the Pathfinder Proposal and the Multi-Criteria Analysis. Initial discussions with iwi and Post-Settlement Governance Entities have also commenced.

51. There will be opportunities for meaningful engagement with the community, iwi, hapū and Māori, and stakeholders during the next phase of the Pathfinder process. This will include, but is not limited to, informing the detailed design of council structure options and any future Council decision on a preferred option.

OPTIONS / KŌWHIRINGA

Option 1: Approve the Pathfinder Proposal at Appendix 1 (ECM 9860230) for submission to central government by 9 August 2026 as part of the Government's Head Start pathway.

Option 2: Do not approve the Pathfinder Proposal for submission to central government.

All options have been assessed together.

Option to amend Pathfinder Proposal considered but deemed impracticable

52. Given the time constraints, it is not practicable for officers to make substantive amendments to the Pathfinder Proposal and meet the Head Start pathway deadline of 9 August 2026. Therefore, an option to substantially amend the Pathfinder Proposal prior to submission has not been included in this report.

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

53. There are no direct financial or resourcing implications arising from the decision to approve or not approve submission of the Pathfinder Proposal.

Risk Analysis / Tātaritanga o Ngā Mōrearea

54. Under Option 1, there is a risk that Government may not accept the Pathfinder Proposal on the basis it does not meet some of the Head Start pathway requirements. For instance, it will not be submitted by two territorial authorities and it does not identify a single preferred option for the creation of one or more unitary authorities in the region.

55. Submitting the Pathfinder Proposal could be perceived as Council supporting structural reform or a particular council structure, even though the proposal keeps multiple options open. However, this risk can be mitigated through clear public messaging to the effect that the Pathfinder Proposal is exploratory, evidence-based, does not identify a preferred option, and preserves future Council decision-making after further engagement and analysis.

56. Under Option 2, there is a strategic risk that Council will lose the opportunity to influence early Cabinet decisions on the Head Start pathway and that South Taranaki and Stratford Councils' Outline Proposal is accepted without meaningful consideration for the rest of the region. Council may also have less ability to shape future local government arrangements through the Backstop process.

57. Not submitting the Pathfinder Proposal risks undermining the work already undertaken with Taranaki Regional Council and reducing visibility of the robust, evidence-based approach undertaken to date. By not submitting, Council may also miss a key opportunity to allow for the community to be heard and to advocate for the needs of New Plymouth District and its residents in any future local government arrangement.

Alignment with Strategic Framework and Promotion or Achievement of Community Outcomes / Te Hāngaitanga ki te Anga Rautaki me Te Tutuki/Whakatairanga o Ngā Whāinga ā-hāpori

58. The Pathfinder Proposal aligns with Council's Strategic Framework by supporting a careful, evidence-based approach to decisions that will shape how local government serves Taranaki now and into the future. Submitting the Pathfinder Proposal as part of the Head Start pathway is assessed as the option that best promotes Council's community outcomes because it enables Council to remain actively involved in shaping future local government arrangements in Taranaki, while preserving future decision-making until further analysis, iwi and community engagement, and option testing have occurred.

59. Option 1 supports Trusted decision-making by being transparent that no preferred structure has been identified, and by using a structured Multi-Criteria Analysis framework to assess council structure options. It supports Thriving Communities and Culture by recognising the importance of local voice, effective representation and Māori participation in decision-making. It supports Environmental Excellence by ensuring future council structures are tested for their ability to safeguard regional-scale functions, climate resilience, catchment management, flood management and biosecurity. It supports Prosperity by enabling further investigation of council structures that may improve efficiency, reduce duplication, strengthen regional coordination and support integrated planning and investment.

60. Option 1 also strongly aligns with the new strategic vision of "Thriving Today, Resilient Tomorrow" and the new community outcome "Communities are connected, heard, and proud to live here". By ensuring the New Plymouth District community has a say in local government reforms, Council's decision would reflect community voices on this matter.

61. Option 1 is therefore preferred because it maintains momentum and influence in the Government's Head Start pathway without committing Council to structural change, whereas Option 2 would reduce Council's ability to advocate for the interests of New Plymouth District and contribute to early decisions about future local government arrangements in Taranaki.

Statutory Responsibilities / Ngā Haepapa ā-ture

62. There are no direct statutory implications arising from either option in this report. Submitting or not submitting the Pathfinder Proposal does not commit Council to any changes, including changes related to structure, statutory functions, decision-making responsibilities or service levels.

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

63. Option 1 aligns with Council's Strategic Framework by enabling an evidence-based and transparent approach to considering future local government arrangements, while preserving Council's future decision-making following further analysis and engagement. The decision to submit the Pathfinder Proposal does not create any direct inconsistency with the Long-Term Plan 2024–2034 or Annual Plan, as it does not commit Council to structural change, changes to levels of service, or additional expenditure. The approach is also consistent with the intent of the Significance and Engagement Policy, as it recognises the district-wide interest in local government reform and provides for further engagement with the community, iwi, hapū and Māori, and stakeholders before any preferred option is identified.

64. Option 2 is less aligned with the intent of Council's strategic direction because it would limit Council's ability to take an evidence-based, proactive and influential role in shaping future local government arrangements for Taranaki. It would also miss a key opportunity to advocate to central government for a council structure that would best serve the New Plymouth District and the region as a whole for decades to come.

Participation by Māori / Te Urunga o Ngāi Māori

65. This matter is procedural and does not commit Council to a preferred local government structure, changes to statutory functions, or decisions directly relating to land or water. However, future council structure will have significant relevance for iwi, hapū and Māori, including in relation to Māori participation in decision-making, Treaty settlement commitments and existing relationship agreements.

66. As noted earlier, initial discussions have commenced with Post-Settlement Governance Entities and iwi representatives. Further engagement with iwi, hapū and Māori will be a critical part of the next phase of work before any preferred option is identified by Council. This is to ensure Māori perspectives, rights, interests and relationships are properly understood and reflected in the development and assessment of future local government arrangements for Taranaki.

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

67. Early community feedback through the Future Local Government survey indicates that local voice, effective representation, responsiveness to local needs, financial sustainability, efficiency and strong regional coordination are important considerations for residents. These views have informed the Pathfinder Proposal and the Multi-Criteria Analysis, but the proposal does not identify a preferred option or commit Council to structural change. Further engagement with the community, iwi, hapū and Māori, and stakeholders is planned for the next phase of work, before Council considers any preferred option or final proposal to Government.

Recommended Option
This report recommends Option 1 - Approve the Pathfinder Proposal at Appendix 1 (ECM 9860230) for submission to central government by 9 August 2026 as part of the Government's Head Start pathway for addressing the matter.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1 Pathfinder Proposal - August 2026 (ECM 9860230)

Appendix 2 Joint cover letter to Ministers Watts and Bishop from Mayor of New Plymouth District and Chair of Taranaki Regional Council (ECM 9860313)

Appendix 3 Multi-Criteria Analysis of council structures against additional assessment criteria (ECM 9860328)

Report Details

Prepared By:	Susannah Christiansen (Strategic Advisor, CE Office and Future Local Government Programme)
Team:	CE Office
Approved By:	Steve Ruru (Chief Executive)
Ward/Community:	District Wide
Date:	29 July 2026
File Reference:	ECM 9860308

---*End of Report* ---

Simplifying Local Government

Pathfinder Proposal for Taranaki

Mō tātou, For us

Mā tātou, By us

August 2026

A collaboration between New Plymouth District Council (NPDC) and Taranaki Regional Council (TRC)

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

Taranaki Regional Council

Mayor's foreword

Taranaki has a proud history of strong local government, resilient communities and a willingness to work together in the region's best interests. As the demands on local government continue to evolve, we have both an opportunity and a responsibility to consider whether our governance arrangements remain best suited to serving future generations.

This Pathfinder Proposal represents a valuable and prudent step in that process. It reflects the work undertaken by councils, elected members, officers and stakeholders across the region to explore future governance options, assess their relative merits and establish a strong foundation for future decision-making. Importantly, this work has not been about promoting a predetermined outcome. Rather, it has focused on building shared evidence and understanding the opportunities, challenges and trade-offs associated with a range of council structures.

Taranaki is a unique region. While we share a common economy and environment, we are also made up of distinct communities with their own identities, priorities and aspirations. It is natural that different views exist regarding what our future governance arrangements should look like. Those differences are not a weakness of this process; they reinforce the importance of ensuring that future decisions are well informed, carefully considered and reflective of the diversity of our region.

The Head Start programme has provided an important opportunity for councils to come together and have meaningful conversations about the future of local government in Taranaki. Through this work we have considered a broad range of options, developed a shared assessment framework and identified three shortlisted models that warrant further investigation. Just as importantly, we have strengthened the evidence base for future decision-making and built a platform for continued collaboration across the region.

We acknowledge that this proposal does not present Cabinet with a single preferred council structure. We believe that is both appropriate and responsible at this stage. While the work undertaken to date has identified a clear direction of travel, it also highlights the importance of further analysis, engagement and discussion before a final position can be reached. Significant questions remain regarding local representation, service delivery, financial implications, Treaty settlement arrangements and the aspirations of communities and iwi partners.

We therefore request Cabinet view this Pathfinder Proposal not as a departure from the Head Start process, but as a practical and responsible application of its objectives within the Taranaki context. It reflects a region committed to doing the work properly, taking communities and iwi partners on the journey, and ensuring that any future proposal is built on a robust foundation of evidence and understanding.

Max Brough
Mayor, New Plymouth District

A word from the Chair

Taranaki Regional Council supports the Pathfinder approach as a constructive and evidence-based way to consider the future of local government in our region. The proposal recognises these decisions are significant and should not be rushed. They require careful analysis, meaningful engagement and a clear understanding of how any changes would affect communities, iwi, councils and the long-term interests of Taranaki as a whole.

From a Regional Council perspective, one of the most important considerations is ensuring that regional-scale functions continue to be governed and delivered effectively. Many of Taranaki's most significant responsibilities - including catchment management, environmental monitoring, biosecurity, flood protection, resource management, regional transport planning and natural hazard management - operate across district boundaries and rely on specialist capability, long-term planning and region-wide coordination. These functions are fundamental to the wellbeing, resilience and sustainability of our region.

The Pathfinder process provides an opportunity to examine how those functions can be maintained, strengthened and adapted for the future. As Taranaki faces increasing challenges from climate change, infrastructure pressures, environmental management, economic transition and changing community expectations, it is essential that future governance arrangements support integrated decision-making across the natural systems, communities and infrastructure networks that connect our region. Taranaki Regional Council is committed to working constructively with all Taranaki councils through the next phase of this programme. While they may hold different perspectives, there is a shared responsibility to ensure that any future model serves the whole region well. That includes maintaining the scale, capability and coordination required for regional functions, while also recognising the importance of local voice, community identity and effective local decision-making.

This Pathfinder Proposal is an important step in that process. It does not seek to settle every question now, but it does establish a credible pathway for the detailed work that must follow. Taranaki Regional Council will do all it can to ensure future arrangements are carefully designed, well informed and capable of effectively supporting Taranaki's people, environment and economy for generations to come.

Craig Williamson
Chair, Taranaki Regional Council

Table of contents

He kupu whakataki

Mā wai tēnei waka e whakatere?

Mā koutou, mā mātou, mā tātou!

Mā tātou katoa tēnei waka e whakatere.

Ko tēnei waka, he waka eke noa!

Who will steer this waka?

You will, we will!

Together, we all will!

All of us will steer this waka.

For we are all in this together!

Executive summary

Taranaki welcomes the opportunity provided through the Government's Head Start pathway to consider how local government arrangements can evolve to meet the region's future challenges and opportunities. This Pathfinder Proposal represents the outcome of the first phase of that work.

Participating councils (New Plymouth District Council and Taranaki Regional Council) have undertaken a structured programme of analysis, engagement and assessment to better understand the opportunities, challenges and trade-offs associated with alternative governance arrangements. This included council structure development, financial and functional analysis, community feedback, consideration of Treaty settlement and partnership implications, and elected member engagement.

Community feedback to date has highlighted the importance of maintaining strong local representation and community voice, while also identifying opportunities to improve efficiency, reduce duplication, strengthen regional coordination and support more integrated planning and infrastructure investment.

To support transparent decision-making, council structures have been assessed using a Multi-Criteria Analysis framework combining the mandatory Head Start criteria with additional criteria reflecting the Taranaki context, including, financial resilience, regional growth and investment, Treaty settlement arrangements and Māori partnerships and future flexibility. The assessment indicated that opportunities exist to strengthen local government arrangements within Taranaki and that models involving greater integration generally performed more strongly against the agreed criteria. At the same time, the analysis highlighted the need to carefully balance regional coordination, service delivery, local representation, financial sustainability and Māori partnership considerations.

The work completed to date has enabled a broad long list of governance options to be narrowed to three shortlisted models for further investigation: a Single Unitary Authority, a Combined Authority, and Two Sub-Regional Councils supported by a Joint Committee. Each presents a different balance between regional integration, local decision-making and implementation complexity, and requires further assessment before any final conclusions can be reached.

The Pathfinder process has also confirmed that further engagement with the broader community, iwi partners and stakeholder engagement are essential before a preferred council structure can be identified. While initial discussions and community feedback have informed this work, future phases will place strong emphasis on engagement and partnership alongside more detailed technical analysis.

Accordingly, this proposal does not present Cabinet with a single preferred council structure. Instead, it reflects Taranaki's view that the most responsible course of action is to progress a small number of credible options into a more detailed phase of analysis, engagement and testing.

This proposal is submitted as a meaningful contribution to the Head Start process and as evidence of the progress already achieved. It outlines a credible programme of future work and a commitment to continue working with Central Government, iwi partners, communities and regional stakeholders to determine how local government can best serve the people of Taranaki in the decades ahead.

Introduction

This Pathfinder Proposal has been developed collaboratively by New Plymouth District Council (NPDC) and Taranaki Regional Council (TRC) as a constructive way to participate in the Government's Head Start process, while reflecting the specific local government context in Taranaki.

The region's four councils continue to work together and maintain strong working relationships, recognising they may take different approaches to how they engage with the reform process at this stage. NPDC and TRC have chosen to use this proposal to identify a shortlist of viable options for further exploration, rather than move directly to a single preferred option. This approach reflects the importance of further analysis, engagement with iwi partners and conversations with the wider community before any final position is reached.

The term **"Pathfinder Proposal"** has been used to describe an approach that keeps several credible options open for consideration. It signals to Cabinet that meaningful work is underway in Taranaki, while also recognising that local democracy requires iwi partners, stakeholders and communities to have the opportunity to understand the options, provide feedback and help shape the direction before any final proposal is submitted.

Background

Progress to date:

6-29 MAY 2026

- Government reform published
- Discussions initiated with all Taranaki councils re approach
- Team formed
- Initial research completed

June - early July 2026

- Community survey re values and principles
- Long-list of council structures based on national and international precedents
- Initial assessments completed (financial, functional, Treaty complexities etc)

9 July 2026

- Council workshop with Elected Members and Committee Iwi Representatives
  - Provide background to the Head Start process
  - Overview and importance of Regional Council functions
  - Strategic Assessment criteria
  - Overview of long-list of council structures

Late July - August 2026

- Early kōrero with iwi partners and commitment to further engagement
- Short-list of council structures agreed
- Pathfinder approach agreed rather than a preferred option/model
- Submission of Pathfinder proposal to Central Government

Over the past three months, a significant body of work has been undertaken to support consideration of future governance arrangements for Taranaki. This has included the development of a range of governance model options spanning a continuum from minimal integration through to full regional integration. The purpose of this work has been to identify credible options that warrant further investigation and assessment against regional priorities, community expectations and Government objectives.

To inform this process, a rapid functional analysis has been undertaken across this Proposal's participating councils. This examined current regional and territorial authority functions and included discussions with senior leaders regarding the extent to which functions could be effectively governed at a regional level, as well as where a continued local governance may be appropriate. The analysis has provided an important evidence base to inform the design and assessment of potential future governance arrangements.

High-level financial analysis has also been completed to understand the potential implications of different council structures. This has included consideration of current debt and asset profiles, indicative economies of scale and the likely costs associated with any transition to alternative governance structures. While further detailed analysis will be required, this work has provided an initial understanding of the financial opportunities and challenges associated with potential reform options.

Community perspectives have been incorporated through a survey, which sought feedback on residents' appetite for change and the factors they consider most important when evaluating potential future governance arrangements. A summary of these survey results is included as **Appendix A.**

In parallel, discussions have commenced with Post-Settlement Governance Entities (PSGEs) and iwi representatives to establish an ongoing dialogue regarding governance model options, Māori participation and representation and the implications of any future local government arrangements for Treaty settlement commitments and relationships.

Key findings and emerging insights

Community feedback has provided a clear and consistent message that the retention of local voice and effective representation is a critical consideration in any future governance arrangement. Survey respondents emphasised that any reform must achieve better outcomes for communities rather than structural change for its own sake. Many identified opportunities to improve efficiency, reduce duplication, strengthen regional coordination and support more integrated planning and infrastructure investment across Taranaki.

At the same time, the survey highlighted concerns regarding the potential loss of local representation, particularly for smaller communities, rural areas and those outside New Plymouth. While there was support for exploring opportunities to streamline governance arrangements and strengthen regional collaboration, feedback indicated that communities expect any future model to maintain meaningful local influence and responsiveness to local needs.

The programme's financial and organisational analysis has also generated valuable insights. Preliminary assessment suggests there are opportunities for efficiencies and economies of scale under some council structures, although the magnitude and distribution of these benefits will require further investigation. The work has also highlighted differences in debt and asset profiles across districts that will need careful consideration as options continue to be developed and evaluated.

The functional analysis indicates that a substantial proportion of local government functions could potentially be governed effectively at a regional level. However, there are several areas where a stronger local dimension may continue to be important. These include relationships with iwi and hapū, the governance of local parks and community assets and decisions regarding the distribution of certain community and endowment funds. These findings reinforce the importance of designing governance arrangements that can balance regional coordination with appropriate local decision-making.

Collectively, this work provides a strong foundation for the next phase of analysis, engagement and option development. It has helped identify both the opportunities and complexities of local government reform in Taranaki, while ensuring that future decisions will be informed by evidence, community perspectives and ongoing engagement with iwi partners and stakeholders.

Where we are

A joint workshop for elected members from participating councils and iwi committee representatives was held as part of the option development process. The workshop provided an overview of regional governance functions, introduced a preliminary assessment framework and explored a range of potential council structures for Taranaki. Through facilitated discussion, participants considered the opportunities, challenges and implications associated with each model and provided initial feedback on their relative strengths and limitations.

The workshop represented an important step in testing emerging thinking and establishing a shared understanding of the considerations that will influence future decision-making. Insights from participants informed an initial high-level multi-criteria assessment of the options and contributed to the identification of the shortlisted models included in this Pathfinder Proposal.

Next phase of work

While work to date has established a strong foundation for future analysis, it also highlights the significant work still required before any preferred governance arrangement can be identified. The council structures in this proposal represent high-level concepts that require further refinement and testing. The next phase of work will focus on a comprehensive assessment of local government functions and services to determine the most appropriate governance and delivery arrangements under each model. This analysis will provide a clearer understanding of the potential benefits, implementation implications and degree of change associated with alternative council structures.

A key priority will be broader engagement with communities across Taranaki. Given the significance of changes to local government arrangements, it is essential that residents, businesses, community organisations and stakeholders understand the options under consideration, the benefits and challenges associated with each and the implications for local representation, service delivery and regional outcomes. Future consultation and engagement activities will play a critical role in informing councils' consideration of governance options and supporting well-informed decision-making.

Equally important will be ongoing engagement with iwi, hapū and Māori to ensure their perspectives inform the development and assessment of governance options. This engagement will support consideration of how Māori participation, representation and partnership arrangements can be reflected within future council structures. Further work will also be undertaken to review existing Treaty settlement arrangements, statutory obligations and partnership agreements across the region. This assessment will explore the implications of different council structures for these arrangements and help identify issues, opportunities and areas requiring further analysis and engagement as the work progresses.

Collectively, this next phase of work will provide the analysis, evidence and community input necessary to evaluate the shortlisted options in greater detail and determine whether a preferred model should be advanced for further consideration through the Government's Head Start process.

Strategic case and Taranaki context

A region at a crossroads

- A traditionally strong economy that is now under increasing economic pressure
- A declining oil and gas sector, declining productivity and GDP as well as loss of high paid jobs and talent. Amplified by reliance on volatile export-focused industries.
- Central government reforms are reshaping expectations of local government, highlighting a need for structural change.
- A region that is united by much yet has individual communities with distinct identities and aspirations.
- A natural environment that underpins the region's wellbeing, with more than 530 named lakes and rivers. Strong track record of managing environmental taonga at catchment scale.

In a rapidly changing environment, what future council structure will ensure Taranaki thrives for generations to come?

1. Strategic case for change

Taranaki is a region with strong communities, a diverse economy, significant environmental assets and a long history of local government collaboration. The region benefits from shared infrastructure networks, interconnected natural systems, common economic interests and longstanding relationships between councils, iwi, businesses and communities. These strengths have served Taranaki well. However, as the region looks to the future, there is increasing recognition that many of the opportunities and challenges facing Taranaki extend beyond individual council boundaries and may require different approaches to governance, planning and service delivery.

Taranaki economy

Taranaki is facing a period of significant economic transition. Analysis by Venture Taranaki indicates Taranaki is increasingly exhibiting the characteristics of a regional economy facing structural decline rather than a temporary cyclical downturn. Economic output has failed to recover to pre-2020 levels, with regional GDP falling to $11.63 billion in the year to March 2025, representing a 2.5% contraction, compared with a 0.9% decline nationally. More significantly, regional GDP remains 5.6% below its 2020 level, highlighting that the region has yet to regain the economic activity lost over the past five years. Productivity has also been in long-term decline, falling by an average of 1.8% per annum over the past decade, compared to a national average of 0.6% annual growth. The region's apparent economic strength increasingly masks deep structural weakness: household incomes remain below the national average, with 32% of households earning less than $50,000 annually, compared to 27% nationally, and only 21% earning more than $150,000, compared to 28% nationally. Recent signs of economic improvement have been driven almost entirely by exceptionally strong dairy payouts rather than broad-based growth, leaving the region heavily exposed to commodity cycles and vulnerable to future downturns.

The impacts of declining oil and gas activity is an important shift. In 2017 mining (predominantly oil and gas) accounted for about 26% of the regional economy. By 2025 its contribution had fallen to just

12.8%. In the last year alone, oil and gas (mining) saw a reduction of $178.7m in contribution to the regional economy. The largest positive contributor was agriculture which added $44.7m, highlighting that the gains in other sectors are currently well below the scale of the losses being experienced in oil and gas.

The decline is also being felt across the labour market. Analysis indicates that more than 1,700 jobs have been lost in the region across large energy users, oil and gas and the contractors and consultancy workforce that services both areas. The result is a growing risk of skilled workforce attrition, reduced household spending, declining business turnover and a weakening industrial capability base.

The vulnerability of the regional economy is further intensified by its high reliance on exports and exposure to external shocks. In 2025, the region generated about $5.15 billion in goods exports, equivalent to around 44% of regional GDP. Dairy products accounted for about $2.34 billion, while meat products contributed around $672 million and mineral fuels, oils and related products contributed $600 million. Together, these categories generated about $3.61 billion, or 70% of the region's goods exports, highlighting Taranaki's dependence on a relatively concentrated group of export industries. Recent disruptions have highlighted these risks; the closure of the Awakino Gorge on SH3 demonstrated how exposed the region is to infrastructure failures. Infometrics estimates about 22% of Taranaki's GDP is reliant on road transport and the closure disrupted an estimated $2.58 million in transport-exposed GDP per day. Without substantial intervention to diversify the economy, retain skilled workers and replace the economic contribution of the oil and gas sector, Taranaki faces the prospect of prolonged economic stagnation and reduced regional competitiveness over the next decade.

Local government landscape

Taranaki has a long history of strong local government, with councils that have served their communities well and contributed significantly to the region's social, economic, environmental and cultural wellbeing. However, the context within which local government operates is changing rapidly. The scale, complexity and interdependence of emerging challenges are increasing, while expectations of local government continue to grow. This changing environment provides the impetus for considering whether current governance arrangements remain best suited to meeting the long-term needs of Taranaki communities.

Over recent years, Central Government has increasingly driven reforms that have direct implications for the role, responsibilities and operating environment of local government. These reforms have spanned a range of policy areas including water services, resource management, climate adaptation, infrastructure funding and financing, regional governance and the future role and functions of councils. More recently, Government has signalled a stronger focus on councils delivering core services and infrastructure, alongside proposals intended to improve affordability and financial sustainability for communities.

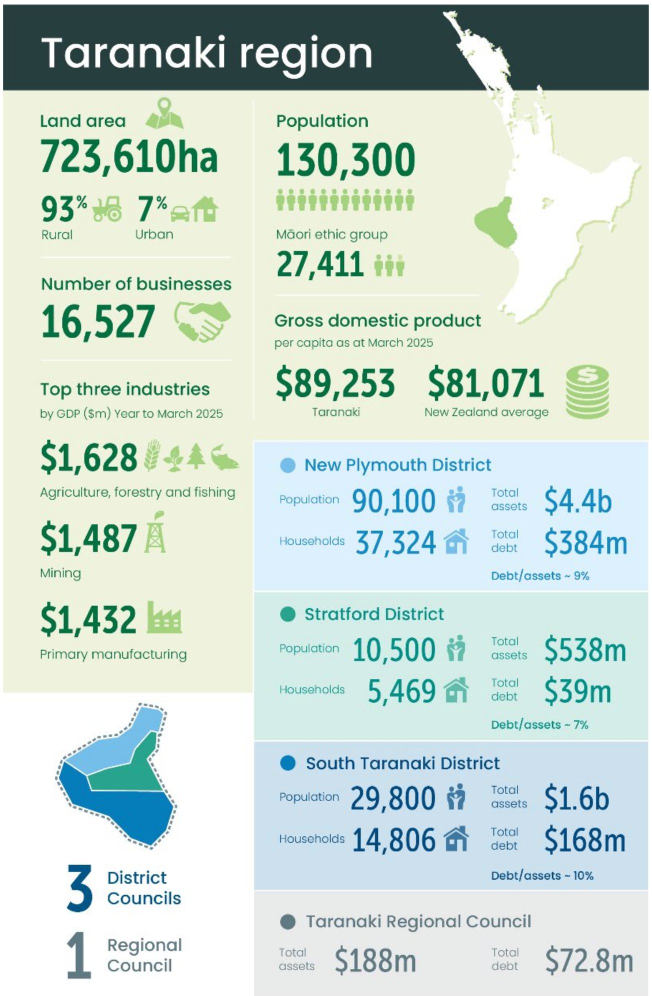
Collectively, these reforms are reshaping the expectations placed upon local government. Councils are being asked to operate in an environment characterised by increasing regulatory complexity, heightened compliance obligations, greater public scrutiny and growing expectations regarding service delivery and organisational capability. The current local government arrangements were established in a markedly different context and were not necessarily designed with these contemporary challenges in mind.

While the existing arrangements continue to deliver important services and outcomes for communities, maintaining the status quo may not necessarily provide the scale, capability, efficiency or strategic leadership required to successfully navigate the next 20 to 30 years. Reflecting on future local government arrangements now provides an opportunity to proactively consider how governance structures can support better outcomes for future generations of Taranaki residents while retaining a strong focus on local representation and community voice.

2. Taranaki context

Any consideration of future local government arrangements must be grounded in the unique characteristics, strengths and aspirations of Taranaki.

Taranaki is a distinctive region with strong communities, a unique environment dominated by Taranaki Maunga, significant natural resources and a strong sense of place. The region's economic base includes agriculture, energy, manufacturing, tourism and emerging renewable energy opportunities. Taranaki's communities are connected through shared infrastructure, environmental systems, economic relationships and social networks that extend across council boundaries.



The region is also shaped by its unique cultural heritage and the enduring relationship between iwi/Māori, councils, communities and the Crown. Iwi, hapū and PSGEs play a significant role in regional leadership, environmental stewardship, future planning and an increasing role in economic activity within the region. Existing and future governance arrangements will therefore need to recognise the importance of Māori partnership and representation, while ensuring Treaty settlement obligations and relationships are respected and maintained.

Taranaki's geography presents both strengths and challenges for local government. The importance of the maunga and the myriads of rivers within the region sets Taranaki apart from the rest of the country. Communities range from the region's largest urban centre in New Plymouth through to smaller rural and provincial communities across Stratford and South Taranaki. While these communities have distinct identities, priorities and aspirations, they are also interconnected through shared economic activity, transport networks, environmental systems and public services.

The region faces several common long-term challenges. Like many parts of New Zealand, councils are managing increasing infrastructure investment requirements, ageing assets, affordability pressures, climate-related risks and changing community expectations. There is also growing demand for specialist expertise across areas such as environmental management, infrastructure planning, regulatory services, climate adaptation and strategic policy. Ensuring councils can attract, retain and sustain this capability will be an ongoing consideration for the future.

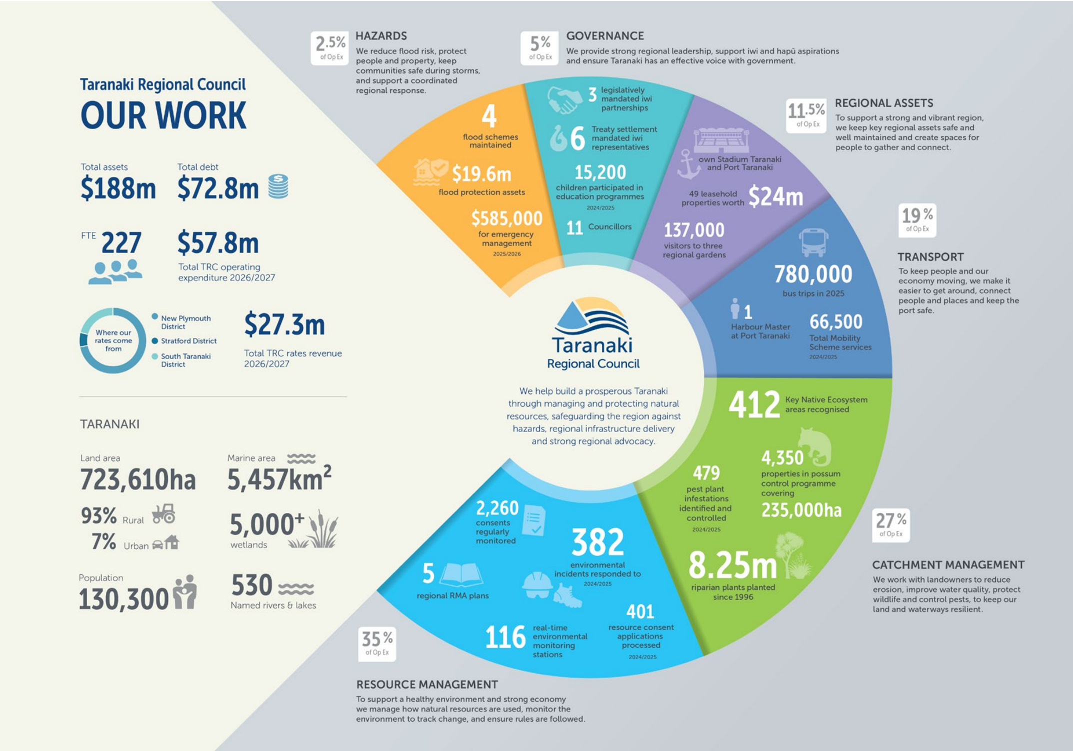
At the same time, Taranaki is well positioned to capitalise on significant opportunities. The region has an established track record of collaboration across local government, iwi, business and community sectors. Existing regional partnerships demonstrate a willingness to work collectively on complex issues where a coordinated approach can deliver better outcomes for communities.

This Pathfinder approach provides an opportunity to examine how governance arrangements can build on these strengths while responding to future challenges. The work is focused on ensuring that any future arrangements can deliver effective local representation, supporting strong community outcomes, enabling meaningful Māori participation and providing the organisational capability and leadership required to address increasingly complex regional issues.

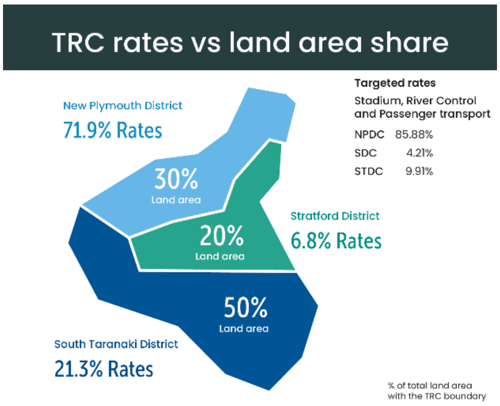
Ultimately, the objective is to ensure that local government in Taranaki remains sustainable, responsive and fit for purpose in a changing environment. By considering future governance arrangements now, the region can take a deliberate and evidence-based approach to determining how best to position itself for the decades ahead.

3. Catchment management and regional stewardship

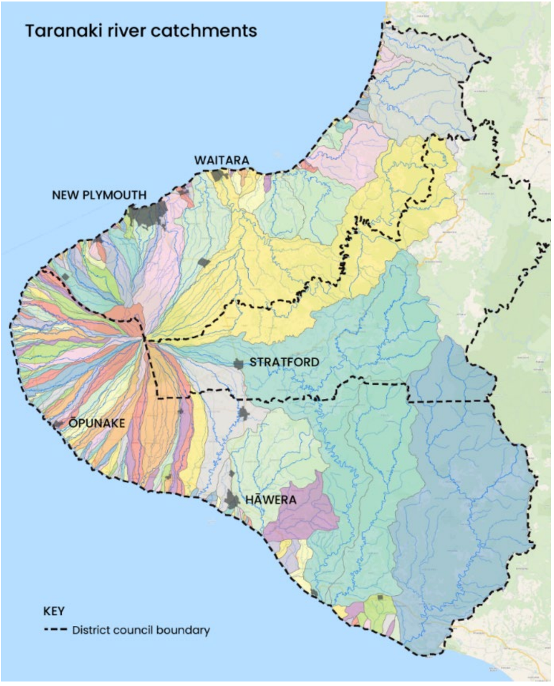
Many of Taranaki's most significant environmental and resilience challenges are managed at a catchment scale rather than a district scale, requiring coordinated planning and investment across the region.



Taranaki's natural environment is one of its defining assets and underpins the economic, cultural and social wellbeing of its communities. The region's rivers, lakes, wetlands, coastal environment, productive land and biodiversity networks operate as interconnected systems that extend across district boundaries. Effective management of these resources therefore requires a coordinated regional approach that aligns environmental stewardship, land-use planning, infrastructure investment and community outcomes.



Taranaki Regional Council plays a central role in this regard through its responsibilities for resource management, environmental monitoring, catchment management, flood protection, biodiversity protection and natural hazard management. These functions are delivered across the entire region and are increasingly focused on complex challenges such as water quality, climate adaptation, resilience and long-term environmental sustainability. It is important to note current district boundaries cut across catchment areas (see right) which could pose challenges in effective catchment management, depending on the final council structure.



The scale of this work is significant. Taranaki contains more than 530 named rivers and lakes, more than 5,000 hectares of wetlands, extensive productive farmland and a diverse coastal and marine environment. TRC maintains four flood protection schemes and manages more than $19 million in flood protection assets, while also working with landowners and communities to improve catchment health through erosion control, riparian planting, biodiversity enhancement and pest management initiatives.

Increasingly, environmental challenges require decisions that span multiple policy areas and organisational responsibilities. Catchment outcomes are influenced not only by environmental management, but also by transport, infrastructure, urban development, economic growth and community planning decisions. As climate change, freshwater management and resilience challenges continue to evolve, there is growing recognition that governance arrangements should support integrated decision-making across these interconnected issues.

A future-focused local government system must therefore be capable of providing coordinated leadership over the natural systems that sustain the region. Regardless of the governance model ultimately selected, consideration will need to be given to how regional-scale functions, including catchment management, resource management and natural hazard planning, can continue to be delivered effectively while supporting local decision-making and community participation.

Strategic assessment criteria and evaluation approach

An evidence-based approach

- Council structures sit along a continuum, ranging from minimal integration of governance and service delivery to full regional integration.
- A long list of five council structures has been shortlisted to the **three** with the strongest overall alignment with both Government and local criteria.
- Shortlisted models are 1) Single Unitary Authority, 2) Combined Authority and 3) Two Sub-Regional Councils and Joint Committee.
- Multi-Criteria Analysis measured council structures against both compulsory Head Start criteria and additional Taranaki criteria.
- Functional, financial and Treaty assessments have been completed for each model, with more detailed investigation planned for the next phase of work.

We let the evidence shape the outcome, not the other way around.

Development of assessment criteria:

To support a robust and transparent evaluation of potential council structures, an assessment framework was developed that combined the compulsory Head Start assessment criteria issued by Central Government with a set of additional criteria reflecting matters considered important within the Taranaki context.

The mandatory Head Start criteria provides a consistent national framework for assessment and focuses on deliverability, support for the new planning system, simplification of local government, economies of scale and the maintenance of effective local representation and community voice. These criteria ensured that all council structures were assessed against the core objectives of the Government's local government reform programme.

Deliverability: Proposals are realistic and demonstrate how new arrangements can be implemented in a timely manner.

Supports the new planning system: Shows clear support for implementing the new planning system – including progress on spatial and natural environment plan development – and avoids or minimises disruption to that work.

Simplifies local governance: Proposes more efficient regional governance arrangements, consolidating decision-making and improving alignment between a region's councils.

Economies of scale: Supports regional strategic planning and effective delivery of key regional functions (including transport and catchment management), and demonstrates responsible and affordable asset management, infrastructure investment, and service delivery.

Maintains local voice: Demonstrates fair and effective representation for communities of interest and how decisions will be made at the local level, balancing urban and rural interests.

Recognising that local circumstances and regional priorities are also important, elected members and workshop participants were invited to consider additional criteria that they believed should inform the assessment of council structures for Taranaki. Through a facilitated discussion, participants considered the unique characteristics, opportunities and challenges facing the region and identified matters they viewed as critical to the long-term success of any future local government arrangement.

This process resulted in strong support for the inclusion of additional criteria relating to financial resilience, support for regional growth and investment, Treaty settlements and iwi, hapū and Māori partnerships and future flexibility. While workforce retention and attraction were also considered during the process, it received comparatively less support from participants and was not carried forward into the final assessment framework.

Financial resilience: The model will support affordable, equitable, and sustainable funding over the medium to long term, and maintain financial stability across local government in the region.

Support growth and investment: The model will enable the attraction and effective deployment of investment to support regional economic growth and development in the region.

Treaty Settlements and iwi/hapū/Māori partnerships: The model will maintain Treaty settlement arrangements and existing commitments, and enable effective participation by iwi, hapū and Māori in local government decision-making.

Future flexibility: The model can be adapted over time in response to change without requiring further structural reform. Changes could include population growth or decline, service pressures, future policy and legislative reforms, and evolving community needs.

The resulting criteria provide a balanced combination of nationally prescribed measures and locally informed priorities, ensuring that council structures could be assessed against both Government expectations and the specific needs of Taranaki communities.

Multi-Criteria Analysis methodology:

A Multi-Criteria Analysis (MCA) framework was used to evaluate the relative performance of council structures against the agreed assessment criteria. The MCA was designed to provide a structured, transparent and evidence-based approach to comparing a diverse range of council structures while recognising that no single criterion should determine the outcome in isolation.

Each council structure was assessed against the Head Start criteria and the additional Taranaki-specific criteria using a five-point scale. Scores ranged from 1 (low alignment) through to 5 (strong alignment), with intermediate scores reflecting varying levels of alignment with each criterion. In addition to assigning scores, assessors documented the rationale supporting each assessment to ensure transparency and provide a clear record of the strengths and limitations of each model.

Initial assessments were undertaken by subject matter experts drawing on their knowledge and expertise across governance, planning, financial management, infrastructure, local government operations, Māori participation and partnership arrangements, resource management and strategic policy. This enabled each model to be considered from multiple professional perspectives and ensured that assessments reflected a broad understanding of potential impacts and opportunities.

The results of the preliminary assessment were subsequently provided to a Steering Group of senior leaders for review and comment before informing the shortlist of council structures included in this proposal. This process enabled assumptions to be tested and ensured that the assessment framework was applied consistently across all council structures.

The MCA was not intended to predetermine an outcome or replace future political decision-making. Rather, it served as a decision-support tool, enabling council structures to be assessed in a methodical and transparent manner. The approach provided a common basis for comparing options, identifying strengths and weaknesses and understanding the trade-offs associated with different local government arrangements.

The assessment process ultimately enabled the long list of council structure options to be refined and prioritised, resulting in the identification of the three highest-performing council structures for further consideration through this Pathfinder Proposal. These shortlisted models demonstrated the strongest overall alignment with both the Government's Head Start objectives and the additional assessment criteria reflecting strategic priorities for Taranaki.

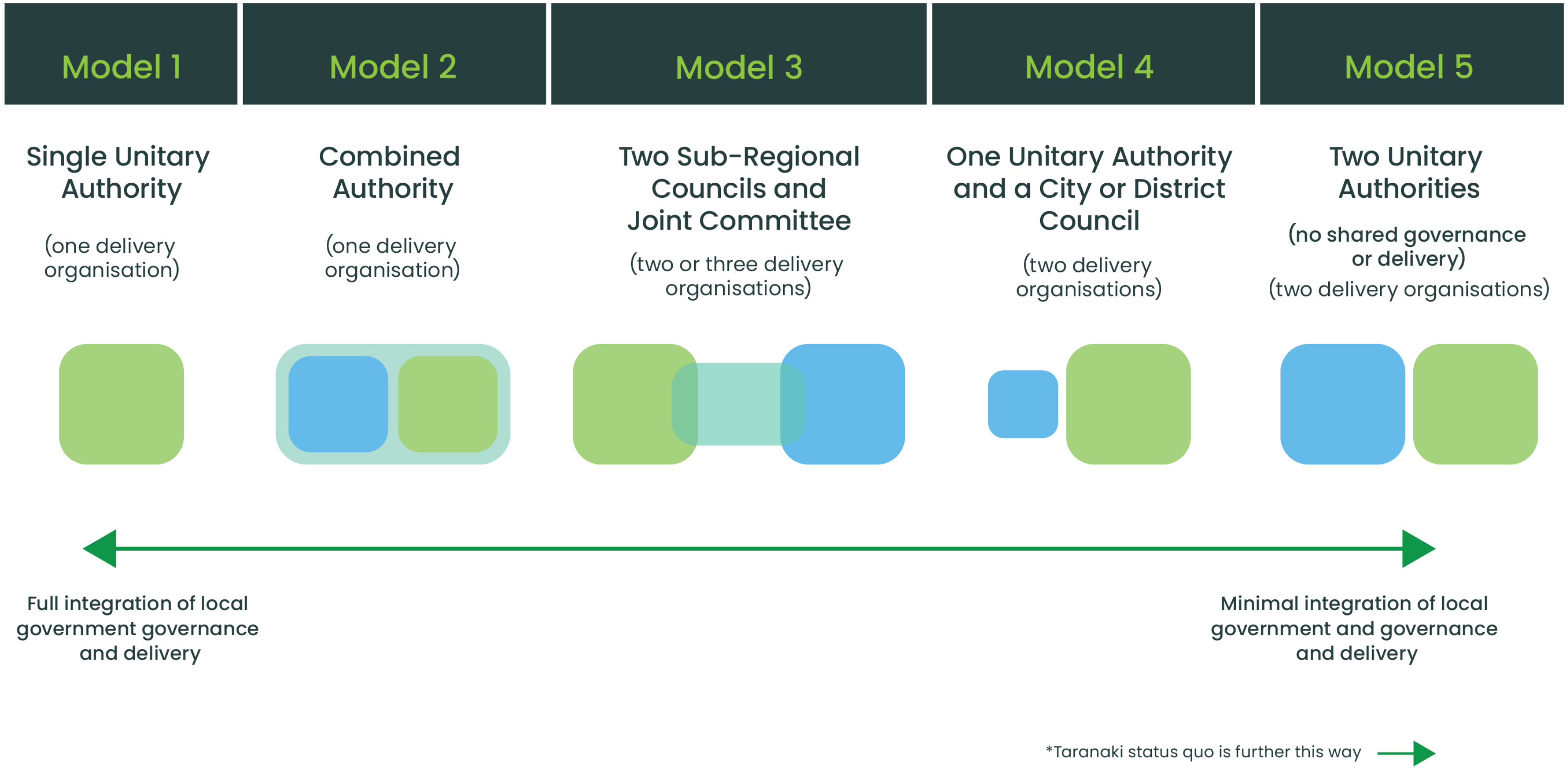
4. Shortlisting council structures

Models sit along a continuum

The council structures considered were deliberately designed to sit along a continuum ranging from minimal integration of local government governance and service delivery through to full regional integration.

This approach recognised that there is no single model capable of meeting all criteria equally and that different arrangements involve varying trade-offs between local autonomy, regional coordination, implementation complexity, representation, efficiency and long-term adaptability.

The continuum (see below) provided a structured way to explore a broad range of possibilities rather than beginning with a preferred solution. Models ranged from retaining largely separate governance and delivery arrangements through to a fully integrated regional governance and delivery model operating under a single authority.


Model 1
Single Unitary Authority
(one delivery organisation)
Model 2
Combined Authority
(one delivery organisation)
Model 3
Two Sub-Regional Councils and Joint Committee
(two or three delivery organisations)
Model 4
One Unitary Authority and a City or District Council
(two delivery organisations)
Model 5
Two Unitary Authorities
(no shared governance or delivery)
(two delivery organisations)
Full integration of local government governance and delivery
Minimal integration of local government and governance and delivery
*Taranaki status quo is further this way

Multi-Criteria Analysis results

The MCA demonstrated a clear pattern across the assessment process. Models positioned toward the higher-integration end of the continuum generally performed more strongly against both the compulsory Head Start criteria and the additional strategic criteria developed through the Taranaki assessment process. These models provided greater opportunities to simplify governance arrangements, strengthen regional strategic planning, improve coordination of regional-scale functions such as transport, catchment management and environmental management, and realise economies of scale through reduced duplication of governance, systems and organisational capability. Conversely, models positioned closer to the minimal integration end of the continuum generally retained a greater degree of organisational duplication and governance complexity, limiting their ability to achieve the same level of strategic alignment and regional coordination.

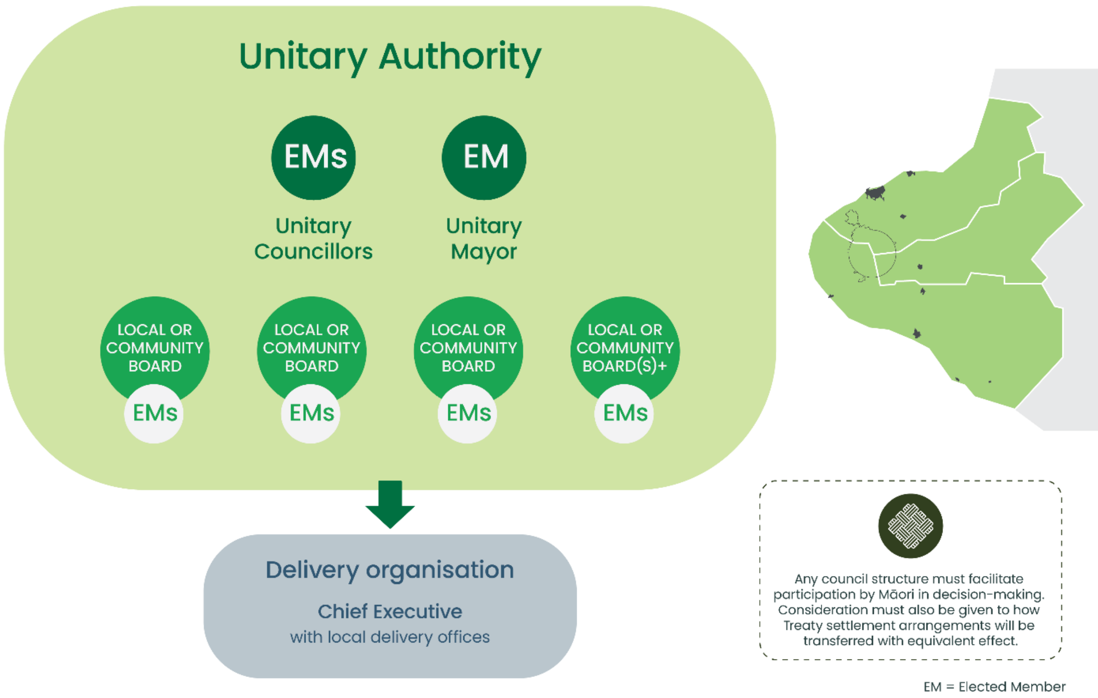
Head start criteria	Model 1 Single Unitary Authority	Model 2 Combined Authority	Model 3 Two Sub-Regional Councils and Joint Committee	Model 4 One Unitary Authority and a City or District Council	Model 5 Two Unitary Authorities
Supports the new planning system	5	4	4	3	1
Simplifies local governance	5	3	2	2	2
Economies of scale	5	4	3	3	1
Maintains local voice	2	4	4	2	4
Deliverability	4	4	3	3	2
Additional criteria					
Treaty settlements*	4	3	3	3	2
Financial resilience	5	4	3	3	2
Support growth and investment	5	4	3	4	3
Future flexibility	5	4	3	2	1

**Assessment against this criterion is preliminary only. Further analysis and engagement with iwi partners will be required before any conclusions can be drawn regarding the relative strengths or weaknesses of individual council structures.*

As a result, the assessment process identified Models 1, 2 and 3 as the strongest-performing options overall and these have been shortlisted for further investigation through the Pathfinder process. While these models differ significantly in their degree of integration, they each demonstrated the ability to maintain regional-scale functions, support strategic planning and service delivery, and provide a credible platform for responding to future local government challenges.

Models 4 and 5 were not advanced for further consideration as they demonstrated weaker overall alignment with the assessment criteria, primarily due to the increased governance complexity, duplication of functions and reduced ability to achieve regional integration and economies of scale when compared to the higher-performing options. A more detailed assessment of all models against the Head Start criteria is provided in **Appendix B.**

5. Model 1 – Single Unitary Authority



A Single Unitary Authority represents the greatest level of integration considered through the continuum. Under this model, a single council would assume responsibility for all regional and territorial local government functions across Taranaki, supported by one Long-Term Plan, and a single delivery organisation supported by local offices. Community Boards, Local Boards or alternative local governance arrangements could be established to maintain local representation and community input.

The assessment identified this model as providing the strongest opportunity to simplify governance arrangements and align strategic decision-making across the region. By bringing together regional and district functions within a single organisation, the model has the potential to reduce duplication, improve coordination and enable more consistent service delivery. Regional planning, transport, regulatory functions, emergency management, catchment management and environmental functions could be integrated within a common strategic framework.

An important strength of the model is its ability to retain regional-scale functions at the scale for which they were originally designed. Functions such as catchment management, environmental monitoring, biosecurity, flood management and regional transport planning would continue to operate across the full region, avoiding fragmentation of specialist capability, technical systems and long-term planning frameworks. Initial functional analysis indicated that a significant proportion of current local government functions could potentially be governed at a regional level under this model.

The preliminary financial assessment identified the Single Unitary Authority as offering the greatest economies of scale of all council structures assessed. The model removes the greatest degree of duplication across governance, management structures, systems and support services, resulting in the highest indicative efficiency opportunity of the options considered. The assessment also indicated a relatively balanced regional debt position and strong asset backing across the region.

From a Treaty settlement and Māori participation in decision-making perspective, the model appears to provide the most straightforward pathway for transferring existing obligations, relationships and partnership arrangements into a future governance structure. Existing settlement commitments and regional governance arrangements could largely be transitioned into a single organisation, although detailed work would still be required to determine future governance mechanisms, representation arrangements and delegated decision-making authorities.

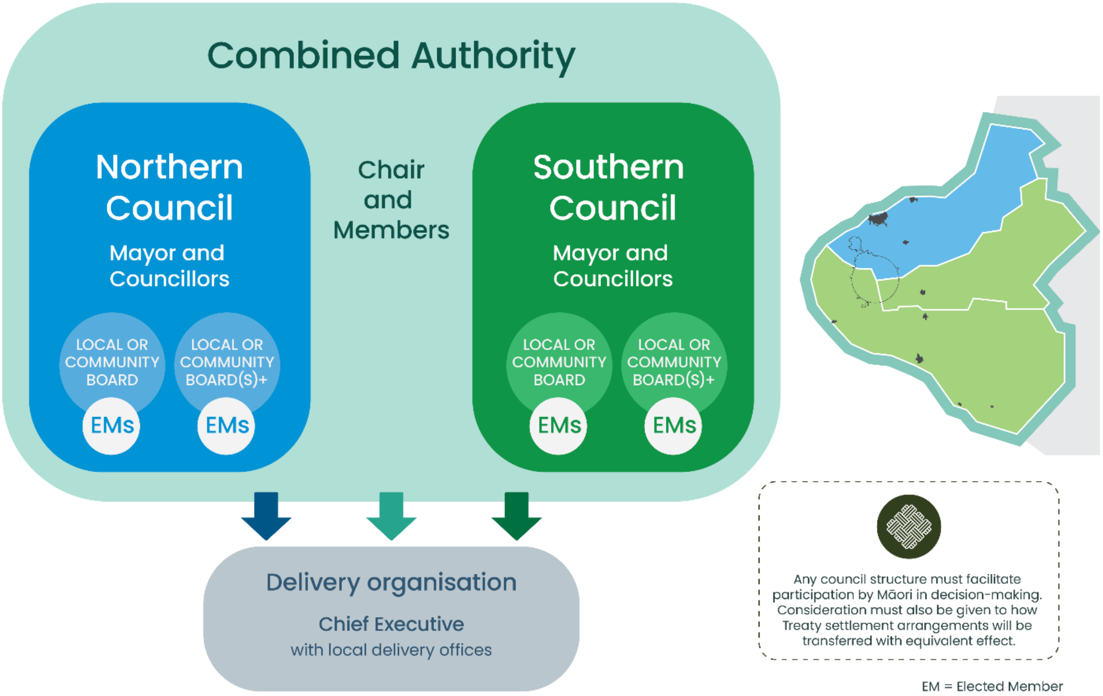
Balanced against these advantages, the model would involve the greatest level of organisational change. Implementation would require the integration of governance structures, planning systems, rating arrangements, assets, liabilities, technology platforms and organisational capability across the region. The transition effort would be substantial and would require careful management to avoid disruption to service delivery and other major reform programmes.

Overall, the Single Unitary Authority provides the strongest opportunity to achieve long-term governance simplification, service integration, catchment management and economies of scale. While it involves the highest implementation complexity, it also offers the clearest future-state governance structure and the strongest alignment with the objective of creating an integrated regional governance system.

Matters for detailed investigation in next phase

- The design of second-tier governance arrangements, including Community Boards, Local Boards or alternative local representation models that ensure effective local representation for smaller and rural communities.
- Delegated authorities and decision-making responsibilities between regional and local governance tiers.
- The future allocation and delivery model for local government functions and services within a target operating model.
- Detailed financial modelling, including rating harmonisation, debt allocation and transition costs.
- The transfer and continuation of Treaty settlement obligations, iwi partnership arrangements and Māori participation mechanisms.
- Regulatory function independence, compliance monitoring and management of potential conflicts of interest.
- Organisational design, workforce transition and implementation sequencing.

6. Model 2 – Combined Authority



Model 2 seeks to balance regional integration with empowered local decision-making. Under this approach, a Combined Authority would govern and fund regional-scale functions while the two Councils would govern and fund (through targeted rates) local functions within their respective territories. The Combined Authority would set region-wide service standards, informed by local input, that Councils must meet. Service delivery would be undertaken through a single delivery organisation, supported by local offices.

The model was assessed as offering many of the functional advantages associated with a Single Unitary Authority while preserving separate local governing bodies. It provides opportunities to integrate strategic planning, transport, regulatory functions, flood management and other regional-scale activities while enabling local matters to remain under local governance, with broad regional alignment through service standards. The model also retains the ability to operate regional environmental management, catchment management, biosecurity and transport functions at an appropriate regional scale.

A key strength of this model is its flexibility. Regional-scale functions could be progressively expanded over time as confidence and experience with the model develops. This provides an evolutionary pathway that may allow the region to further strengthen collaboration without requiring immediate full structural integration.

The financial assessment identified moderate to high economies of scale. While retaining separate governing bodies introduces additional governance complexity, the existence of a single delivery organisation still creates opportunities for shared systems, support services and operational efficiencies.

The overall efficiency opportunity is lower than a unitary authority but remains substantial when compared with current local government arrangements.

Treaty settlement and Māori participation in decision-making considerations are more complex than under a Single Unitary Authority because governance responsibilities are shared across regional and local entities. The extent to which existing arrangements can be maintained will depend heavily on which governing body is responsible for which local government function and how the final governance boundaries are determined. Particular consideration will be required regarding existing catchment-based arrangements and joint management arrangements.

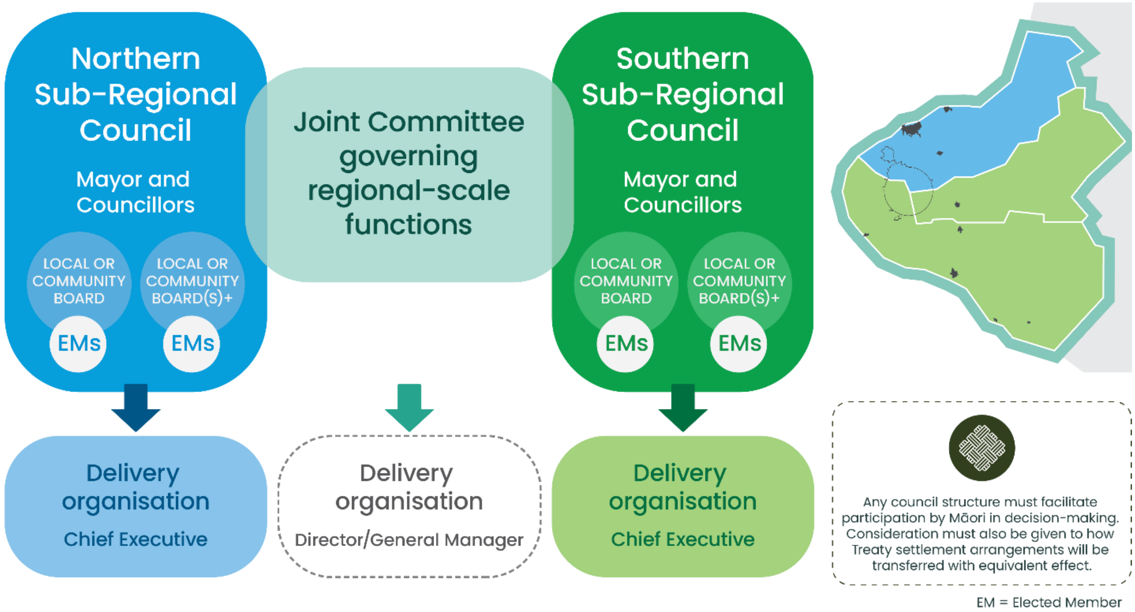
The principal challenge associated with this model is that its success relies heavily on the ongoing alignment of participating governing bodies. While governance remains more localised than under a Single Unitary Authority, the model requires clear accountability frameworks, agreed service standards and effective mechanisms for resolving differences between governance entities.

Overall, the Combined Authority model provides a pragmatic middle ground between maintaining separate councils and full integration. It offers substantial opportunities for improved coordination and service delivery while retaining a stronger local governance presence than a Single Unitary Authority.

Matters for detailed investigation in next phase

- Definition of regional-scale and local-scale functions.
- Governance composition and voting arrangements for the Combined Authority.
- Service standards, delegations and accountability mechanisms between governance layers.
- Rating and funding powers including allocation of revenue responsibilities and financial accountability mechanisms.
- Detailed Treaty settlement, catchment management and Māori participation in decision-making arrangements.
- Delivery organisation design and integration pathway.
- Long-Term Plan arrangements and regional planning responsibilities.

7. Model 3 – Two Sub-Regional Councils and Joint Committee



Model 3 represents the least integrated of the shortlisted options while still retaining a regional governance mechanism. Under this approach, two sub-regional councils would be established, supported by a Joint Committee responsible for governing regional-scale functions. Regional functions could be delivered by a separate organisation, through one or both existing delivery organisations, or through alternative shared delivery arrangements.

This model largely preserves the philosophy of local governance while creating a formal mechanism for effective governance of functions requiring regional alignment. It reduces the number of local authorities operating within Taranaki while recognising that regional challenges such as transport, environmental management, catchment management and strategic planning continue to require collective decision-making.

The functional assessment identified moderate opportunities for improvement compared with the status quo. The model maintains regional planning capability and specialist environmental expertise while providing a platform for increased collaboration over time. Importantly, it retains the ability to manage regional functions at an appropriate scale while reducing the number of district organisations from three to two.

However, many local government functions would continue to be delivered through separate organisations, limiting the efficiency gains that can be achieved. Corporate services and support functions would likely remain duplicated and the benefits of the model are dependent on the willingness of participating entities to transfer functions to the shared regional entity over time.

The financial assessment nevertheless identified a relatively strong scale opportunity. While governance complexity remains notably higher than the other shortlisted models, savings can still be achieved through shared regional functions and delivery arrangements. Importantly, the model largely retains existing asset and debt positions, potentially reducing some implementation risks associated with restructuring.

From a Treaty settlement perspective, the model remains workable but introduces similar challenges to the Combined Authority model. Future arrangements would depend heavily on the allocation of functions between governance entities, the role of the Joint Committee and the interaction between governance body boundaries, catchments and existing partnership arrangements. Particular consideration would need to be given to the Waitara catchment, which spans the current district council boundary, as well as to existing joint management arrangements and Māori participation in decision-making mechanisms.

Overall, this model offers an incremental pathway toward greater regional integration while preserving a strong local governance focus. It provides a platform for future evolution but relies on robust governance arrangements and long-term commitment between participating bodies if additional efficiencies and integration benefits are to be realised.

Matters for detailed investigation in next phase

- Functions and powers of the Joint Committee.
- Governance, accountability and decision-making arrangements across three governance layers.
- Rating powers, funding flows and financial accountability mechanisms.
- Long-term service integration pathways and opportunities for additional functions to be governed at a regional scale.
- Treaty settlement transition arrangements and Māori participation in decision-making mechanisms.
- Catchment-based governance implications and regional planning responsibilities.
- Delivery organisation design, allocation of operational functions and clear prioritisation and accountability mechanisms with the different governance bodies.
- Future flexibility and mechanisms for expansion or adaptation over time.

Next phase of work

A path to a detailed proposal

- Building on this solid foundation with further investigation into governance, representation and decision-making arrangements, legal, legislative, financial and resourcing analysis, Treaty settlement considerations.
- Meaningful community and stakeholder engagement with residents across the region, enabling well-informed debate and feedback.
- Taking the time needed to work with iwi, hapū and Māori on participation, governance arrangements and Treaty settlement matters.
- Partnership, guidance and support from Central Government and ongoing dialogue with other councils and partners.
- Development of an Integrated Local Government Framework in collaboration with Waikato, Bay of Plenty and Southland to develop a shared evidence base that will support local government decision-making and be of wider sector benefit.

Pathfinder is not just a milestone, it's a commitment to the journey ahead.

The Pathfinder process has enabled an initial assessment of a broad range of council structures and the identification of three shortlisted models for further consideration. While this work has established a strong evidence base and narrowed the range of potential local government arrangements, the shortlisted models remain intentionally high-level and require further investigation before any final recommendations can be made.

The next phase of the programme will focus on undertaking a comprehensive assessment of the shortlisted options to support local decision-making and, if appropriate, the development of a Detailed Proposal for consideration by Central Government. This work will involve further technical analysis, engagement with iwi partners, the community and key stakeholders and a more detailed examination of implementation implications, opportunities and risks associated with each model.

Community and stakeholder engagement, education and consultation will be a major focus of the next phase of work. Early community feedback and input will help identify a preferred council structure, which is a key milestone in the next phase. A public consultation process will then provide communities, iwi partners and stakeholders with an opportunity to consider the implications of the preferred option and provide feedback prior to any final proposal being developed. Community feedback will form an important part of the decision-making process and will help ensure that any future local government arrangements reflect local aspirations and priorities.

8. Working with the community

Community and stakeholder engagement will be a core element of the next phase of work. The proposed reforms are significant and will likely affect every Taranaki resident in some way, yet the reality is many people are unaware of what is ahead. Others have been waiting to see further details and information before forming a view. The analysis completed over the past three months has put participating councils in a strong position to now conduct meaningful, well-informed community engagement.

The community engagement plan for the next phase will include a structured, sequenced calendar of communications, education, engagement activities and formal consultation. The goal is to ensure everyone in Taranaki has the opportunity to understand what is being considered and why, ask questions and share views, challenge assumptions and take time to reflect before they provide feedback as part of formal consultation.

The programme will aim to build awareness of issues before engagement events take place, so participants arrive with enough context to contribute meaningfully. Targeted stakeholder meetings will help identify sector-specific issues, local impacts and practical opportunities. Wider public engagement will test whether those themes are shared more broadly and whether additional concerns need to be considered.

A big focus of the engagement strategy will be on meeting people where they are. A mix of channels will be used so that residents, community organisations, businesses, rural communities, interest groups and people who may not normally engage with councils are aware of the issues and can participate in ways that suit them. This may include direct briefings and workshops, community drop-in sessions or event pop-ups, online resources and tools such as webinars, social media campaigns, simple feedback mechanisms and straightforward communications that explain the issues in a range of formats. The intent is not simply to broadcast information, but to support two-way dialogue and make it easier for people to participate constructively.

The intended approach reflects recognised good practice for public engagement. It will be clear what is open for influence, how feedback will be used and when decisions are expected. This will help manage expectations while still providing space for community views to shape a detailed proposal.

It's acknowledged there may be value in all four Taranaki councils collaborating or aligning on community engagement in the next phase and this possibility will form part of the ongoing conversations between councils. Regardless, the participating councils plan to share information and engagement opportunities with the entire region and feedback will be actively encouraged from everyone in Taranaki.

Overall, the planned community engagement is about building trust in the process as much as gathering feedback. Setting out a clear way forward, using a range of engagement methods, being clear about the purpose of each activity and reporting back on what has been heard will ensure the final detailed proposal is genuinely informed by local perspectives and made with a clear understanding of the community context.

9. Working with iwi, hapū and Māori

Councils recognise that Māori partnership, participation, representation and Treaty settlement arrangements are important considerations in any discussion regarding the future of local government in Taranaki. While some initial conversations have occurred during the initial phase, the time available through the Head Start process has been limited and has not enabled engagement with the breadth of iwi, hapū, PSGEs and Māori interests appropriate for matters of this significance. Councils acknowledge that further discussion and relationship-building will be required before any future arrangements could be fully understood, explored or assessed.

The purpose of this Pathfinder Proposal is therefore not to reach conclusions on Māori participation, governance arrangements or Treaty settlement matters. Rather, it seeks to identify issues that require further consideration and to signal the importance of ongoing partnership and dialogue as this work progresses. Initial analysis has highlighted the diversity and complexity of existing arrangements across the region and the need for a more comprehensive understanding of their implications within any local government reform process.

Regardless of decisions made in relation to this Proposal, participating councils intend to continue working with iwi partners to strengthen relationships, improve shared understanding and support future discussions regarding the region's long-term governance arrangements. Subject to the direction and preferences of iwi partners, participating councils anticipate that an Engagement Plan would be developed collaboratively to guide these conversations and help ensure engagement approaches are appropriate, inclusive and responsive to local circumstances.

It is anticipated that future engagement would help inform three connected conversations that have emerged through the Pathfinder process, as follows.

Partnership with Māori

Exploring how future local government arrangements could support meaningful partnership, participation and local iwi and hapū voice, and identifying the outcomes that iwi, hapū and PSGEs consider important within future governance arrangements.

Treaty settlement arrangements

Developing a fuller understanding of existing settlement commitments, statutory arrangements, governance mechanisms, operational agreements and relationship-based arrangements across the region and considering how future local government reform may interact with those arrangements.

Council structures

Considering how different council structures may support local representation, community aspirations, effective decision-making and Māori partnership outcomes, and understanding the opportunities and challenges associated with different approaches.

These conversations are interconnected but distinct. Councils recognise that Treaty settlement arrangements, Māori participation in decision-making arrangements and future governance structures each raise different considerations and may require different forms of discussion and engagement. Future work will therefore be undertaken carefully, recognising the diversity of perspectives that exist across iwi, hapū and PSGEs and the importance of providing sufficient time and opportunity for those perspectives to inform future analysis.

Councils are not proposing changes to Treaty settlement redress, statutory obligations or existing commitments through this Pathfinder Proposal. Equally, councils recognise that it cannot be assumed that existing arrangements would automatically transfer unchanged into any future governance structure. Should local government reform progress, a key focus of future work would be to better understand existing arrangements, the outcomes they are intended to achieve and how those outcomes and relationships could continue to be supported in the context of any future governance arrangements.

10. Detailed assessment programme

The next phase of work will be considerably more detailed and will focus on several interrelated workstreams.

Integrated Local Government Framework

A key component of the next phase will be the development of an Integrated Local Government Framework (ILGF). The ILGF is intended to move the discussion beyond governance structures alone and establish a future-focused framework describing how local government functions, services, decision-making and community outcomes could be more effectively delivered within Taranaki over the coming decades.

Taranaki is working in partnership with the Waikato, Bay of Plenty and Southland regions to undertake a joint procurement process and collaboratively develop the Integrated Local Government Framework (ILGF). This approach is intended to reduce duplication of effort, leverage shared investment and strengthen the evidence base supporting future local government decision-making. The collaborative nature of the programme will also enable participating regions to share learning and emerging insights as the work progresses, with the resulting framework expected to provide value and potential application across the wider local government sector.

The ILGF will examine how local government can best respond to emerging challenges including infrastructure investment, climate adaptation, demographic change, regulatory reform, economic development and evolving community expectations. It will consider opportunities to improve strategic alignment, service delivery, decision-making, accountability and organisational capability irrespective of the council structure ultimately selected.

Importantly, the ILGF will support detailed assessment of the shortlisted governance options by identifying future target operating model requirements, service delivery expectations and desired regional outcomes. This work will provide a more robust evidence base for evaluating economies of scale, organisational design implications, resourcing requirements and implementation pathways across the shortlisted models.

Legal and legislative assessment

While the Pathfinder process has considered governance structures at a conceptual level, detailed legal and legislative analysis will be required during the next phase. This work will examine the legislative pathways available to implement the shortlisted council structures and identify any statutory, regulatory or policy barriers that may require resolution.

This assessment will also consider implementation sequencing, transitional governance arrangements, statutory responsibilities and any legislative amendments that may be required to support future governance arrangements.

Governance, representation and decision-making arrangements

A detailed review of governance and representation arrangements will also be required. This work will extend beyond elected member numbers and ward structures to consider broader questions regarding local representation, second-tier governance arrangements, delegated authorities, local decision-making responsibilities and community participation mechanisms.

For some shortlisted models, this may include consideration of Community Boards, Local Boards or alternative place-based governance structures designed to maintain strong local voice within a more integrated governance system.

Financial and resourcing analysis

The financial assessments undertaken during this initial stage have been intentionally high-level and based on existing publicly available information. The next phase will require more comprehensive financial modelling, including analysis of transition costs, implementation funding, debt allocation, rating implications, operating costs, asset management considerations and long-term financial sustainability.

Additional work will also be required to assess organisational capability, workforce implications, leadership requirements and future operating models to ensure governance arrangements are supported by sufficient capacity and expertise.

Treaty settlement and Māori participation considerations

As outlined in the section above, all shortlisted models require a significantly more detailed assessment of Treaty settlement obligations, existing governance arrangements and opportunities for Māori participation in local government decision-making.

Future work will need to be undertaken in partnership with iwi, hapū and Treaty settlement entities to understand the implications of governance reform on existing settlement commitments, joint management arrangements, statutory acknowledgements, co-governance mechanisms and legislated partnership arrangements. Particular consideration will need to be given to ensuring continuity of existing arrangements where appropriate while exploring future opportunities for Māori participation and partnership within any council structure.

Partnership and support required from Central Government

Participating councils are committed to undertaking a robust and evidence-based assessment of the shortlisted council structures. However, several aspects of the next phase will require active partnership and support from Central Government.

Guidance on future representation arrangements

Further guidance from Central Government regarding representation review requirements would assist participating councils as they progress the next phase of the Head Start programme. Clarity regarding how statutory representation review obligations interact with local government reform processes would help avoid unnecessary duplication of effort and ensure resources remain focused on the development and assessment of future governance arrangements.

For New Plymouth District Council, a representation review is required to meet current legislative requirements. Aligning the wider governance reform options under active consideration in time for the 2028 election with the representation review timeframe would reduce the likelihood of duplication of planning and engagement work. However, if Cabinet cannot confirm acceptance of a final (and substantially different) council structure until May 2027, this could impact on the level of detail informing Council's representation review for the 2028 election. This would result in a high likelihood of a more comprehensive representation review being undertaken prior to the 2031 election.

For Taranaki Regional Council, the position is different. Undertaking a full representation review for a governance entity that will cease to exist at the 2028 local government elections would result in significant duplication of effort, unnecessary cost and consultation fatigue for communities.

Accordingly, participating councils request that Central Government consider preparation of representation review guidance and expectations, specific to councils participating in the governance reform proposal process. This could include allowing representation reviews to be scaled appropriately or incorporated into any approved governance reform process. Such an approach would enable future representation arrangements to be considered alongside governance structures, local decision-making arrangements and community representation mechanisms in a more integrated and efficient manner, while maintaining appropriate democratic accountability and public participation.

Treaty settlement and legislative support

The most significant area requiring Crown involvement relates to Treaty settlement arrangements and associated legislative commitments. Many existing governance, co-governance and partnership arrangements arise directly from Treaty settlements or legislation negotiated between iwi and the Crown.

Providing certainty regarding the treatment of these arrangements within any future governance reform process will be critical. Ongoing Crown participation and support will be required to ensure existing commitments are appropriately recognised, maintained or adapted and that governance reform does not create unintended consequences for settlement obligations or established relationships.

Ongoing partnership through the Head Start process

Finally, continued engagement between Taranaki councils and Central Government will be critical to the success of the Head Start programme. Regular dialogue regarding the progress of the ILGF and wider sector benefits, policy development, legislative direction, assessment expectations and implementation considerations will help ensure local work remains aligned with Government objectives while reflecting the unique circumstances and aspirations of the Taranaki region.

Through the Pathfinder process, Taranaki has demonstrated a willingness to proactively explore future local government arrangements and to undertake a structured and evidence-based assessment of governance options. The next phase provides an opportunity to build on this work through continued partnership with Central Government, enabling a detailed evaluation of the shortlisted models and supporting informed decisions about the future of local government in the region.

Closing statement

Participating councils acknowledge that this Pathfinder Proposal differs from the conventional outline proposals anticipated through the Head Start process. It does not present a single preferred council structure for implementation. Instead, it reflects a structured and evidence-based exploration of future local government arrangements and identifies the council structures that have demonstrated the strongest alignment with both the Government's Head Start criteria and the strategic priorities identified through the Taranaki assessment process.

The work to date represents a significant commitment by participating councils, elected members, officers and stakeholders to engage constructively with the future of local government in the region. Through the application of a transparent assessment framework, the programme has reduced a broad range of potential council structures to three shortlisted options and established a clear programme of work required to support future decision-making. This provides a strong foundation for the next stage of analysis and engagement while ensuring that decisions are informed by evidence, community perspectives and a comprehensive understanding of implementation implications. Taranaki is playing a leading role in the collaborative development of the ILGF working alongside Waikato, Bay of Plenty and

Southland to establish a shared and consistent evidence base to support local government decision making. The framework will also support the assessment of governance options within participating regions while also generating insights and approaches that may be of value to the wider local government sector.

As this Proposal sets out, Taranaki presents a unique local government context. It is expected that different views currently exist as to the most appropriate future governance arrangements for the region, and that those differences should be viewed as a natural and healthy part of any governance reform discussion rather than an impediment to progress.

Importantly, participating councils will continue working collaboratively and in good faith with all councils across the region throughout the next phase to look for opportunities for alignment. The Pathfinder process has strengthened understanding of the opportunities, challenges and trade-offs associated with different council structures and has created a platform for ongoing discussion and analysis. Further technical work, community engagement and detailed assessment will enable councils to refine their understanding of the shortlisted options and continue progressing toward a preferred approach. While this Pathfinder Proposal focuses on options within the Taranaki region, participating councils remain willing to continue discussions with neighbouring northern councils and communities where there may be mutual interest in exploring future opportunities for collaboration, alignment or alternative governance arrangements.

Accordingly, the participating councils ask Cabinet to view this Pathfinder Proposal as an important milestone rather than a final destination. While additional work is required before a preferred council structure can be identified, we wish to reiterate that the proposal clearly demonstrates both the direction of travel and the substantial progress already achieved. It provides a credible, evidence-based pathway for the region to continue exploring governance reform in a manner that reflects Government objectives while recognising the unique characteristics and aspirations of Taranaki communities.

The councils look forward to continuing to work closely with Central Government, iwi, communities and regional partners over the coming months to undertake the detailed analysis required, identify a preferred approach, and determine how local government can best serve the people of Taranaki for future generations.

Appendix A: Shaping Taranaki's Future survey summary

The New Plymouth District Council Shaping Taranaki's Future survey aimed to gather an initial indication of what matters to our community when it comes to local governance and decision making.

The values-based survey combined qualitative and quantitative questions and was open online and in hard copy from 15 to 28 June 2026. It was completed by 532 people. At the same time, we also received separate submissions from Taranaki Federated Farmers, a group of fuel companies and an individual.

Responses were thoughtful and well-considered, with strong consistency in the issues and outcomes respondents cared about. There was general openness to change with 76% of respondents either fully or generally supportive of the idea of change to local government in Taranaki. Findings were considered a useful indicator of community views. More in-depth consultation with iwi partners, stakeholders and the community is planned in the next phase of work.

Top themes from respondents

When thinking about local government change, what do you think is the biggest opportunity for Taranaki? (open text)

1. **Cost savings and efficiency** - reducing duplication across multiple councils, streamlining "back office" functions, cutting management layers and bureaucracy, lowering rates, controlling spending and achieving economies of scale through amalgamation.
2. **Greater regional coordination** - "one voice for Taranaki", regional planning for infrastructure, transport, water and development and better alignment and collaboration. Some also saw it as an opportunity for a stronger collective voice when dealing with central government.
3. **Improved service delivery, consistency and simplicity** - improving how councils work for people and businesses. Consistent rules across the region, simplified processes (especially consenting), faster decision-making, less red tape and a "one-stop shop" for council services.

Other themes:

- Desire to retain local decision-making and community voice.
- Calls for better leadership, transparency and accountability.
- Economic development and a region-wide economic strategy.
- Infrastructure and long-term integrated planning.
- Community, inclusion and iwi engagement (less dominant than financial/efficiency themes).

When thinking about local government change in Taranaki, what is your biggest ***concern****? (open text)*

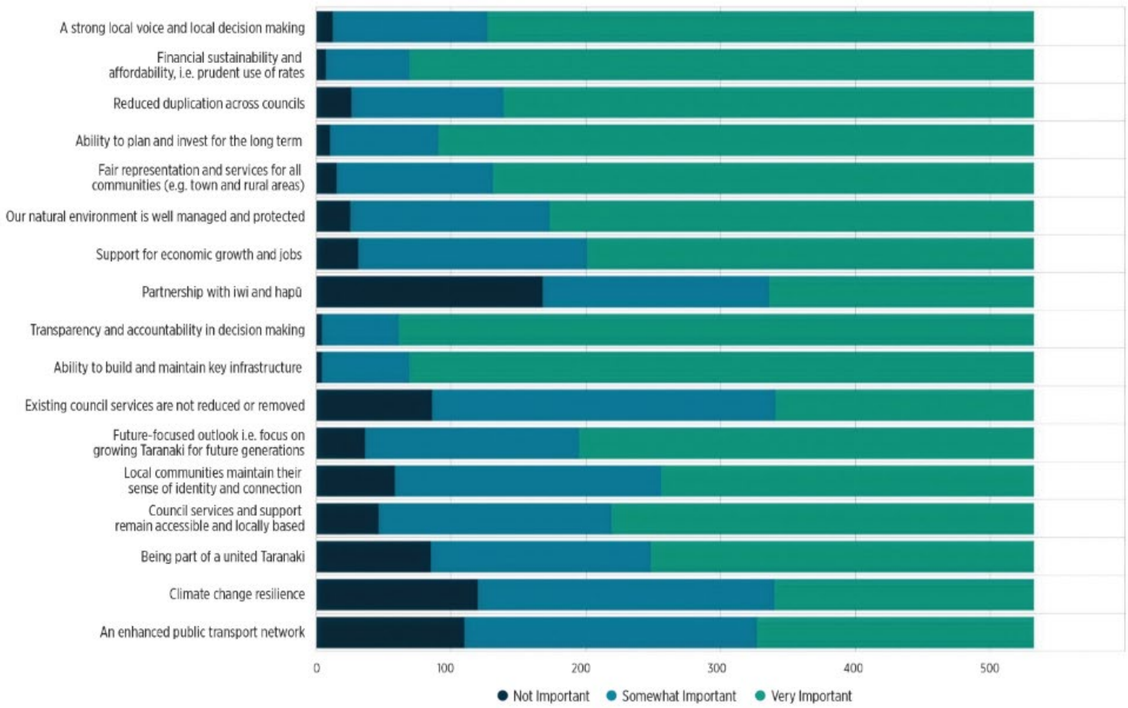
1. **Loss of local voice, representation and identity -** smaller towns being overlooked, New Plymouth dominating decision-making, loss of direct access to decision-making, erosion of local identity and community-specific needs.
2. **Centralisation of power and reduced accountability -** fear reform could reduce democratic influence, even if it improves structure. One large entity becoming harder to hold accountable, decisions moving further away from communities, loss of checks and balances between councils, influence shifting to unelected officials and greater control from central government.

3. **Costs, inefficiency and risk of "bigger bureaucracy" -** scepticism based on past reforms with many doubting the financial benefits of reform. Concerns include high transition costs, risk of larger, more complex bureaucracy, doubt that savings will materialise, potential for duplicated services to persist and rising rates instead of reductions.

Other themes:

- Risk to smaller communities and concern about an urban v rural divide
- Loss or weakening of regional council functions
- Process concerns (rushed, poorly planned, insufficient consultation)
- Governance quality and decision-making
- Potential loss of jobs, expertise and institutional knowledge
- Some concerned iwi voices may be reduced and others concerned about iwi influence increasing
- Service quality and disruption risk during transition

When thinking about local government change in Taranaki, how important are the following outcomes? (respondents were asked to rate outcomes)



What does "a strong local voice" in local government look like to you? (open text)

The most common theme was that all communities are fairly represented and have genuine influence over decisions that affect them. This includes ensuring smaller towns and rural areas are not overshadowed by larger centres and that representation structures reflect the region's diversity.

A strong emphasis was placed on meaningful engagement, with consultation that results in visible changes to decisions and priorities. Democratic accountability and transparency were seen as essential, with open processes and clear communication in decision-making.

Is there anything you would like to add? (open text)
The most distinctive **additional** insights related to the process of reform itself, including concerns that change is being rushed, uncertainty about what a future council structure would look like and how it would work and the risk of losing technical expertise and institutional knowledge during any transition.

Governance structure
This survey did not specifically ask for respondents' preferred future council structure however many shared their views across the open field questions – either explicitly or implicitly. These comments were weighted toward some form of amalgamation, unitary authority or single Taranaki-wide council, often justified by reduced duplication, lower administration costs and a stronger regional voice. A smaller but still notable group preferred retaining multiple councils, strengthening local representation or removing only the regional council while keeping district councils.

Note: Analysis was derived from open-text comments rather than a direct survey question, meaning some respondents may have had a view but did not mention it. Respondents were also commenting before detailed models had been developed and implications understood.

Appendix B: Initial analysis of council structures against Head Start Assessment Criteria

Model 1 – Single Unitary Authority

Head start criteria	Model 1
Supports the new planning system	5
Simplifies local governance	5
Economies of scale	5
Maintains local voice	2
Deliverability	4

Supports the new planning system

Strongest alignment. A single regional governance structure would provide the clearest basis for integrated spatial, environmental and land use planning. A single unitary authority would provide for one regional spatial plan and one combined natural environment and land use plan. In this model, plan development would be more streamlined through a single local government structure. Overall, resource management planning under this model is likely to be more effective than the status quo.

Simplifies local governance

Strongest alignment. A single unitary authority would consolidate decision-making and integrate the functions of three district councils and one regional council. This model would provide strong simplification and streamlining of governance and service delivery elements. The design of second-tier governance arrangements would need to be clear so as not to recreate complexity.

Economies of scale

Strongest alignment. A single governance structure, single Long-Term Plan, and single delivery organisation would minimise duplication across governance, executive leadership, and corporate services. A consolidation of procurement and financial/IT systems within a single delivery organisation would maximise purchasing power and operational efficiency and would enable financial resources to be allocated where they are needed across the region.

Maintains local voice

Some alignment. A single unitary authority involves substantial centralisation of decision-making which can create actual and/or perceived loss of local identity or influence. There may be a lower proximity of unitary authority elected decision-makers (at tier-one governance level) to communities. However, there is strong potential in this model for robust second-tier governance that provides fair and effective representation for communities of interest throughout the region.

Local Boards could potentially provide a more empowered option for local decision-making within the unitary authority compared to Community Boards. A reasonable number of Local Boards or Community Boards (more than the number of current district councils) across Taranaki could be an effective mechanism to maintain local voice in this model. The method of electing representatives on the unitary authority governing board (e.g. ward-based and/or at-large) would also influence actual or perceived local voice.

Deliverability

Strong alignment. The single unitary authority model strongly aligns with the deliverability criteria due to its simple, unified structure and clear implementation pathway, though significant transition costs and community connection risks would require careful management.

Model 2 – Combined Authority

Head start criteria	Model 2
Supports the new planning system	4
Simplifies local governance	3
Economies of scale	4
Maintains local voice	4
Deliverability	4

Supports the new planning system

Strong alignment. In this model it is assumed that regional-scale planning functions (i.e. the regional spatial plan and functions under the Environment Act 1986) would be governed by the Combined Authority governing body. This model would also enable the integration of land-use planning functions under the (proposed) Planning Act into the Combined Authority. Based on these assumptions, this model would strongly support the new planning system. Overall, resource management planning under this model is likely to be more effective than the status quo.

This model does not align with this criterion as strongly as Model 1. This is due to the early stage of model development and the uncertainty of the role of Local Governing Bodies as a bespoke design feature in the model.

Simplifies local governance

Moderate alignment. This model integrates the functions and consolidates decision-making of three district councils and one regional council into a single Combined Authority. The Combined Authority model is more complex than a single unitary authority as there are three layers of governance: a Combined Authority governing body, two (or more) Local Governing Bodies and multiple Local Boards or Community Boards to appropriately represent smaller communities of interest across the region.

A Local Governing Body is a bespoke second-tier governance body that is designed to address perceived shortfalls in the Local Board model. Specifically, each Local Governing Body would have its responsibilities and powers prescribed in legislation (providing clearer authority) and would have the ability to set targeted rates for the local-scale functions that it governs within its respective territory (providing more empowered decision-making). The roles, responsibilities and accountability mechanisms of each tier of governance, and how they are expected to interact with each other, would need to be carefully designed to minimise complexity.

Economies of scale

Strong alignment. The Combined Authority model would provide high economies of scale. A single delivery organisation provides significant operational efficiencies and purchasing power across the region. However, multiple governing bodies and (potentially) multiple Long-Term Plans would maintain duplication in governance, planning, and decision-making, reducing the overall scale benefits compared to Model 1.

Maintains local voice

Strong alignment. There is centralisation of decision-making for regional-scale functions and region-wide service standards in the Combined Authority governing body which could create actual or perceived loss of local identity or influence. However, the Combined Authority's three layers of governance/representation enables significant opportunities for fair and effective representation at regional, sub-regional, and smaller communities of interest levels across the region. To maintain meaningful local voice, it is critical that the three governance tiers have clear roles and responsibilities, strong accountability mechanisms, and effective relationships with one another.

Deliverability

Strong alignment. The Combined Authority model strongly aligns with the deliverability criteria and would balance regional delivery with local representation. However, governance alignment between multiple governance bodies and a single delivery organisation would require resolution. This model would require bespoke legislation to establish Local Governing Bodies.

Model 3 – Two Sub-Regional Councils with Joint Committee

Head start criteria	Model 3
Supports the new planning system	4
Simplifies local governance	2
Economies of scale	3
Maintains local voice	4
Deliverability	3

Supports the new planning system

Strong alignment. In this model it is assumed that regional-scale planning functions (i.e. the regional spatial plan and functions under the Environment Act) would be governed by the Joint Committee. This model would also enable the integration of land-use planning functions under the Planning Act into the Joint Committee. Based on these assumptions, this model would strongly support the new planning system. Overall, resource management planning under this model is likely to be equally as effective as the status quo, but there is potential for it to be more effective depending on design.

This model does not align with this criterion as strongly as Model 1 due to the current design uncertainty of the Joint Committee in this model, which reflects the relatively bespoke nature of this design detail and the early stage of model development.

Simplifies local governance

Some alignment. This model provides partial simplification of local governance compared with the status quo, as the number of local government entities would move from four to two. However, this model introduces governance complexity for regional-scale functions with a Joint Committee. The membership, role, responsibilities and funding model for the Joint Committee would need to be clear, as would the relationship between the Joint Committee and the two sub-regional councils.

The governance of local-scale functions remains duplicated in this model, maintaining similar complexity to the status quo of Taranaki's local government arrangements in this regard. Second-tier governance arrangements within each sub-regional council would need to be clearly designed to avoid recreating complexity. There is likely to be duplication of service delivery in this model but this could be mitigated by having shared service arrangements agreed between the two, potentially three, service delivery organisations.

Economies of scale

Moderate alignment. This model would provide moderate economies of scale. Compared with the status quo, a level of governance duplication is created in relation to regional-scale functions through the model's Joint Committee mechanism, especially if the Joint Committee members must go back to their respective councils for decision-making. In addition, the presence of two sub-regional councils, each with their own Long-Term Plans, and separate organisational structures would continue to require duplicated governance, executive leadership, and corporate and operational services. Procurement and operational efficiencies are improved compared with the status quo, but not to the extent of Models 1 and 2.

Maintains local voice

Strong alignment. This model strongly maintains local voice by having two sub-regional councils that would each have second-tier governance bodies within them to support fair and effective representation for smaller communities of interest across the region. Members of the Joint Committee responsible for governing regional-scale functions would be appointed by the sub-regional councils. This arrangement would mean slightly less local voice/representation in the governance of regional-scale functions compared with an arrangement where candidates were directly elected by voters onto the Joint Committee. To maintain meaningful local voice within this model, the three governance tiers would require clear roles and responsibilities, strong accountability mechanisms, and effective relationships with each other.

Deliverability

Moderate alignment. This model is assessed as being moderately deliverable on the basis that there would be greater structural complexity than Models 1 and 2, and there are unresolved governance, funding and delivery arrangements which increase implementation risk. There is a potential need for bespoke legislation to support the Joint Committee arrangement.

Model 4 – One Unitary Authority and a City or District Council

Head start criteria	Model 4
Supports the new planning system	3
Simplifies local governance	2
Economies of scale	3
Maintains local voice	2
Deliverability	3

Supports the new planning system

Moderate alignment. This model would provide strong alignment on paper if the Unitary Authority governed and delivered regional-scale planning functions (i.e. the regional spatial plan and functions under the Environment Act). This model would also enable the integration of the natural environment plan with one land use plan. However, the asymmetrical governance and power dynamics between the two entities is likely to undermine effective governance and delivery of the new planning system.

Simplifies local governance

Some alignment. This model would provide some simplification of governance arrangements as the number of local government entities would move from four to two. However, while this model would provide coordinated governance of regional-scale functions, it introduces complexity in relation to the membership of the Unitary Authority governing body. Given that City or District Council residents would have to pay rates to the Unitary Authority for regional-scale services, it is assumed that those residents would have the ability to vote for representatives on the governing body of the Unitary Authority. The complexity of determining appropriate governing body membership in the Unitary Authority would be enhanced by the fact that, assuming New Plymouth was the basis for the City or District Council, the population within the City or District Council territory would be significantly larger than the population within the Unitary Authority's territory.

This model would also maintain complexity for the rating of regional-scale functions, i.e. ratepayers within the City or District Council territory would need to pay rates to both the City or District Council and the Unitary Authority. The apportionment of regional-scale rates across the region would also need to be worked through.

The governance and delivery of local-scale functions would remain duplicated in this model, maintaining similar complexity to the status quo of Taranaki's local government arrangements in this regard. Lastly, second-tier governance arrangements within each local government entity body would need to be clearly designed to avoid recreating complexity.

Economies of scale

Moderate alignment. This model would provide moderate economies of scale. Efficiencies would be achieved within the Unitary Authority itself through integrated governance and delivery of regional and local functions and operations. However, the existence of two governing bodies and two delivery organisations, the need for two Long-Term Plans, and separate governance and corporate service functions across the region, would reduce opportunities for efficiency gains and maintain moderate duplication.

Maintains local voice

Some alignment. Subject to where the boundary is drawn between the two local government entities, this model would provide good representation for urban and rural interests through two separate local government entities. Smaller communities of interest within each sub-region would be represented via Local or Community Boards within the respective local government entity.

However, this model only has some alignment overall because it is unclear how the local voice of residents in the City or District Council area would be maintained in relation to the governance of regional-scale functions compared with the status quo, as there is no clear ability for residents of the City or District Council area to elect Unitary Authority governing body members or input into regional-scale decisions. This design detail will need to be worked through. Additionally, there is a risk that this model would exacerbate the actual and/or perceived rural versus urban divide.

Deliverability

Moderate alignment. This model is considered moderately deliverable due to the complex boundary, governance and delivery arrangements that would be involved, and the significant unresolved design and implementation challenges that would need to be worked through and resolved.

Model 5 – Two Unitary Authorities (no shared governance or delivery)

Head start criteria	Model 5
Supports the new planning system	1
Simplifies local governance	2
Economies of scale	1
Maintains local voice	4
Deliverability	2

Supports the new planning system

Low alignment. This model would involve dividing the region into two sub-regions, with each sub-region governed by a Unitary Authority and no mechanisms for shared governance or delivery. This model would not enable effective delivery of a regional spatial plan or functions under the Environment Act, in particular the management of freshwater and terrestrial biodiversity.

Two natural environment plans would split environmental management of the region which is a potentially unworkable prospect. However, if two natural environment plans were permitted under the Natural Environment Act, there may be some benefit from each Unitary Authority combining their respective natural environment plans with their land use plans.

Surface freshwater could not be effectively managed in any catchment that is split by the boundary between the Unitary Authorities. Groundwater would also be difficult to manage overall, with aquifers spreading over any feasible boundary. Overall, this model presents serious design problems and is potentially unworkable for the new planning system.

Simplifies local governance

Some alignment. This model would provide partial simplification as the number of local government entities would move from four to two. This model would introduce complexity by duplicating the governance and delivery of regional functions and maintain complexity through the ongoing duplication of governance and delivery of local-scale functions that is similar to the status quo.

Importantly, this model would introduce high complexity and the risk of unintended consequences, and potentially even unworkability, for functions currently delivered by the Taranaki Regional Council that rely on a regional-scale approach to be effective. The current regional council functions most at risk of negative impacts from this model are resource management planning, resource consent planning, resource consent processing, state of environment monitoring, environmental science investigations, biosecurity, catchment management, transport planning and services, river and flood risk management.

As with the other models, second-tier governance arrangements within each Unitary Authority would need to be clearly designed to avoid recreating complexity.

Economies of scale

Low alignment. This model would provide limited economies of scale. While each Unitary Authority would benefit from integrating regional and local functions within its own territory, there is a complete absence of shared governance, delivery or corporate services, meaning duplication remains across both organisations. Purchasing power, standardisation opportunities, and operational efficiencies are significantly lower than the other models.

Maintains local voice

Strong alignment. This model would have strong alignment with this criterion because dividing the region into two sub-regions, each governed by a Unitary Authority, would reduce the proximity between residents and their elected decision-makers and thereby maintain strong local voice. If the boundary drawn between the two Unitary Authorities reflects Taranaki’s existing "north-south" territorial authority boundaries then there would be good alignment with existing local identities. Smaller communities of interest across each sub-region would be represented via Local or Community Boards within each Unitary Authority.

Deliverability

Some alignment. This model is the least deliverable due to the fragmentation and duplication of regional functions across two entities. There are likely to be legislative changes required and difficulty in demonstrating sufficient Head Start alignment to achieve reform objectives.

Appendix C: High-level financial analysis

Purpose and interpretation

This appendix provides a high-level financial comparison of the five local government reform models. The focus is on relative percentage-based indicators rather than estimated dollar savings.

The analysis should be read as indicative scenario modelling only. Percentages are intended to support comparison between models and should not be interpreted as forecast savings, approved budget reductions or implementation-ready business case values.

Summary

Model 1 has the strongest overall scale opportunity, with the highest estimated saving as a percentage of total expenditure and the clearest pooled regional balance sheet position.

Models 2 and 4 both sit in similar positions within the high-opportunity range. Model 4 however has a higher level of transition difficulty and transition cost.

Model 3 provides a moderate scale opportunity, with balanced sub-regional debt-to-assets outcomes where regional debt and assets are allocated by rating units.

Model 5 provides the lowest estimated scale opportunity and retains the greatest ongoing organisational duplication.

Transition difficulty does not directly follow the scale opportunity ranking. Models 4 and 5 rate as very high risk because they require allocation or division of regional functions, assets, systems and responsibilities.

Scale opportunity indicators

The table below summarises the key percentage indicators from the scale opportunity model. These are the preferred measures for high-level comparison because they avoid over-emphasising indicative dollar estimates.

Model	Scale opportunity as % of total expenditure	Relative opportunity	Key interpretation
Model 1 Single Unitary Authority	4.41%	Very High	Highest scale opportunity due to one organisation, one governance structure, one main corporate platform set and least duplication.
Model 2 Combined Authority	3.30%	High	High scale opportunity due to shared delivery arrangements and consolidation of several corporate and system functions. Savings are moderated by retained governance entities, planning processes and accountability requirements.
Model 3 Two sub-regional councils and a Joint Committee	2.62%	Moderate	Moderate scale opportunity from consolidation into two sub-regional councils and shared regional governance. Savings are moderated by retained duplication and coordination requirements.

Model	Scale opportunity as % of total expenditure	Relative opportunity	Key interpretation
Model 4 One Unitary Authority and a City/District Council	3.26%	High	High scale opportunity, broadly comparable with Model 2, but lower than Model 1 because local accountability, organisational support and some systems/interfaces remain duplicated.
Model 5 Two Unitary Authorities	1.69%	Low	Lowest scale opportunity because two full organisations retain separate systems, management and duplicated regional capability.

NOTE: Efficiencies are conservative, and are reflective of savings from corporate services, executive leadership and governance only.
They will not account for wider transformation opportunities across service delivery and other directorates, until that level of work has been undertaken and can be fed into the models during the next phase.

High-level key summaries by model

Model 1 Single Unitary Authority

Aspect	High-level analysis
Overall position	Highest scale opportunity and strongest pooled financial position.
Key strengths	One organisation, one governance structure and one delivery platform provide the greatest opportunity to remove duplication.
Key considerations	Very high transition complexity due to full consolidation of governance, staff, systems, assets, liabilities, rating arrangements and service delivery.

Model 2 Combined Authority

Aspect	High-level analysis
Overall position	High scale opportunity, but savings are moderated by retained governance complexity.
Key strengths	Shared delivery arrangements support consolidation of several corporate and system functions.
Key considerations	Multiple governance entities, planning processes and accountability requirements remain, making the model more complex than a single organisation structure.

Model 3 Two Sub-Regional Councils and Joint Committee

Aspect	High-level analysis
Overall position	Moderate scale opportunity with relatively balanced balance sheet outcomes.
Key strengths	Moves from four councils to two sub-regional entities, with potential to coordinate regional functions through a Joint Committee.
Key considerations	Retains duplication across two operating entities and creates additional interface requirements for regional functions.

Model 4 One Unitary Authority and a City/District Council

Aspect	High-level analysis
Overall position	High scale opportunity, broadly comparable with Model 2.
Key strengths	Partial consolidation through one unitary authority supports governance and corporate services efficiencies.
Key considerations	Very high implementation risk due to the need to allocate services, staff, systems, assets, liabilities, debt and revenue streams between two future organisations.

Model 5 Two Unitary Authorities

Aspect	High-level analysis
Overall position	Lowest annual scale opportunity and high transition complexity.
Key strengths	Creates two full unitary authorities, with balance sheet outcomes broadly comparable to Model 3 under the rating-unit allocation approach.
Key considerations	Retains significant duplication and requires regional functions to be divided and duplicated across two standalone organisations.

Transition and implementation risk

Transition assessment is included as a qualitative risk indicator. It is deliberately not converted into estimated dollar values in this appendix.

Model	Transition complexity	Transition cost rating	Implementation risk	Indicative timeline	Relative transition difficulty (1 = easiest)
Model 1 Single Unitary Authority	Very High	Very High	High	5-7 years	3
Model 2 Combined Authority	High	High	Medium-High	3-5 years	1
Model 3 Two sub-regional councils and a Joint Committee	High	High	High	4-6 years	2
Model 4 One Unitary Authority and a City/District Council	Very High	Very High	Very High	5-7 years	4
Model 5 Two Unitary Authorities	Very High	Very High	Very High	5-7 years	5

Key reading: The models with the greatest long-term efficiency gains are not necessarily the easiest to implement. Model 1 delivers the greatest ongoing economies of scale but requires substantial organisational integration. Model 2 provides the most achievable reform pathway from a transition perspective. Models 4 and 5 present the greatest implementation challenges because they require complex allocation or division of assets, liabilities, staff, service responsibilities and governance arrangements between successor organisations.

Debt and assets percentage indicators

Debt and asset analysis is summarised using debt-to-assets percentages and high-level interpretation. These figures are source-derived balance sheet ratios.

Model	Debt-to-assets ratio (%) range	Overall financial resilience	Commentary
Model 1 Single Unitary Authority	9.63%	**Very Strong**	Delivers the strongest overall financial resilience through a single consolidated balance sheet, maximising borrowing capacity, financial flexibility and resilience to future financial pressures.
Model 2 Combined Authority	8.72% - 9.62%	**Strong**	Maintains strong financial resilience across the local authorities while benefiting from regional coordination. Separate balance sheets and borrowing capacity mean it does not achieve the same level of resilience as a fully consolidated regional authority.
Model 3 Two Sub-Regional Councils and Joint Committee	9.34% - 10.22%	**Strong**	Creates two financially sustainable authorities with balanced debt and asset positions, providing a high level of resilience while retaining sub-regional governance.
Model 4 One Unitary Authority and a City/District Council	8.72% - 11.36%	**Moderate**	Results in the greatest variation in financial resilience between successor organisations, with the Unitary Authority carrying a higher debt burden that is partly offset by a very strong asset base.
Model 5 Two Unitary Authorities	9.34% - 10.22%	**Strong**	Establishes two financially viable authorities with sustainable balance sheets, although the absence of shared governance and delivery arrangements limits opportunities to further strengthen long-term financial resilience.

Key observations: Model 1 demonstrates the strongest overall financial resilience, supported by a single consolidated regional balance sheet. Model 2 remains strong while retaining local governance but does not achieve the same consolidated resilience as Model 1. Models 3 and 5 remain financially resilient, with debt-to-assets ratios of approximately 9-10%. Model 4 presents the weakest overall financial resilience due to variation between successor organisations, particularly the higher debt burden carried by the Unitary Authority.

Overall comparative assessment

The analysis indicates that increased organisational consolidation generally results in greater scale opportunities and stronger regional financial integration, but also requires higher levels of transition effort, implementation complexity and organisational change.

No single model performs best across every assessment category. Instead, each model reflects a different balance between efficiency gains, transition complexity, financial resilience and governance structure.

- Model 1 provides the highest scale opportunity and strongest consolidated balance sheet position but requires significant organisational transformation.

- Model 2 provides a strong balance between implementation achievability and financial benefits, while largely retaining existing local balance sheet positions.
- Model 3 provides a moderate scale opportunity and balanced financial outcomes across the two sub-regional entities.
- Model 4 achieves high scale opportunities but creates greater variation in financial resilience between successor organisations and involves significant implementation complexity.
- Model 5 provides the lowest scale opportunity and highest degree of ongoing organisational duplication, despite maintaining financially sustainable balance sheet positions.

Model	Scale opportunity	Financial resilience	Transition difficulty	Overall observation
Model 1	Very High	Very Strong	High	Highest efficiency and strongest balance sheet, but significant transformation required.
Model 2	High	Strong	Low	Strong balance of efficiency, resilience and ease of implementation.
Model 3	Moderate	Strong	Moderate	Balanced regional outcome with moderate efficiencies.
Model 4	High	Moderate	Very High	Strong efficiency potential but significant implementation complexity and uneven financial outcomes.
Model 5	Low	Strong	Very High	Financially sustainable but limited efficiency gains and significant duplication.

Key assumptions

Assumption area	Assumption used
Source data	Financial information is based on the 2024/25 Annual Reports of NPDC, TRC, STDC and SDC where available.
Use of percentages	Percentage indicators are preferred in this appendix because several dollar-based savings are indicative estimates or proxy-based assumptions.
Scale opportunity	Scale opportunities are estimated across governance, executive leadership, corporate services, systems, procurement, planning, reporting and support functions.
Staffing basis	Corporate services staffing estimates use TRC corporate services proportions as a benchmark applied across the other councils for consistency.
Steady-state view	Savings percentages represent indicative steady-state annual efficiency opportunities after implementation, not immediate transition-period savings.
Transition costs	Transition costs, implementation effort and timing are assessed separately and are not deducted from scale opportunity percentages.

Assumption area	Assumption used
Debt and asset basis	Debt and asset ratios use Councils' 2024/25 Annual Reports. TRC regional debt and assets are allocated by rating units where required for split-region models.
Service levels	No service-level changes, policy decisions, asset revaluations, debt repayment or asset rationalisation are assumed.

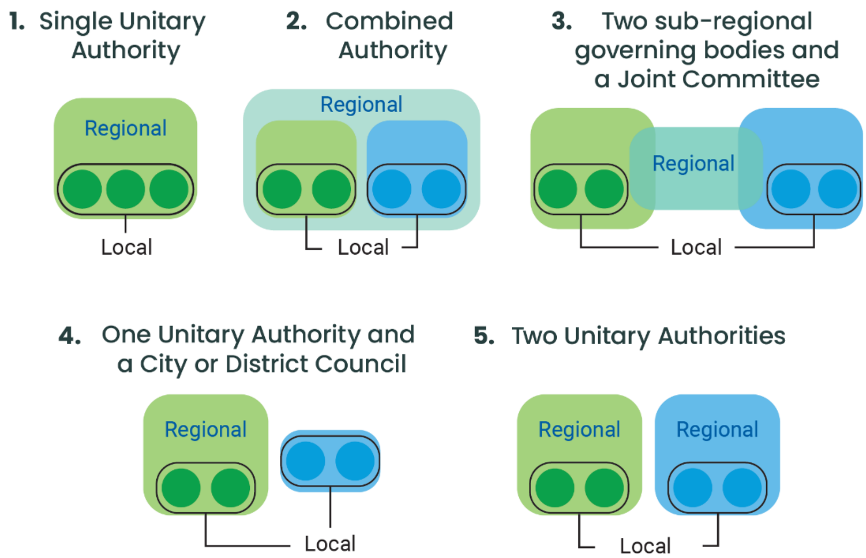
Limitations

- The modelling is indicative and comparative only.
- Percentage estimates should not be interpreted as confirmed savings, budget reductions or detailed business case outputs.
- Several non-staff areas use proxy assumptions and would require validation if the models progressed further.
- Actual outcomes would depend on final governance design, transition approach, representation arrangements, service delivery choices and system architecture.

Appendix D: High-level functional analysis

Assumptions:

- This analysis provides an early functional lens on how New Plymouth District Council (NPDC) activities could be governed under a future Taranaki local government model.
- NPDC has been used as an initial worked example to test where functions may be suited to regional governance and where a local governing voice may need to be retained.
- The analysis considers the governance of activities only. It does not determine future service delivery arrangements, organisational design, staffing, funding, asset ownership or rating arrangements.
- Functions identified as potentially regional generally have technical, regulatory, infrastructure, strategic planning or cross-boundary characteristics.
- Functions identified as needing a local governing voice generally involve place-based priorities, community identity, local relationships, discretionary funding or locally specific assets and funds.
- This analysis assumes that meaningful local voice would need to be deliberately designed into any future model. This material is indicative only. It is intended to support further testing and discussion, rather than predetermine final decisions.



Indicative governance of NPDC functions, from subject matter expert workshop held 30 June 2026.

NPDC Group of Services	NPDC Activity	Better governed regionally	Better governed locally
Core services and activities			
Community Partnerships	Community partnerships	Regional	
	Community engagement		Local
	Community funding		Local
	Housing for the elderly	Regional	

NPDC Group of Services	NPDC Activity	Better governed regionally	Better governed locally
Customer and Regulatory Solutions	Animal control	Regional	
	Building consents	Regional	
	Building monitoring, enforcement and public enquiries (including swimming pool inspections)	Regional	
	District planning	Regional	
	Resource consent application processing and monitoring	Regional	
	Resource management, monitoring, enforcement and public enquiries	Regional	
	Environmental health	Regional	
	Parking	Regional	
Economic Development	Economic development	Regional	
Emergency Management and Business Continuance	Emergency Management and Business Continuance	Regional	
Flood Protection and Control Works	Flood Protection and Control Works	Regional	
Governance	Governance - regional *(new)*	Regional	
	Governance - local *(new)*		Local
	Community board discretionary funding		Local
Govett-Brewster Art Gallery/Len Lye Centre	Govett-Brewster Art Gallery/Len Lye Centre	Regional	
Management of Investments and Funding	New Plymouth District Council (Waitara Lands) Act 2018	Regional	
	Airport - Papa Rererangi i Puketapu Ltd	Regional	
	Perpetual Investment Fund (PIF)		Local
	Endowment funds *(new)*		Local
	Forestry (including joint ventures)		Local
	Voluntary targeted rates schemes	Regional	
Parks and Open Spaces	Urban design and streetscapes	Regional	
	Cemeteries	Regional	
	Crematorium	Regional	
	Public parks and reserves		Local
	Major gardens of regional value *(new)*	Regional	
	Sports parks	Regional	
	Campgrounds	Regional	
	Public halls	Regional	
	Public toilets	Regional	
	Walkways and shared pathways	Regional	

NPDC Group of Services	NPDC Activity	Better governed regionally	Better governed locally
Puke Ariki and Community Libraries	Museum and iSite Visitor Information Centre	Regional	
	Libraries	Regional	
Stormwater	Stormwater Management	Regional	
Two Waters	Wastewater Treatment	Regional	
	Water Supply	Regional	
Transportation	Transportation	Regional	
Venues and Events	Aquatic Centre and district pools	Regional	
	Community events		Local
	Event venues	Regional	
Waste Management and Minimisation	Kerbside collection	Regional	
	Landfills	Regional	
	Resource recovery facilities	Regional	
	Transfer stations	Regional	
	Waste minimisation	Regional	

Governance of TRC functions, based on data from the 2024/34 TRC Long-Term Plan.

TRC Group of Services	TRC Activity	Better governed regionally	Better governed locally
Core services and activities			
Resource Management	Resource management planning	Regional	
	Resource consents	Regional	
	Compliance monitoring	Regional	
	Pollution incidents and response	Regional	
	State of the environment monitoring	Regional	
	Environmental science investigations	Regional	
Regional Facilities	Regional gardens	Regional	
	Stadium Taranaki	Regional	
Flood and Hazard Management	Emergency management	Regional	
	River and flood risk management	Regional	
Catchment Management	Catchment enhancement	Regional	
	Biodiversity	Regional	
	Biosecurity	Regional	
	Waitara catchment programme	Regional	
	Sustainable land management	Regional	
Transport and Planning Services	Transport and planning services	Regional	
	Harbour navigation and safety	Regional	
Regional Leadership and Governance	Governance	Regional	
	Community engagement	Regional	
	Investment management	Regional	

Appendix E: Summary of regional activities and assets analysis against models

Assumptions:

- This analysis only considers current regional council activity areas and assets. It also does not look at corporate services such as human resources, finance or administration.
- Drafted on the assumption that regional council activity areas are effectively transferred to any new entity and there is no cutting of services in that process. For Model 3, this assumes all are transferred to the council delivering regional functions.
- One assumption made across all field-based activity areas is that appropriately located facilities are provided. For the one council model, it is assumed an appropriate satellite office exists.
- Model 2 is combined with Model 1 on the assumption that all current regional council activity areas would sit at the combined authority level.

Key:

- Green = Likely more effective than the status quo
- Yellow = Likely the same as status quo
- Orange = Likely less effective than the status quo or has notable design problems
- Red = Serious design problems and potentially unworkable. For red traffic lights, details have been provided in red. Details for the other colours are available on request.

Activity or asset	Description	Considerations	Model 1 & 2	Model 3	Model 4	Model 5	Notes
Common to all functionality	• This row sets out considerations that are relevant to all the regional council functions listed below.	• Economies of scale: Larger entities can spread specialist staff, systems and overheads across a wider ratepayer base. • Governance complexity: Shared or split delivery models can make accountability, decision-making and funding harder to manage. • Voice for regional functions: Regional responsibilities may receive different levels of focus under different models. • Funding: Around 70% of current regional council rates come from New Plymouth District.					
Resource management planning	• Assess current state of the environment, desired future state and environmental pressures. • Prepares and updates regional planning documents to manage natural resources and achieve community aspirations. • Plans manage the effects of activities such as water takes, discharges, coastal marine area activities, and the use of river and lake beds on the environment. • Develops the regional spatial plan and natural environment plan under the new regime. • Runs consultation and hearings processes. • Monitors whether plans are working as intended.	• New planning system requires development of regional-level planning documents including a spatial plan through a single joint spatial planning committee and associated secretariat. • New regime encourages integration of natural environment and land use plan development. • Needs considerable scientific advice into the process for the regional spatial and natural environment plan. • Resource management reform is the stated government priority, and local government reform should minimise disruption. • New planning framework has one act for regional council functions and one for territorial functions. • Largely desk-based.					• Does not easily allow for a single regional spatial plan (refer Head Start criteria). • Two natural environment plans would split environmental management of the region. Having two potentially could also be in breach of proposed Natural Environment Act. • Surface freshwater cannot be effectively managed in any catchment split by the boundary. • Groundwater difficult to manage overall with aquifers spreading over any feasible boundary.

Activity or asset	Description	Considerations	Model 1 & 2	Model 3	Model 4	Model 5	Notes
Resource consent processing	• Processes applications for regional resource consents. • Assesses environmental effects and statutory requirements. • Prepares decisions and consent conditions. • Runs hearings as needed. • Administers regional dam safety responsibilities under the Building Act. • Large portion of regional council consenting is replacements for existing consents. • Responds to queries from the community and applicants on resource consents.	• Regional consents become permits under the new system. TA consents remain consents. • Efficient permit processing depends on close integration with science, policy and compliance. • A key opportunity is how the processing of regional permits and district land use consents might be better integrated. • Replacement consents are being deferred by Government to the end of 2027 and potentially the end of 2029, creating resourcing issues. • The new system will focus on more complex permitted activities. How this impacts workloads is uncertain. • Waikato Regional Council currently delivers a number of TRC's dam safety responsibilities.					• Freshwater cannot be effectively managed in any split catchment. • Groundwater difficult to manage overall.
Compliance monitoring	• Checks whether consent holders are meeting consent conditions and rules. • Undertakes routine site inspections and reviews monitoring results. • Targets higher-risk activities for more intensive monitoring and oversight. • Supports enforcement where non-compliance is identified.	• The new regime will require much more permitted activity monitoring. • Regional council consents generally require more intensive monitoring than TA consents. • Requires specialised scientific and enforcement staff. • Government decisions still need to be made on whether this function will be centralised in a national regulator. • Depends on close integration with consents and science. • Strong field-based component.					
Pollution incidents and response	• Receives and triages reports of spills, discharges and other pollution incidents. • Investigates incidents, assesses environmental effects and identifies likely sources. • Coordinates immediate response to contain or reduce harm, including oil spill response. • Records incidents and supports follow-up action where needed.	• Oil spill response requires a rapid and coordinated response. • Strong field-based component.					

Activity or asset	Description	Considerations	Model 1 & 2	Model 3	Model 4	Model 5	Notes
State of environment monitoring	• Monitors air, water, land and coastal environments across the region. • 115 continuous environmental monitoring stations. • Tracks environmental condition, trends and likely causes of change. • Provides data and reporting to support planning, compliance and public information. • Maintains long-term monitoring so changes can be measured over time.	• Requires considerable scientific expertise to deliver, which is unique from any existing TA function and difficult to recruit. • Expanded expectations for setting environmental limits under the new planning regime are likely to create more demand for monitoring. • Effective modelling requires data inputs from across the region and is already operating at the smallest scale for modelling: regional. • Strong field-based component. • Catchment boundaries are the logical split for environmental monitoring and data. • Taranaki region currently aligns with known biophysical units (e.g. Volcanic Ring Plain, Northern Hill Country and Southern Hill Country). • Requires significant technical infrastructure to support (e.g. specialist software and laboratory).					
Environmental science investigations	• Runs targeted investigations into specific environmental issues. • Builds evidence on causes, risks and likely future change. • Supports work on climate change and emerging issues. • Uses science and mātauranga Māori appropriately in investigations.	• Refer state of the environment monitoring.					• Any split catchment is highly problematic to monitor. • Groundwater problematic to monitor. • Does not align with biophysical units.
Sustainable land management	• Works with landowners to develop plans to improve land use, landscape resilience and reduce erosion risk. • Administers the future rollout of Freshwater Farm Plans (a new tool for managing impacts on freshwater from farming). • Provides advice to landowners on land capability and sustainable land management.	• Relationship-based function that depends on trusted, long-term engagement with landowners and catchment groups. • Freshwater Farm Plans will create new work and change the shape of existing programmes. • Requires integration with science, compliance and freshwater policy. • Strong field-based component.					
Catchment enhancement	• Helps landowners put erosion control and riparian works in place. • Uses grant funding to support practical catchment improvement projects. • Assists with riparian planning, planting and fencing. • Provides poplar poles and plants for riparian margins to landowners.	• Relationship-based function that depends on trusted, long-term engagement with landowners and catchment groups. • Nursery in New Plymouth district produces 4000 poplar poles a year. • Contract with A&P provides 80,000 riparian plants a year out of Stratford. • Council holds $900k per year in STRESS funding from MPI that landowners can apply for erosion control in the hill country.					

Activity or asset	Description	Considerations	Model 1 & 2	Model 3	Model 4	Model 5	Notes
Biodiversity	• Monitors and reports on indigenous biodiversity and ecosystem condition. • Administers the voluntary Key Native Ecosystem Programme to support the protection of biodiversity on private land. • Provides grants and advice to protect wetlands and significant habitats.	• Regional councils gain responsibility for terrestrial biodiversity and significant natural areas under the resource management reforms. • Relationship-based function that depends on trusted, long-term engagement with landowners. • Specialist ecological capability is hard to secure. • Has strong links to biosecurity, catchment management and natural resource policy. • Aligns well with key ecological districts (Egmont, North Taranaki, Matemataeonga, and Manawatū Plains and Foxton). • Strong field-based component. • Scale is particularly important for effective management.					
Biosecurity	• Reviews and implements the regional pest management plan. • Controls or eradicates priority pest plants and animals. • Inspects and monitors pest infestations and control areas. • Supports wider predator control and biosecurity partnerships. • Supports response to manage specific pest incursions (e.g. gold clams).	• Pests easily cross boundaries, requiring a consistent approach across areas as much as possible. • Works best when aligned with biodiversity and catchment management. • Strong field-based component. • Larger scale delivers significant benefits for biosecurity. The fewer boundaries, the less risk of biosecurity failures. • For some pest species, once they are established you cannot ever contain them again. • Key service for preserving the rural economy.					• District scale not feasible for effective management in Taranaki (i.e. if one council doesn't control a species it would rapidly spread to the other council, especially on the ring plain around the maunga).
Waitara River catchment	• Supports the Waitara River Committee and its administration. • Helps develop and implement funding strategies for Waitara leasehold land income. • Includes Ngāti Maru, Te Atiawa, Ngāti Mutunga, Ngāti Tama and Te Kowhatu Tu Moana Trust.	• Waitara Lands Act provides for TRC to hold funding (currently ~$25.9m rising to $30m). • TRC and iwi to set up the Waitara River Committee to administer. • Integrated with the Ngāti Maru Settlement Act and the joint management agreement required with TRC (refer Treaty settlement section).					• Cannot be effectively delivered unless the boundary is moved further south than the current SDC-NPDC boundary to align with the Waitara catchment.

Activity or asset	Description	Considerations	Model 1 & 2	Model 3	Model 4	Model 5	Notes
Transport planning and services	• Prepares regional transport plans and supporting strategies. • Plans and funds public transport services and related programmes. • Works with partners on better travel choices and network priorities. • Coordinates regional input into national transport funding processes. • Total Mobility service provides subsidised taxis etc for people for disabilities.	• Regional Land Transport Plan sets Taranaki's transport funding priorities. • Regional Public Transport Plan guides design and delivery of public transport in the region. • Majority of services provided in New Plymouth urban area. • Rural services and inter-district services also provided. • Infrastructure ownership and how funding flows to it is a complicated mix of regional council, TAs and operators. • Regional transport planning needs to be well integrated into growth planning.					• Does not easily allow for one regional land transport plan. Does not provide optionality to regionalise other transport functions (refer Head Start criteria).
Navigation and safety	• Implements the New Zealand Port and Maritime Safety Code and the relevant bylaw for Port Taranaki and its approaches. • Oversees harbour navigation safety requirements and supports safe vessel movements.	• Focused only on Port Taranaki and its approaches where risk is greatest.					
Emergency management	• Funding to Taranaki Emergency Management Office for regional civil defence emergency management planning, coordination and response. • MOU and dedicated software exist so TRC land management staff can provide farm-based intel to TEMO in an emergency.	• Currently delivered regionally through the TEMO office. • Regional coverage needed to provide coordination in a response. • Strong alignment between civil defence functions and natural hazard management for land use.					
River and flood risk management	• Monitors rainfall and river levels and issues flood warnings. • Network of 115 continuous environmental monitoring stations. • Maintains flood monitoring systems and river control assets. • Carries out minor emergency works and ongoing flood and erosion management. • Provides advice on river structures, erosion, drainage and river control projects.	• Major flood protection assets in Waiwhakaiho and Waitara catchments. • Smaller assets in the Hangatāhua, Ōpunake and Waitōtara catchments. • Benefits from alignment with the environmental monitoring activity area due to equipment and sampling and data expertise. • Monitoring needed in the upper, middle and lower reaches of high-risk catchments with strong network resilience and redundancy. • Roles and responsibilities for flood management between regional and district councils can be murky. • Depends on simple and efficient channels of communication to manage flood warnings.					• Cannot be effectively delivered if split along current boundaries due to the Waitara and Hangatāhua catchments. • Less cohesive and resilient flood monitoring and data management across the region. • More complicated reporting and flood warning processes posing a risk to life.

Activity or asset	Description	Considerations	Model 1 & 2	Model 3	Model 4	Model 5	Notes
Regional gardens	• Maintains Pukeiti, Tūpare and Hollard Gardens as public regional assets. • Manages day-to-day operations, grounds, buildings and visitor facilities. • Supports public access, events and education. • Runs the Rhododendron Conservation Programme for rare and endangered species.	• Pukeiti and Tūpare in NPDC area. • Hollard in SDC area. • Pukeiti trust deed between TRC and Pukeiti Rhododendron Trust. • Curated collections in the gardens, more aligned to museums than parks. • Formal agreement between TRC and QE2 for Hollard. • Events and venues expertise shared across the three gardens. • Pukeiti shares plant database system with Pukekura. • Risk that horticultural quality and integrity lost if just treated as another park.					
Community engagement	• Only the education part of this activity area is focused on here as a direct community service. • The education programme is only a portion of the budget listed in the adjacent cell. • Works with schools, community groups and the public on environmental education. • Provides funding to museums.	• Provides a $25k annual grant to South Taranaki Utanganui and $125k to Puke Ariki. • Envirolink and environmental education programme engages with school classes across the region. • MOUs exist with multiple entities to support the programme.					
Stadium Taranaki	• Provides annual funding to the Taranaki Stadium Trust (TST). • Supports the long-term maintenance and development of Stadium Taranaki. • Funded by a targeted rate.	• 85%-90% of targeted rate services debt. • TST owns the assets and contracts NPDC to operate the Stadium. TST is a council-controlled organisation of TRC. • SDC and STDC contribute less than NPDC. • $45m in debt. $40m with LGFA. $5m in a government loan that needs to be paid back in 5 years.					
Port Taranaki	• Port is a limited company with TRC as 100% shareholder. • Currently budgeted for an $8m p.a. dividend to offset regional rates.	• Financial headwinds for the Port due to the decline of oil and gas. • While situated in New Plymouth, it is an asset for the whole region and beyond. • Asset on TRC balance sheet which is integrated into current debt covenants (26m x 50 cent shares). • Potential tax considerations on any transfer of shares to a new entity.					
Leasehold properties	• $24m and 49 leasehold properties around New Plymouth. • 90% commercial, 10% residential. • $2m of lease income a year.	• Covered by endowment property requirements going back to the 19th century. • Different rules for each property. • Very complicated to transfer ownership, requiring legislation.					

Activity or asset	Description	Considerations	Model 1 & 2	Model 3	Model 4	Model 5	Notes
Buildings	• Two main office buildings in Stratford with outbuildings including a laboratory. • Fleet of vehicles (including trailers, quads, side-by-sides and e-bikes).	• Spare space in the administration building for extra staff. But would require some investment to realise. • Wider grounds would have space for future growth if needed.					
Digital assets	• IRIS Classic/Datascape Regulatory: Main system for resource consents, compliance, environmental monitoring, catchment management, biosecurity and biodiversity. • Hilltop and Hydrotel: Drives the environmental data and IOT sensor systems. • LAB (& LAB Mobile): Environmental monitoring, Sampling data, LAB tests, mobile field data. • GIS: All main functional areas use GIS platforms i.e. ESRI. Each main area has their own Apps specific to their business unit. • Data platform and integration layer (Fabric, FME): This houses all data from our systems and the integrations needed between them all. • SharePoint: Connects into all systems for storage of documentation specific to each functional area. • Standard corporate systems: HR, finance, payroll, comms	• Paths where systems must be broken in two (either by activity area or geography) will be very complex. • Migration into and integration with current district council systems will also be very complex. • Complex web of integrations links regulatory systems to be able to make them all work • IT customer services also important consideration, especially for more bespoke or complex systems, data and integrations. • Currently using IRIS Classic with a major upgrade to Datascape Regulatory in progress, implementation 2027. This is complimentary work, with the proposed common systems proposed in the new resource management legislation.					

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

Taranaki Regional Council

9 August 2026

Hon Simon Watts, Minister for Local Government
Hon Chris Bishop, Minister for Cities, Environment, Regions and Transport

CC: Jeremy Lightfoot, Chief Executive, Ministry for Cities, Environment, Regions and Transport
SimplifyingLocalGovernment@mcert.govt.nz

Dear Ministers

New Plymouth District Council and Taranaki Regional Council - Pathfinder Proposal for submission in the Head Start Pathway

New Plymouth District Council and Taranaki Regional Council submit the attached Pathfinder Proposal for Cabinet's support through the Head Start pathway.

This proposal is an evidence-based response to the Government's objectives for a simpler, more effective and efficient system of local government. It shows that Taranaki is not standing still: participating councils have already tested a broad range of options, applied the Head Start criteria, considered local priorities and identified three credible models that warrant detailed investigation.

The next phase will be strengthened by our work with the Bay of Plenty, Waikato and Southland regions on a joint Integrated Local Government Framework, which we see as a critical part of the policy programme needed to inform robust decision making. The Framework will provide a consistent, evidence-based foundation for assessing service outcomes, delivery principles, system-wide roles and accountabilities, and future local government arrangements, while also generating practical tools and insights of value to the wider Head Start programme.

We respectfully ask Cabinet to accept this Pathfinder Proposal as an appropriate and responsible next step for Taranaki within the Head Start pathway.

While the proposal has been developed by New Plymouth District Council and Taranaki Regional Council as participating councils, it considers future local government arrangements for the whole region. We remain committed to working constructively with South Taranaki District Council and Stratford District Council and to continue seeking regional alignment as our work progresses.

Taranaki has strong communities, nationally significant natural assets and a proud record of collaboration. It is also in a period of significant economic and structural change. The decline of the oil and gas sector, falling productivity, rising infrastructure demands, affordability pressures, environmental management obligations and climate resilience challenges will shape the region for decades. Local government arrangements will directly affect how well Taranaki responds to those pressures, sustains core services and positions itself for future investment and growth.

For that reason, we consider further analysis, engagement and testing is essential before a preferred model is presented to Government. The scale of reform demands a process that is rigorous enough to give Ministers confidence, transparent enough to earn community trust, and practical enough to produce an enduring and deliverable proposal.

The attached Pathfinder Proposal does exactly that. It narrows a broad list of options to three credible models for further investigation: a Single Unitary Authority, a Combined Authority, and Two Sub-Regional Councils supported by a Joint Committee.
Each model offers a different balance between regional integration, local voice, deliverability and economies of scale. Keeping these options live at this stage is not a lack of progress; it is the disciplined approach required to land reform that is durable, has the broad support of an informed and engaged community, and is capable of delivering long-term regional benefits.

The Pathfinder Proposal should therefore be viewed as a strong contribution to the Head Start process, not a departure from it. It demonstrates clear progress against the Government's assessment criteria, identifies the questions that must be answered before a final proposal can be responsibly submitted, and sets out a credible programme of work to reach that point.

We ask Cabinet to support the Pathfinder Proposal and enable participating councils to proceed to the next phase of detailed analysis, iwi and community engagement, and option development. Cabinet support would allow Taranaki to maintain momentum, deepen the evidence base, test the shortlisted models properly and move toward a detailed proposal that is aligned with Government objectives and credible to the communities it would serve.

Thank you for considering this proposal. We would welcome the opportunity to discuss it with you and your officials, and to work with Government to ensure Taranaki's next phase of reform is focused, robust and capable of delivering lasting public value.

Yours sincerely

Max Brough
Mayor of New Plymouth District

Craig Williamson
Chair of Taranaki Regional Council

Attachment: New Plymouth District Council and Taranaki Regional Council Pathfinder Proposal for submission in the Head Start Pathway

APPENDIX 3 – MULTI-CRITERIA ANALYSIS OF COUNCIL STRUCTURES AGAINST ADDITIONAL ASSESSMENT CRITERIA

ADDITIONAL ASSESSMENT CRITERIA	Model 1 – Single Unitary Authority		Model 2 – Combined Authority		Model 3 – Two Sub-Regional Councils with Joint Committee		Model 4 – One Unitary Authority and a City or District Council		Model 5 – Two Unitary Authorities (no shared governance or delivery)	
Treaty settlements *Assessment against this criterion is preliminary only. Further analysis and engagement with iwi partners is required before any conclusions can be drawn regarding the relative strengths or weaknesses of individual governance models.*	4	Transferring the current TRC Treaty settlement and other Waitara Lands Act obligations is the most straightforward under this model, as regional-scale governance and delivery would remain with a single council structure. There are still likely to be complexities in design to ensure all requirements are upheld.	3	If all current TRC functions are under the Combined Authority governing board, then the transfer of requirements is similar to Model 1. However, if TRC functions are fragmented across the three governance bodies in this model, this would also fragment Treaty settlement and Waitara Lands Act requirements.	3	If all current TRC functions are under the Joint Committee, then transfer of requirements is similar to Model 1. However, if TRC functions are fragmented across the three governance bodies in this model, this would also fragment Treaty settlement and Waitara Lands Act requirements.	3	If all current TRC functions are under the Unitary Authority, then transfer of requirements is similar to Model 1. However, if TRC functions are fragmented across the two local government entities, this would also fragment Treaty settlement and Waitara Lands Act requirements.	2	This model would require TRC Treaty settlement requirements for representation on key committees to be duplicated across both Unitary Authorities. The delivery of requirements regarding the Waitara River (i.e. the Waitara Lands Act and Ngāti Maru Settlement Act) would be very complicated unless boundaries are moved to align with catchments (not currently the case).
Financial resilience	5	Strongest financial resilience. A single regional balance sheet, rating base, and debt portfolio would provide maximum financial flexibility and borrowing capacity. Financial risks would be able to be spread across the region, supporting infrastructure investment, asset management, and economic responsiveness.	4	High financial resilience. Regional coordination and a shared delivery organisation support consistent financial management and investment planning across the region. While separate local funding remains, there is still a stronger financial position and greater financial resilience than separated models.	3	Moderate financial resilience. Two larger sub-regional entities provide improved financial capacity compared with the current structure and allow a moderate amount of sharing risks and investment options. However, the existence of separate balance sheets, debt portfolios and rating bases limit the ability to consolidate financial resources and respond to financial pressures when needed.	3	Moderate financial resilience. The Unitary Authority would create a larger and more financially capable organisation, with reasonable borrowing capacity and infrastructure funding capabilities. However, financial resources are split between two entities, limiting the ability to spread risks and investment requirements across the entire region, in the same manner as Model 3.	2	Lowest financial resilience. Independent management required of financial risks with separate rating bases, balance sheets, debt portfolios, and investment programmes. Without any shared governance or delivery arrangements, the ability to spread costs, coordinate on investment, and respond to significant financial pressures is limited.
Support growth and investment	5	Strongest alignment through one regional strategy, prioritisation framework and investment platform.	4	Strong potential, although effective coordination across governance bodies within the Combined Authority would remain important. Retains local identity while enabling regional delivery.	3	Moderate alignment. Improved regional coordination is possible, but separate council structures may create competing priorities, slower investment decision-making and perpetuate the north/south divide.	4	Strong potential for coordinated regional investment if decision-making authority is clear. Separation of rural and urban may lead to a stronger voice for both.	3	Moderate alignment. Reduced ability to coordinate and deploy investment at a regional scale.
Future flexibility	5	Strongest alignment. Strong platform for future adaptation, provided local governance and representation arrangements are designed with some in-built flexibility. Ability to adapt over time is enhanced by having a council structure as decision-making is streamlined.	4	Strong alignment. Strong platform for future adaptation, provided local governance and representation arrangements are designed with some in-built flexibility. Ability to adapt over time is enhanced by more streamlined council structure. However, decision-making to adapt the structure potentially less straightforward than with a unitary authority, given the substantive local-scale governance and rate-setting responsibilities of the proposed Local Governing Bodies in this model.	3	Moderate alignment. The model can evolve over time, including which entities govern or deliver different local government functions. The Joint Committee could initially govern only critical regional-scale functions, with Sub-regional councils later agreeing to expand its mandate. However, adaptation would depend on negotiation and ongoing agreement between the Sub-regional councils. There is also flexibility within each Sub-regional council if local governance and representation arrangements are designed with in-built flexibility.	2	Some alignment. There is some ability within each entity to adapt over time, provided the second-tier governance and representation arrangements are designed with some in-built flexibility. However, any adaptation, such as in the form of shared governance or delivery arrangements, would be subject to negotiation and ongoing agreement between the two entities.	1	Low alignment. By design, this model does not include shared governance or delivery arrangements, which therefore limits opportunities to adapt the model over time. There would be some ability within each Unitary Authority to adapt, provided the second-tier governance and representation arrangements are designed with some in-built flexibility.

REVISED TERMS OF REFERENCE - GOING FOR GROWTH COMMITTEE (2025-2028)

MATTER / TE WHĀINGA

1. The matter for consideration by the Council is approval of revised Terms of Reference for the Going for Growth Committee for the 2025-2028 Triennium.

RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU

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

a) Delegates authority to the Going for Growth Committee to approve funding under the:

- **i) Community Services and Programmes Grant**
- **ii) Community Partnership Grant**
- **iii) Social Enterprise Grant**
- **iv) Community Events Grant (over $5000)**
- **v) Built Heritage Protection Grant (over $10,000)**
- **vi) Natural Heritage Protection Grant (over $10,000)**
- **vii) Rural Halls Development Grant (over $10,000)**

b) Approves the consequential amendments to the Going for Growth Committee Terms of Reference (Appendix 1 ECM 9841776).

COMPLIANCE / TŪTOHU	
Significance	This matter is assessed as being of some importance.
Options	This report identifies and assesses the following reasonably practicable options for addressing the matter: 1. Adopt the revised Terms of Reference and delegations for the Going for Growth Committee. 2. Retain the current Terms of Reference and delegations for the Going for Growth Committee within the Council's Committee structure.
Affected persons	The persons who are affected by or interested in this matter are elected members and Committee appointees.

COMPLIANCE / TŪTOHU	
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. Officers recommend that Council adopt the revised Terms of Reference and delegations for the Going for Growth Committee providing delegated authority to consider and determine grant allocations under the Community Funding Investment Policy and subsequent community funding decisions for Annual Plan 2026/27 and the remainder of the 2025-2028 triennium.

3. The revised Terms of Reference has been developed in line with previous delegations within the 2022-2025 committee structure. A new delegation has been included which provides the committee with the ability to identify "community funding focus areas", should they committee wish to do so.

4. If approved, the Committee will operate under the new Terms of Reference immediately.

5. The following table outlines key changes to the Terms of Reference:

Table 1: Summary of Key Changes to Terms of Reference

Substantive change area	Terms of Reference adopted December 2025	Revised Terms of Reference
Additional statement under "Purpose"	Not required previously	Promote and consider matters relating to social and community well-being that promotes the liveability of the district.
Additional section of "Areas of Responsibility"	Not required previously	Captures details of grant funding schemes to be approved by the committee and broader responsibilities.

Substantive change area	**Terms of Reference adopted December 2025**	**Revised Terms of Reference**
Additional statement under "Delegated Authority"	Not required previously	Authority to approve granting of funds for the grant funding schemes in accordance with the Council's policies and rules.
Additional statement under "Delegated Authority"	Additional responsibility to previous terms	Authority to identify "community funding focus areas" to support effective and transparent decision making.

BACKGROUND / WHAKAPAPA

6. On 10 December 2025 Council adopted the Committee Terms of Reference for the 2025-2028 triennium. This included the Terms of Reference for the new Going for Growth Committee.

7. The purpose of the current committee is to drive financial wellbeing and provide strategic direction to help drive sustainable economic growth. The Committee will work with iwi, businesses and Council to promote opportunities for creating a thriving, resilient local economy. The committee focuses on:

   a) Building a business-friendly district.

   b) Enabling residential, regional and small to medium-sized enterprise (SME) development.

   c) Leveraging events and partnerships.

8. Following the 2025 election, no committee was given the delegation for decision-making under the Community Funding Investment Policy. The result of this would be Council making community funding decisions for the term.

9. In previous Council terms delegations sat with the Community Development Committee or the Community Funding Investment Committee (alongside other responsibilities).

10. Given the intrinsic link between community and economic development. this report recommends delegating authority to the Going for Growth Committee to consider and determine allocations of the following grants:

    i) Community Services and Programmes Grant

    ii) Community Partnership Grant

    iii) Social Enterprise Grant

    iv) Community Events Grant (over $5000)

    v) Built Heritage Protection Grant (over $10,000)

    vi) Natural Heritage Protection Grant (over $10,000)

    vii) Rural Halls Development Grant (over $10,000)

11. The delegation of authority proposed in the amended Committee Terms of Reference (Appendix 1 ECM 9841776) mirrors that of the previous committees to ensure consistency in approach for the community sector.

12. Due to multi-year funding commitments and the increasing pressure on the Council community funding the budget to distribute is decreasing per grant application every year. It is proposed that the committee also be given delegated authority to identify "community funding focus areas" in line with both the Community Investment Funding Policy and Council Community Outcomes.

13. These focus areas would not rule out any applications but would provide invaluable transparency to community organisations on anticipated decision-making priorities, particularly for the Community Services and Programmes Grant and the Community Partnership Grant.

NEXT STEPS / HĪKOI I MURI MAI

14. The Going for Growth Committee will operate under the adopted Terms of Reference and delegations and will consider grant applications in due course.

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. The delegation of authority and the Committee Terms of Reference are administrative processes and decisions can be reversed if required.

OPTIONS / KŌWHIRINGA

16. There are two reasonably practicable options:

    Option 1 Adopt the revised Terms of Reference and delegations for the Going for Growth Committee.

    Option 2 Retain the current Terms of Reference and delegations for the Going for Growth Committee.

    Both options have been assessed together.

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

17. Amending the Terms of Reference and delegations has no financial or resourcing implications. Funding for each of the grants has been budgeted for within existing budgets. No additional remuneration (for extra duties) for the Chairperson is proposed

Risk Analysis / Tātaritanga o Ngā Mōrearea

18. The Terms of Reference, having been revised in line with the committee structure established on 10 December 2025, is the more fit for purpose of the two options.

Alignment with Strategic Framework and Promotion or Achievement of Community Outcomes / Te Hāngaitanga ki te Anga Rautaki me Te Tutuki/Whakatairanga o Ngā Whāinga ā-hāpori

19. The revised Terms of Reference provide a clearer basis for developing the community funding annual work programme. This clarity enables Officers and the Committee to design a programme of work that is well-sequenced, more comprehensive, and aligned with organisational priorities, supporting consistent delivery against community outcomes over the 2025–2028 triennium.

20. The matters considered by the Going for Growth Committee will contribute to all of the community outcomes.

Statutory Responsibilities / Ngā Haepapa ā-ture

21. The Mayor has the authority[1] to establish a Committee structure and make appointments to Committees. The Mayor does not have authority determine a Committee's Terms of Reference, including the delegation of authority.

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

[1] s41A - LGA

22. Implementation of a Committee structure is an administrative matter.

23. The revised Terms of Reference is in line with the Community Investment Funding Policy.

Participation by Māori / Te Urunga o Ngāi Māori

24. There has been no participation by Māori in the preparation of this report.

25. Council has previously delegated authority to Te Huinga Taumatua to determine grants under the Community Funding Investment Policy for:

    a) Marae Development Grant applications over $10,000.

    b) Manaaki Urupā Grant applications over $10,000.

    c) Whanake Grant applications. Cultural Heritage Protection Grants over $10,000

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

26. Feedback from community groups has consistently expressed they are more comfortable presenting to a smaller committee in an environment that has less pressure than presenting to a full Council meeting.

Recommended Option
This report recommends **Option 1** - Adopt the revised Terms of Reference and delegations for the Going for Growth Committee, for addressing the matter.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1 Revised Terms of Reference and Delegations – Going for Growth Committee (2025-2028) (ECM 9841776)

Report Details

Prepared By:	Damien Clark (Executive Director Community and Economic Development)
Team:	Governance
Approved By:	Claire Kelly (Acting Manager Governance)
Ward/Community:	District Wide
Date:	21 July 2026
File Reference:	ECM9841775

---*End of Report* ---

GOING FOR GROWTH COMMITTEE

Chairperson:	Cr Moira George
Deputy Chairperson:	Cr David Bublitz
Members:	Mayor Max Brough Cr Gina Blackburn Cr Murray Chong Cr Damon Fox Cr Te Waka McLeod Cr Kerry Vosseler

Quorum:	4 members
Meeting frequency:	Every second month, or as required

Purpose

The purpose of the Committee is to :

a) Support a thriving, diverse, and resilient local economy by providing a forum for the business, development and tourism communities to provide feedback directly to elected members.

b) Promote sustainable and inclusive economic growth that benefits the whole District.

c) Signal a clear intent for NPDC to take a more active leadership role in supporting growth, investment, and business confidence across the district.

d) Promote and consider matters relating to social and community well-being that promotes the liveability of the district.

Areas of Responsibility

a) To implement and administer the following funding schemes operated by or administered by the Council on behalf of other organisations, where decisions have not been delegated to by staff:

  i) Community Services and Programmes Grant

  ii) Community Partnership Grant

iii) Social Enterprise Grant

iv) Community Events Grant (over $5000)

v) Built Heritage Protection Grant (over $10,000)

vi) Natural Heritage Protection Grant (over $10,000)

vii) Rural Halls Development Grant (over $10,000)

b) To promote community participation and partnerships.

c) To support community organisations and key agencies to address social needs that promote the liveability of the district.

Delegated authority

The Committee has delegated authority to:

a) Seek suggestions and observations from the business and development communities to:

i) Ensure NPDC's strategies, services, and systems actively support business and economic development.

ii) Strengthen economic partnerships between Council, iwi, business, and central government.

b) Receive monitoring and update reports from the business and development community (such as the Ngāmoutu District Growth Advisory Panel (NPDGAP) update reports).

c) Receive monitoring and update reports from Council Officers in relation to Central Government legislative and policy changes (relating to the Committee's purpose), and Council strategies and plans that are not within the Terms of Reference of another Committee.

d) Provide feedback to Council Officers (as part of the meeting processes) on early stage proposals to guide decision-making.

e) Engage with the business, development, events and partnership communities outside of formal meeting processes (such as hosting business roundtables and sector engagement sessions) to hear directly from business leaders, investors, developers and entrepreneurs.

f) Provide guidance to Management on Governance expectations in relation to small, specific, targeted growth, and economic activity matters.

g) Authority to approve granting of funds for the above schemes in accordance with the Council's policies and rules.

h) Authority to identify "community funding focus areas" in line relevant policy and Council Community Outcomes. The focus areas will not exclude any application but will support effective and transparent decision making for the Community Services and Programmes Grants and Community Partnership Grants.

Notes

Requests for reports, arising from presentations at Committee meetings, will be considered in line with Council's Standing Orders. [currently SOs9.2 and 9.3]

PERFORMANCE REPORTS FOR NPDC'S COUNCIL-CONTROLLED ORGANISATIONS FOR THE QUARTER ENDED 31 MARCH 2026

PURPOSE/ TE WHĀINGA

1. This report presents the Performance Reports for New Plymouth District Council's Council-Controlled Organisations (CCOs) for the quarter ended 31 March 2026.

RECOMMENDATION / NGĀ WHAIKUPU

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

a) Note the quarter three 2025/26 Performance Reports for the period to 31 March 2026 of:

i) New Plymouth PIF Guardians Limited;

ii) Papa Rererangi i Puketapu Limited;

iii) Te Puna Umanga Venture Taranaki Trust (VT); and

iv) New Zealand Local Government Funding Agency (LGFA).

b) Note that quarterly reports must be placed on the Council's website for a period of seven years.

SIGNIFICANCE AND ENGAGEMENT / TOHUTOHU KAI WHAKAHAERE

2. This report is provided for information purposes only, and has been assessed as being of some importance.

BACKGROUND / WHAKAPAPA

3. The third quarterly 2025/26 performance report for each CCO must be delivered to council within two months of the end of the quarter (31 May 2026). All reports were received within this deadline.

4. A summary of each CCO's quarterly performance report is provided, as set out below.

4

Summary of Perpetual Investment Fund (NPG) quarterly report

5. The balance of the Fund as at 31 March 2026 was $426.5m, compared to $403.9m at 30 June 2025.

6. The Fund returned a 0.4% percent increase for the quarter to 31 March 2026, and is ahead its objective (as below) of CPI + 3.3% percent over a rolling five-year period.

7. Below is the Fund performance summary for Mercer New Zealand to 31 March 2026.

	Since inception (Nov 2004) % (p.a.)	5 years % (p.a.)	3 years % (p.a.)	1 year % (p.a.)	3 months % (p.a.)
Returns (after fees and taxes)	7.4	8.7	11.0	12.4	0.4
Relative to CPI +3.3%	+2.1	+0.7	+4.5	+6.0	-1.3
Relative to Benchmark	-0.5	-0.8	-1.4	-0.6	+0.5
Equities, Fixed Interest and Cash Return	9.6	9.7	14.7	14.7	-1.6
Relative to Benchmark	+0.6	+0.9	+0.8	+1.1	+0.3
Private Equity and Real Assets (Property and Infrastructure) Asset Return	8.1	9.1	7.5	11.6	4.4
Relative to Benchmark	-1.1	-1.3	-2.1	-0.1	+1.0
Distributions to Council (release payments)	$284.6m	$56.1m	$35.9m	$12.4m	$3.1m

SIPO Compliance

8. There have been no breaches to the applicable policies and mandates.

Summary of PRIP's quarterly report

9. Passenger volumes in Q3 FY2026 were around 3.1% lower year-on-year, continuing a slight downward trend compared to FY2025 and reflecting broader challenges across New Zealand's regional aviation network. While partly seasonal and affected by weather disruptions, the ongoing decline—particularly on the Wellington route—remains a concern, with management working alongside airline partners to support services and growth.

10. A number of planned capital projects are taking shape and are progressing as scheduled:

    a) Te Matakupenga Solar Farm: The solar farm reached practical completion in December 2025 and has been fully operational for most of the quarter, delivered about two months ahead of schedule. It is already generating strong returns, with revenue tracking well above budget.

    b) Battery Energy Storage System (BESS): Progress has been delayed after the original unit failed certification, with a higher-capacity replacement now secured at no extra cost. Installation is expected to be pushed back by approximately 12 weeks as a result.

    c) Wastewater System Upgrade: The upgraded wastewater system is fully operational and has been running reliably for several months, resolving a long-standing compliance and operational risk.

11. Year to date revenue is 1.8 percent above forecast at $8.72m, operating expenses are 0.5 percent above forecast at $3.55m. Earnings Before Interest, Tax, Depreciation and Amortization are projected to end the financial year 2025-26 at $6.90m, which equates to 5.7 percent above forecast.

Summary of VT's quarterly report

12. This quarter has seen good progress across key initiatives, with a continued shift toward delivery, increased scale, and growing momentum in areas of strategic importance for the region.

13. Key highlights from the quarter were:

    a) The Branching Out programme transitioned into Phase 3, shifting from trials to scaled production, enabling infrastructure, and market activation. Key assets such as the Hemp Hub and regional drying capability are nearing operational readiness, with increasing grower participation and early market demand emerging.

b) Significant progress has been made establishing the Taranaki Alliance, including engagement with international partners, validation of demand, and development of its operating model. Early partnerships and non-disclosure agreements signal strong interest in regional capability.

c) The Taranaki Applied Innovation Centre (TAIC) has transitioned to an independent entity, creating a platform to support research, commercialisation, and attraction of new industries, particularly in biotech and advanced manufacturing

d) Tourism momentum continues through international campaigns, trade engagement, and major events funding, including multi-region campaigns exceeding $4.5m in value.

e) Progress continues in the energy strategy through precinct planning, rural energy adoption (e.g. on-farm solar), and national programme contributions such as Re-Energise 2026.

Summary of LGFA's quarterly report

14. LGFA is a CCO by virtue of NPDC having shareholding of 0.4 percent in the Company, and all shareholders being local authorities or central government.

15. LGFA's total operating income for the nine-month period ended 31 March 2026 was $45.8m. When comparing to the annual target of >$44.7m, the entity has already met and exceeded this target.

16. LGFA's total operating expenses (excluding approved issuer levies) for the nine-month period were $8.8m. When comparing to the annual target of <$12.0m the entity is unlikely to meet the target.

17. LGA issued $2.2b of loans to Councils over the nine-month period to 31 March 2026, decreasing from $2.6b in the comparable nine-month period a year ago. As at 31 March, LGFA has total lending to borrowers of $25b. Short-term lending reduced over the quarter by $89m to $1.4b of short-term loans outstanding at the end of the quarter. As at 31 March, LGFA provides an estimated 92.6 percent of long-term debt funding to the local government sector.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

18. The CCOs are expected to consider the environmental implications of their activities, including climate change impact.

19. NPG recognises the importance of climate change considerations within an investment portfolio, and will be working with the fully outsourced agent over the coming years to further embed these considerations into the portfolio. PIF investments take into account social, environmental and governance factors as stated in the Statement of Investment Policies and Objectives.

20. PRIP is conscious of the climate change implications of airport activities and has signed up to the Tourism Sustainability Commitment. They are also involved in the New Zealand Airports sustainability committee and have put systems in place to measure sustainability impacts.

21. Venture Taranaki is responsible for coordinating the overall implementation of Tapuae Roa our regional economic development strategy which includes pathways to a low emissions future. The quarterly report highlights some of the work done in this area.

22. The LGFA Board and management recognise environmental and social responsibility as key strategic priority. The LGFA recognises the risks inherent in climate change for councils and supports New Zealand’s shift to a low-carbon economy. As at 31 March 2026, LGFA has $4.9b of Climate Action Loans and Green, Social and Sustainable Loans, representing 21.1% of LGFA’s total long-term lending.

NEXT STEPS / HĪKOI I MURI MAI

23. CCOs are required to deliver their quarterly reports to Council within two months after the end of the quarter. The next quarterly reports for NPG, PRIP, VT and LGFA are expected to be presented to the Council before 31 December 2026.

FINANCIAL AND RESOURCING IMPLICATIONS / NGĀ HĪRAUNGA Ā-PŪTEA, Ā-RAUEMI

24. This report is produced within existing resources and budgets.

IMPLICATIONS ASSESSMENT / HĪRANGA AROMATAWAI

This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:

- Council staff have delegated authority for any decisions made;
- Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;
- Council staff have considered how the matter will promote the social, economic, environmental, and cultural well-being of communities in the present and the future.

4

- Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;
- Any decisions made are consistent with the Council's plans and policies; and
- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1 New Plymouth PIF Guardian Limited Quarter 3 Performance Report to 31 March 2026 (ECM 9822937)

Appendix 2 Papa Rererangi i Puketapu Quarter 3 Performance Report to 31 March 2026 (ECM 9822789)

Appendix 3 Venture Taranaki Te Puna Umanga Trust Quarter 3 Performance Report to 31 March 2026 (ECM 9823016)

Appendix 4 LGFA Quarterly Report to 31 March 2026 (ECM 9822760)

Report Details

Prepared By:	Kerri Rattenbury (Community and Economic Development Officer), Mathew Whitmore (Treasury Accountant)
Team:	Community and Economic Development
Approved By:	Damien Clark (Community and Economic Development)
Ward/Community:	District
Date:	25 June 2026
File Reference:	ECM 9834802

---*End of Report* ---

5

FINAL STATEMENTS OF INTENT FOR THE YEAR TO 30 JUNE 2027 FOR NEW PLYMOUTH DISTRICT COUNCIL'S COUNCIL-CONTROLLED ORGANISATIONS

PURPOSE/ TE WHĀINGA

1. This report presents the final Statements of Intent (SOI) for all Council-Controlled Organisations (CCOs), for the year to 30 June 2027 and the following two years, to Council; for noting as per the Local Government Act 2002.

RECOMMENDATION / NGĀ WHAIKUPU

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

a) Note the final Statements of Intent from the following Council-Controlled Organisations for the year ending 30 June 2027:

i) New Plymouth PIF Guardians Ltd

ii) Papa Rererangi i Puketapu Ltd

iii) Te Puna Umanga Venture Taranaki Trust

iv) Local Government Funding Agency Ltd

v) Two Forestry Joint Ventures – Duthie and McKay

b) Note that the final Statements of Intent must be placed on the Council's website for a period of seven years.

SIGNIFICANCE AND ENGAGEMENT / TOHUTOHU KAI WHAKAHAERE

2. This report is provided for information purposes only, and has been assessed as being of some importance.

BACKGROUND / WHAKAPAPA

3. The Local Government Act 2002 (LGA) requires that Council-Controlled Organisations (CCOs) are to deliver a draft Statement of Intent (SOI) to NPDC on or before 1 March each year and a final SOI on or before 30 June. All final SOIs were received prior to 30 June 2026. This report presents the final SOIs for noting.

4. Council officers must receive the draft and final SOIs prior to the statutory dates as per the LGA. However, both draft and final SOI's are reported to the Council to ensure an open and transparent process and provide consistency across the management of CCOs.

5. The final 2026/27 SOIs are attached as appendices and have been considered by officers under delegation. The final SOIs clearly articulate the role of each CCO and their expected activities for the 2026/27 year.

6. Schedule 8 of the Local Government Act 2002 "Statements of Intent" allows for a CCO to make modifications to their Statement of Intent during the year if deemed necessary.

New Plymouth PIF Guardians Ltd

7. NPG is a CCO responsible for managing NPDC's Perpetual Investment Fund (the PIF) through a Board of Directors who appoint a full outsourced investment agent (Mercer).

8. The NPG Final SOI (attached as appendix one) fully reflects their Statement of Expectations (SOE) issued from Council to the CCO, in particular:

    a) Directors will work within their Governance Deed and Statement of Investments Policies and Objectives (SIPO), including the strategic asset allocation and environmental, social and governance aspects of investments, in particular the mitigation of and adaptation to climate change. The board will advise council officers of any breaches in a timely fashion.

    b) Forecast of the PIF over the next three years to meet their target return of 3.3 per cent plus inflation and the risk profile of the investment will be made in line with the SIPO.

    c) NPG will meet the reporting deadlines of Council.

    d) Benchmarks for PIF performance:

Release payment target

	FY2027F Est $M	FY2028F Est $M	FY2029F Est $M
Release payment target forecast	12.8	13.3	13.9

5

Fund balance target

	FY2027F Est $M	FY2028F Est $M	FY2029F Est $M
Closing balance of fund	439.5	449.1	458.7

Papa Rererangi i Puketapu

9. PRIP is a Council-Controlled Trading Organisation (CCTO) responsible for the operation of the New Plymouth Airport.

10. The PRIP Final Statement of Intent (attached as appendix two) reflects the SOE, in particular:

    a) Continue to operate the Airport in full compliance with regulations set by Civil Aviation Authority (CAA).

    b) Work collaboratively with the Council, Puketapu and Te Atiawa, and other stakeholders to benefit the wider community

    c) Work within the same statutory obligations of the Council and pursuant to agreements with third parties.

    d) Capital projects undertaken over the next three years will have appropriate controls and be within programme and on budget.

    e) Agreements that PRIP has in place with NPDC will be abided by.

    f) Diversification and growth opportunities must be considered to reduce the impact of flight disruptions on the organisation.

11. The SOI forecasts net profit after tax for each of the three years presented. Passenger numbers are forecast to increase by three to four per cent annually.

12. PRIP's Loan Facility Agreement with Council has a total limit of $41m. At the time of writing PRIP had drawn down $35.1m in total, leaving remaining headroom under the facility of $5.9m. No further drawdowns against the facility are planned for 2026/27, and PRIP have budgeted for principal repayments of $0.5m per quarter.

13. Te Matakupenga Limited's net equity is currently negative, reflecting the depreciation charged against its property, plant and equipment (PP&E), which is recorded in the Statement of Intent at written-down book value.

14. A revaluation of the PP&E for Te Matakupenga Limited is anticipated during the three-year forecast period. This will increase the recorded value of PP&E on the Statement of Financial Position and is expected to return net equity to a positive position. The forecast presented in this SOI reflects PP&E on a written-down book value basis, as the timing and outcome of the revaluation are not yet confirmed.

Te Puna Umanga Venture Taranaki Trust (VT)

15. VT was established to promote, prosper and develop a dynamic and innovative economy in the Taranaki area for the benefit of the residents. It is fully owned by the New Plymouth District Council although it receives funding from a variety of sources such as the other councils in the region and central government agencies.

14. Since the draft SOI was received on the 1st of March, Venture Taranaki's board have strengthened their intent on a few matters, and have requested the opportunity to present this further to Council.

15. The key changes include increased emphasis on pursuing commercial opportunities in order to respond to Council's expectation that VT pursue further sustainable funding diversification opportunities.

Local Government Funding Agency (LGFA)

16. The SOI is the primary document setting out the strategic direction of the LGFA. The five strategic priorities which guide the LGFA Board and management in determining strategy, objectives and performance targets are:

    a) Governance, capability and business practice;

    b) Optimising financing services for local government;

    c) Environmental and social responsibility;

    d) Effective management of loans; and

    e) Industry leadership and engagement.

17. An objective of the LGFA is to carry on its business with a view to making a profit sufficient to pay a dividend in accordance with its Dividend Policy. However, the primary objective of the Shareholders is that the Company optimises the terms and conditions of the debt funding it provides to participating Local Authorities.

18. The majority of the Council's borrowings are obtained from the LGFA. This allows the Council to access funds at a lower cost that would otherwise be available from commercial lenders in New Zealand's domestic capital markets. 5

19. The LGFA forecasts that total council loans throughout New Zealand will be $25.2b as at June 2027.

Forestry joint ventures

20. Duthie and McKay have Joint Venture Forestry Agreements with the Council for an agreed share in the forestry harvest returns.

21. Each joint venture is covered by a formal legal document that specifies the details of the agreement. The key factor in each of the agreements is the ratio of return at the completion of harvesting.

22. The Duthie Joint Venture is in the growth phase of the lifecycle and is not forecast to commence harvesting until the 2027/28 financial year.

23. The Statement of Intent for the Duthie and McKay Forestry Joint Ventures assumes harvesting of the Duthie forest will begin in November 2026 and be completed by 30 June 2027, while the McKay forest is expected to be harvested during 2027/28 and completed by 30 June 2028. Harvesting has been delayed to optimise financial returns in response to fuel, transport and log market conditions. Upon completion of harvesting, both joint ventures will be wound up and the net proceeds distributed to the joint venture partners following completion of the audited final accounts.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

24. The CCOs are expected to consider the environmental implications of their activities, including climate change impacts.

25. NPG recognises the importance of climate change considerations within an investment portfolio and will be working with the fully outsourced agent over the coming years to further embed these considerations into the portfolio. PIF investments take into account social, environmental and governance factors as stated in the Statement of Investment Policies and Objectives.

26. PRIP recognises the climate change implications of airport activities and is committed to improving environmental sustainability. PRIP is a signatory to the Tourism Sustainability Commitment, participates in the New Zealand Airports sustainability committee, measures and reports its carbon footprint, and continues to implement sustainability initiatives, including renewable energy generation through Te Matakupenga, to support emissions reduction and climate-related reporting.

27. Venture Taranaki supports and coordinates the delivery of Tapuae Roa, the region's economic development strategy, and contributes to the implementation of Taranaki 2050, the roadmap to a low-emissions future.

28. The LGFA Board and management recognise environmental and social responsibility as a key strategic priority. LGFA recognises the risks inherent in climate change for councils and supports New Zealand's transition to a low-carbon economy. Performance targets in the 2026–2029 SOI include maintaining Toitū Carbon Zero certification, expanding sustainable lending products that support emissions reduction and climate resilience, and further integrating climate-related considerations into governance, risk management and lending activities.

NEXT STEPS / HĪKOI I MURI MAI

29. Council will have the opportunity to provide any changes to its expectations of all CCO's when the next Statement of Expectation is drafted before the end of the year.

30. The final SOIs form the basis of performance reporting to Council. The first quarter 2026/27 performance reports for NPG, PRIP and VTT will be presented to the Council before 31 December 2026.

FINANCIAL AND RESOURCING IMPLICATIONS / NGĀ HĪRAUNGA Ā-PŪTEA, Ā-RAUEMI

31. There are no financial and resourcing implications. The SOIs have been prepared based on the funding approved in the Long-Term Plan 2024-2034.

IMPLICATIONS ASSESSMENT / HĪRANGA AROMATAWAI

32. This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:
    - Council staff have delegated authority for any decisions made;
    - Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;
    - Council staff have considered how the matter will promote the social, economic, environmental, and cultural well-being of communities in the present and the future.
    - Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;
    - Any decisions made are consistent with the Council's plans and policies; and

5

- No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1 New Plymouth PIF Guardians Ltd Final Statement of Intent for the year to 30 June 2027 (ECM 9824105)

Appendix 2 Papa Rererangi i Puketapu Ltd Final SOI for Year to30 June 2027 (ECM 9842806)

Appendix 3 Te Puna Umanga Venture Taranaki Statement of Intent for the year to 30 June 2027 (ECM 9837932)

Appendix 4 LGFA Final Statement of Intent 2026-2029 (ECM 9837900)

Appendix 5 LGFA Letter to Stakeholders to accompany 2026-2029 Statement of Intent (ECM 9840251)

Appendix 6 Final Statement Of Intent for the Forestry JVs Duthie and McKay for the year ended 30 June 2027 (ECM 9837890)

Report Details

Prepared By:	Kerri Rattenbury (Community and Economic Development Officer), Mathew Whitmore (Treasury Accountant)
Team:	Community and Economic Development
Approved By:	Damien Clark (Executive Director, Community and Economic Development)
Ward/Community:	District Wide
Date:	2 July 2026
File Reference:	ECM 9840274

--*End of Report* --

LGFA
New Zealand Local Government Funding Agency
Te Pūtea Kāwanatanga ā-rohe

5.1

30 June 2026

Dear LGFA stakeholder

Statement of Intent 2026-2029

Please find attached the Statement of Intent (SOI) for the 2026-29 period.

LGFA remains focused on delivering strong results for our council and CCO borrowers and shareholders.

For our council and CCO borrowers, we seek to optimise funding terms and conditions by

- Achieving savings in borrowing costs
- Provide longer dated financing and
- Provide certainty of access to markets.

For our shareholders we are focused on

- Delivering a strong financial performance
- Monitoring asset quality and
- Enhancing our approach to treasury and risk management.

The following points regarding the 2026-29 SOI are worth noting:

- The SOI including the financial forecast covers the financial years 2026-27 (FY27), 2027-28 (FY27) and 2028-29 (FY29).
- We are assuming gross bond issuance of $4.66 billion (FY27), $4.77 billion (FY28) and $4.80 billion (FY29) which is based on gross borrowing by councils and CCOs of $4.88 billion (FY27), $5.48 billion (FY28) and $5.69 billion (FY29). Gross borrowing by councils is higher than issuance due to the larger amount of loan refinancing.
- Profitability is expected to be strong with projections for annual Net Profit of $25.3 million, $25.3 million, and $26.0 million over the three year forecast period. However, we remain cautious in placing too much emphasis on the second year (FY28) and third year (FY29) forecasts given that we have $9.5 billion of LGFA bonds and $13.7 billion of council and CCO loans maturing over the three year forecast period. This is because assumptions regarding the amount and timing of loan refinancing, interest rates, and sources of LGFA bond issuance have a material impact on financial projections.

LGFA
New Zealand Local Government Funding Agency
Te Pūtea Kāwanatanga ā-rohe

5.1

- Expenses excluding Approved Issuer Levy (AIL) are forecast to be $13.5 million (FY27), $14.2 million (FY28) and $14.8 million (FY29) while AIL is forecast to be $7.4 million, $7.9 million, and $8.4 million respectively. AIL is paid to the New Zealand Government on interest paid on our foreign currency borrowing and is the largest single expense for LGFA.
- The proposed SOI performance targets are focused on sustainability, stakeholder engagement, strengthening the financial position of LGFA, and monitoring the credit quality of the loan book.
- As with previous years, there remains uncertainty within the SOI forecasts relating to the amount of both loans and LGFA bonds outstanding as this depends upon the magnitude and timing of council and CCO borrowing. The actual amount of borrowing will be influenced by the ability of councils and CCOs to deliver on the capex projections in their Long Term Plans, any capex cost increases as well as the amount of Central Government assistance in funded capex delivery.
- While the SOI assumes that LGFA will lend to water CCOs, there is a high level of uncertainty regarding the amount and timing of lending as the water CCOs are currently being established.
- We have made no assumptions regarding the impact to the SOI forecasts from the Ratepayer Assistance Scheme (“RAS”). LGFA has committed (subject to shareholder approval) to contributing towards the establishment and ongoing management of the RAS. It is too early to build any impact from RAS into the forecasts.

We remain committed to delivering the lowest possible borrowing cost to the local government sector, providing certainty of access to financing, and offering long dated debt tenors to councils and CCOs while at the same time protecting the interests of our guarantors and shareholders through maintaining a strong financial and capital position.

We thank you for your support of LGFA and please feel free to contact me if you have any questions or require further clarification relating to the SOI or LGFA in general.

Yours sincerely

Mark Butcher
Chief Executive

6

APPROVING THE RESILIENCE, ENERGY AND CLIMATE ACTION PLAN 2026-2032 FOR COMMUNITY CONSULTATION

MATTER / TE WHĀINGA

1. The matter for consideration by the Council is to approve the *Resilience, Energy and Climate Action Plan 2026-2032* for community consultation from 15 August to 15 September 2026.

RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU

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

a) Notes that Council resolved on 30 April 2026 to create a combined plan that brings together the Climate Change Adaptation Plan that was being developed and the revision of the District-Wide Emissions Reduction Plan.

b) Notes that the proposed *Resilience, Energy and Climate Action Plan 2026-2031* defines Council's role in climate change, natural hazard and energy issues, and outlines a prioritised series of actions to reduce risk, manage energy and whole-of-life costs, and provide targeted community support.

c) Approves the *Resilience, Energy and Climate Action Plan 2026-2032* for community consultation from 15 August to 15 September 2026.

d) Delegate authority to the Chief Executive to approve any final minor edits prior to publication for consultation.

COMPLIANCE / TŪTOHU	
Significance	This matter is assessed as being significant
Options	This report identifies and assesses the following reasonably practicable options for addressing the matter: 1. Approve consultation on the Action Plan 2. Adopt the Action Plan without consultation 3. Do nothing
Affected persons	The persons who are affected by or interested in this matter are all residents and ratepayers of New Plymouth District, particularly those living in, or near, natural hazard areas.
Recommendation	This report recommends option 1 for addressing the matter.

COMPLIANCE / TŪTOHU	
Long-Term Plan / Annual Plan Implications	Yes. Implementing this Action Plan will need to be considered in the Long-Term Plan 2027-2037.
Significant Policy and Plan Inconsistencies	No

EXECUTIVE SUMMARY / WHAKARĀPOPOTOTANGA MATUA

2. This report seeks Council's approval to consult on the *Resilience, Energy and Climate Action Plan 2026-2032*. This Action Plan brings together Council's work programmes around building resilience to climate change, reducing energy and emissions and providing tactical related support to the community into one document. This enables greater prioritisation and clarity of Council's roles and responsibilities. The consultation is proposed to occur from 15 August to 15 September 2026.

BACKGROUND / WHAKAPAPA

3. Council's response to climate change issues has been evolving over several years. The adoption of the Climate Action Framework in 2019 started significant work. There has been an ongoing evolution of the response since that time. Similarly, national level legislation and policy has changed – and is being proposed to further change – as well.

4. Council resolved at the 30 April 2026 Council meeting to a refocus of the climate change (natural hazards) work programme as part of Annual Plan 2026/27. As part of this, Council resolved to pursue a single resilience and climate change plan that combines the revision of the District-Wide Emissions Reduction Plan and the Climate Change Adaptation Plan that was under-development. It was also agreed that this single plan would also be subject to community consultation before being adopted. This report responds to those resolutions.

5. The proposed *Resilience, Energy and Climate Action Plan 2026-2032* (the Action Plan) is attached as Appendix 1 and is outlined below.

Clarifying Council's role and responsibilities in climate change issues

6. The proposed Action Plan provides a clear proposed statement of Council's role and priorities for climate change issues. The statement clarifies that Council has roles that fit within national policy settings (particularly the Climate Change Response Act 2002). Council has full responsibility for its operations, and plays a strong role in adapting communities to climate change.

7. Within this section, the Action Plan also outlines three different issues for where central Government could provide greater support for our District in its national work. These are to focus on growing our economy as emissions reduce; clarify roles, powers and funding for adaptation; and to provide more stable policy settings and direction.

Climate risk, resilience and adaptation

8. This section of the Action Plan focuses on reducing the exposure of Council and the community to increasing severe weather events (both in frequency and severity). These actions take a long-term view of how to reduce risks.

9. The Action Plan proposes a range of initiatives to increase risk information and knowledge as a stepping stone to building resilience. Increasing risk information enables Council to identify assets and infrastructure at risk and to determine appropriate pathways for those assets. This enables decisions on resilience investments to target assets and infrastructure that have the most impact to improving resilience based on criticality, exposure, vulnerability and consequences of failure.

10. The other major initiative in this part is to undertake local adaptation plans in communities. These involve conversations with those communities about risks they face and the options available to reduce risk to find a path, or paths, forward.

11. The Government has agreed to introduce legislation that would make local adaptation plans a statutory requirements, including that communities will be identified by the Regional Spatial Plan under the Planning Bill. Therefore, the Action Plan outlines this pathway, identifies supporting actions, and does not provide a high degree of specificity around these local adaptation plans despite them being one of the major actions.

12. The Action Plan also recognises that *planned* legislation may not proceed. If this occurs, Council will still undertake local adaptation plans where required. Work on the Urenui and Onaero Local Adaptation Plan is already underway. Th next priority is to begin a local adaptation plan for Waitara so that this can start before the Regional Spatial Plan is finalised.

Energy and emissions

13. This section of the Action Plan focuses on Council's energy and emissions. The Action Plan sets out emissions reduction targets for Council for 2030, 2040 and 2050 using science-based targets. Council is well-placed to achieve these targets because of the abating emissions from the closed Colson Road landfill and the landfill gas capture system in place. These enables Council to focus on reducing energy and whole-of-life costs, as well as supporting energy innovation with local energy firms and engaging with large suppliers, as key drivers for actions.

14. Key focus areas for this area include:

    a) Energy conservation and energy efficiency – undertaking ongoing work to manage and reduce energy use.

    b) Renewable energy generation – installing solar generation on large electricity users with demand that is well-matched to sunshine hours.

    c) Gas transition – replacing gas users across Council to avoid cost increases from depleting supplies.

    d) Supply chain emissions – engaging with large suppliers around reducing emissions, improving procurement, monitoring Emissions Trading Scheme cost impacts, and considering whole-of-life costs.

    e) Energy innovation – support innovative technologies and approaches to reduce energy costs while also supporting local energy firms to diversify their portfolio during the local energy transition.

15. There are several areas where action is not proposed. For instance, investments held through the Perpetual Investment Fund account for around 15 percent of Council's emissions. However, the current approach is already sufficiently reducing emissions so there is no need for further intervention. Similarly, no further interventions are proposed for the closed Colson Road landfill as its emissions are abating and there are no other benefits to any such interventions.

16. The proposed targets and actions in this Action Plan are designed to qualify for the Local Government Funding Agency's Climate Action Loans scheme. To do this, targets are set in accordance with the science-based target methodology. Council will, upon membership, receive a 0.02 percent discount on borrowing as it is taken out or renewed, as well as $40,000 towards emissions inventory costs. Council would need to continue to meet, and be on tracked for, targets to continue to receive these benefits. Council is on-track to meet these targets due to the natural abatement from the closed Colson Road landfill. Officers will seek Council's approval to apply for the Climate Action Loan scheme when the Action Plan is considered for adoption.

Community energy and resilience support

17. This part of the Action Plan includes targeted action around community issues that are not necessarily part of Council's core services but where the community are being impacted by climate change drivers and Council can play a supportive role. This includes energy and some household resilience areas.

18. The major initiative under this part of the Action Plan is supporting the national Ratepayer Assistance Scheme (the RAS) to come to fruition. Council has already invested $300,000 into the development of the RAS business case. The RAS, if it comes to fruition, would provide low-interest loans to households to fund energy upgrades such as heat pumps, solar panels and batteries. The RAS would also have other schemes for deferring development contributions and rates postponements. The RAS requires central government investment and legislation to achieve. Several political parties have indicated strong interest in the RAS, including as part of 2026 election policies. If the RAS moves forward then there will be further decisions for Council, including community consultation.

19. There are a wide array of smaller initiatives around improving household energy and resilience, identifying one or more strategic partners around community energy, and working with existing Council partners.

Cross-cutting issues

20. This section outlines issues that go across some or all of the previous sections. Placing these actions together can therefore achieve management efficiencies in their approach and enable appropriate balancing and prioritisation.

21. There are three key initiative areas:

a) Planning and strategy – ensuring that climate resilience and adaptation, and energy and emissions are appropriate considered in new plans and strategies moving forward.

b) Infrastructure and asset management – improving asset data, information and strategies to including climate-related information.

c) Using nature for our climate response – obtaining multiple benefits using nature-based solutions, including Planting our Place and the Waiwhakaiho Wildlink vision.[1]

Other matters to note

22. The Action Plan outlines two formal accountability measures. This includes an annual update on the work programme and key metrics. The second is to have three key performance indicators in the Long-Term Plan which effectively become level of service commitments. These three indicators are:

    a) Number of local adaptation plans adopted by Council,

[1] The Waiwhakaiho Wildlink Vision was endorsed by Council as the basis for further work at the Council meeting on 16-17 December 2024 (see the agenda for more information).

b) Annual reduction in scope 1 and 2 greenhouse emissions, [2]

c) Local Government Funding Agency Climate Action Loans status.

23. Upon adoption of the final Action Plan, Council would formally revoke the District-Wide Emissions Reduction Plan and the Climate Action Framework would no longer apply.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

24. The Resilience, Energy and Climate Action Plan will, if approved following public consultation, set Council's climate change objectives and initiatives. This will impact on further plans, strategies and other decisions across Council. Analysis in this section of reports should transition to also considering alignment with this Action Plan.

NEXT STEPS / HĪKOI I MURI MAI

25. The proposed next step is to undertake community consultation on the proposed Action Plan from 15 August to 15 September 2026. The consultation will be reported, with any recommended changes, to a Council meeting in October or November this year. That Council meeting would also include revoking the existing District-Wide Emissions Reduction Plan and approval to apply to the Local Government Funding Agency for Climate Action Loan status. Implementing the Action Plan can then be considered as part of the Long-Term Plan 2027-2037 initial decisions at the December Council meeting.

SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA

26. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being significant because the draft Action Plan helps to set a level of service for climate resilience, adaptation and energy and emissions. There is significant public interest in the matter.

27. The development of the proposed Action Plan has considered four previous community engagements related to climate change. These are:

a) The Long-Term Plan 2021-2031 consulted on initial funding for the Climate Action Framework, with 60 percent of submissions favoured funding the Climate Action Framework, with 47 percent favouring an initial three years of funding.

[2] These are emissions from Council's direct sources (Colson Road landfill, gas, petrol use) and from electricity. Scope 3 emissions – those from Council's supply chain (both upstream and downstream) – are excluded from this. The exclusion of Scope 3 emissions reflects that they cannot be audited to the same standard as the Annual Report requires and would therefore require qualified audit opinions.

b) The Long-Term Plan 2024-2034 consulted on a permanent climate change budget, with 77 percent of submissions favoured funding climate change planning, with 39 percent favouring enhancing the programme.

c) A survey undertaken in May 2025, as an input into the CCAP development, found three-quarters of respondents concerned about the impacts of climate change, and two-in-five extremely concerned.

d) Consultation was undertaken on the District-Wide Emissions Reduction Plan in 2022, with nearly two-thirds of respondents supporting Council to do more emissions reduction action.

28. Targeted community input into the proposed Action Plan to date has included:

    a) Reviewing recommendations from the previous triennium's Sustainability Working Party.

    b) Discussions with Community Energy Taranaki on the community energy initiatives.

    c) Reviewing recent deputations to Council from Community Energy Taranaki and Climate Justice Taranaki.

    d) Engagement with Nga Kaitiaki (iwi and hapū representatives) on potential adaptation and resilience initiatives.

    e) Engagement with a wide range of stakeholders around resilience and adaptation actions.

29. This report recommends that Council consult on the proposed Action Plan before it is adopted. This will provide further opportunities for community views and preferences to be considered. Consultation, if approved, will occur from 15 August to 15 September 2026.

30. Officers will also undertake technical engagement with the Local Government Funding Agency during the consultation period on qualification for their Climate Action Loan scheme.

OPTIONS / KŌWHIRINGA

Option 1 Approve consultation on the Action Plan

31. A sub-option of this option is to approve the Action Plan with amendments for consultation.

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

32. The draft Action Plan will require upfront investment, but this investment is designed to reduce operating expenditure over time:

    a) Global and national research shows that investing in resilience initiatives has significant payback in reduced expenditure post-disaster. For instance, Auckland Transport have identified that preventative measures would have cost $15 to $30 to avoid every $100 spent on recovering the transport network from Cyclone Gabrielle.

    b) Energy and emission reduction initiatives have been prioritised to reduce energy and other costs. Gas transition and solar panel installations projects will provide operating cost reductions. Other initiatives are intended to reduce costs over time, such as monitoring the impact of Emissions Trading Scheme costs on commonly used items to enable quick switching when the economics change.

    c) Further, the energy and emissions reduction targets and initiatives have been developed to qualify Council for the Local Government Funding Agency's Climate Action Loan scheme. Being a member of this scheme will reduce the interest rates paid on Council debt by 0.02 percent as it is taken out or renewed. On Council's current debt level, this would equate to around $100,000 per annum of savings. Council would also receive $40,000 towards emission inventory costs (equivalent to around 2.5 years of costs).

Risk Analysis / Tātaritanga o Ngā Mōrearea

33. The draft Action Plan includes actions that reduce climate change risks for Council and the community:

    a) Recent national events have highlighted the significant natural hazard risks being exacerbated by climate change. Ex-cyclone Gabrielle and the January 2026 storms resulted in over 20 lives lost. Significant damage has also occurred to both community and council assets across these events. Communities were displaced, with many properties no longer habitable. Investing in adaptation and resilience can help to reduce these risks for the community and Council.

    b) The depleting supply of natural gas creates security of supply risks for Council. While it is unlikely in the near-term, without a significant increase in supply there is a medium-term risk that Council could be unable to obtain sufficient gas for its operational uses. The Action Plan includes gas transition projects to reduce this risk.

c) Council and the community also face risks from increasing energy and Emissions Trading Scheme costs. The Action Plan includes gas transition projects, solar installations and other actions that will reduce these risks for Council; as well as targeted support to the community.

Alignment with Strategic Framework and Promotion or Achievement of Community Outcomes / Te Hāngaitanga ki te Anga Rautaki me Te Tutuki/Whakatairanga o Ngā Whāinga ā-hāpori

34. The proposed Action Plan supports Council's vision of *Thriving Today, Resilient Tomorrow*, and supports all the community outcomes as detailed below:

Community outcome	**Relevant initiatives**
People live well, now and into the future	Climate adaptation helps the community to stay safe as severe weather becomes more frequent and intense; while the community support actions focus around reducing energy costs for the community.
Core infrastructure is reliable and fit for purpose	Climate adaptation and resilience actions seek to improve infrastructure resilience through risk data improvements; energy and emissions initiatives reduce energy cost and risks.
A strong, diverse economy that is agile in a changing world	The energy and emissions initiatives include supporting energy innovation for local businesses.
Communities are connected, heard, and proud to live here	Climate adaptation initiatives include local adaptation planning which will involve detailed community engagement; the community support actions include identifying one or more strategic community partners for energy.

35. Undertaking community consultation strongly aligns to the "Communities are connected, heard, and proud to live here" as it ensures communities are heard.

Statutory Responsibilities / Ngā Haepapa ā-ture

36. The Local Government Act 2002 places obligations on Council to consider both current and future communities, to consider environmental outcomes and to undertake its role in a sustainable development approach. Other legislation also has specific obligations for Council in relation to climate change, such as the Resource Management Act 1991. As noted earlier, the Government has agreed to introduce legislation to require territorial authorities to undertake climate change adaptation plans in priority areas.

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

37. Existing strategies, plans and policies have been considered through the development of the proposed Action Plan. The Action Plan includes reviewing and modernising the Coastal Erosion Strategy. Tiritiri o Mātangi: the Waitara Spatial Plan includes an action to undertake a climate change local adaptation plan in Waitara which is also prioritised highly by the proposed Action Plan.

Participation by Māori / Te Urunga o Ngāi Māori

38. Iwi environmental management plans have been taken into account in developing the Action Plan.

39. Ngā Kaitiaki have been involved in the development of the adaptation and resilience actions in this Action Plan. Ngā Kaitiaki provide a community-level ngā hapū and iwi viewpoint for engagement reflecting that local adaptation plans will occur at this community-level. The emissions reduction initiatives are focused on internal Council assets (such as replacing gas boilers) and have not been subject to mana whenua engagement.

40. The proposed Plan signals that Council will partner with mana whenua in climate change adaptation planning, reflective of their role under Te Tiriti, their role as kaitiaki, and that Māori land and/or communities are particularly exposed to climate change impacts. Mana whenua will be involved in emissions reduction initiatives where there are implications that need to be considered (e.g. before using salt-water or ground-water heat pumps).

41. Further engagement with Māori, including hapū and post-settlement governance entities, will occur through the consultation period.

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

42. Council has sought community views around climate change matters on four occasions in recent years. This is outlined in the Significance and Engagement section of this report. This option involves seeking further community views and preferences on the proposed Plan.

Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.

43. The draft RECAP provides a clear approach to managing Council's climate change, natural hazards and energy actions. This option involves undertaking community consultation before it is adopted. While this may slow down implementation slightly, it also provides an opportunity to listen to communities and potentially change actions based on community feedback.

Option 2 Adopt the Action Plan without consultation

44. Council could determine to adopt the Plan without any community consultation. A sub-option of this option is to adopt the Action Plan with amendments.

45. Most of the assessment under this option is the same as under option 1. The most significant change is to the assessments of community views and preferences and Māori participation in decision-making because this option would not provide an opportunity for further views to be heard. There are also minor implications such as the short-term reduced resourcing implications of not consulting, risks of misalignment with community views by not consulting, and the inconsistency with the Significance and Engagement Policy.

Option 3 Do nothing

46. Council could determine to not move forward with this Action Plan at this time. If Council did so, then the current District-Wide Emissions Reduction Plan would remain in place, and local adaptation plans in communities would still be required under proposed legislation (if enacted). In considering this option, it should be noted that an option following consultation (under option 1) would still be to not adopt the draft Action Plan.

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

47. There would be no immediate implications. However, Council would not have a planned approach to reducing energy costs or building resilience – an inconsistent approach may therefore occur. Council would still need to undertake local adaptation planning once/if legislation is in place, so this would still need to be funded and resourced. Council would also not qualify for the Local Government Funding Agency's Climate Action Loans.

Risk Analysis / Tātaritanga o Ngā Mōrearea

48. The risk of this option is that an inconsistent approach would occur. Local adaptation planning would occur (under proposed legislation) to reduce the significant natural hazard risks in high-risk areas, but other initiatives to build resilience to natural hazards risks would not necessarily occur. Similarly, Council would continue to be exposed to energy-related risks which are increasing.

Alignment with Strategic Framework and Promotion or Achievement of Community Outcomes / Te Hāngaitanga ki te Anga Rautaki me Te Tutuki/Whakatairanga o Ngā Whāinga ā-hāpori

49. The status quo would continue.

6

Statutory Responsibilities / Ngā Haepapa ā-ture

50. There are no statutory responsibilities to have a plan of this sort. However, Council would still be subject to local adaptation planning legislation and Emissions Trading Scheme implications on Council's energy and emissions.

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

51. This option is consistent with existing policies and plans.

Participation by Māori / Te Urunga o Ngāi Māori

52. Participation by Māori would still occur in relevant initiatives as required.

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

53. This option would not seek community views and preferences.

Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.

54. This option does not provide clarity to Council or the community on the role of Council within the broader climate change adaptation and mitigation ecosystem.

Recommended Option
This report recommends option 1 Approve consultation on the Plan for addressing the matter.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1 Proposed Resilience, Energy and Climate Action Plan for consultation (ECM 9840365)

Report Details

Prepared By:	Greg Stephens (Climate Change Response Lead)
Team:	Climate Change Response Team
Approved By:	Renee Davies (Manager Strategic Planning)
Ward/Community:	District-Wide
Date:	6 July 2026
File Reference:	ECM 9840367

--*End of Report* ---

Proposed

Resilience, Energy and Climate Action Plan 2026-2032

npdc.govt.nz

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


Matomato i te ao, manawaroa i te pō

Contents

Introduction

Climate change is a complex problem requiring action at a global, national and local level.

Climate change is the result of changes to the atmosphere from greenhouse gases that arise from human activity. These greenhouse gases result in increased temperatures and are changing our weather patterns to bring more severe weather. While severe weather events have always occurred, we are seeing increasing numbers of such events and an increase in severity of those events. This Plan tackles both ends of this chain – from our contribution to greenhouse gases to how we adapt to a changing environment.

We have recognised **“that climate change world-wide requires we take urgency to respond to and address issues which will affect us all in the immediate future.”** (Council resolution 17 December 2019). We are starting to see the impacts of climate change across a range of areas, from severe weather events to higher insurance costs and insurance retreat, to higher energy costs, and to growing community concerns about the future. We’re also seeing change as communities and economies tackle these issues and the disruption that change brings.

This Plan is a continuation of our response and tackles the most cost-effective, resilience-building, and beneficial actions first. We have time to do this right so long as we continue to move forward. This Plan is about thinking the long-term through short-term action that builds our response and capacity over time, and particularly building on the foundation as science, technology and global and national responses evolve over time.

Our Council’s vision is “Thriving Today, Resilient Tomorrow”. This Action Plan has been written to achieve that vision. The energy actions help to build our local economy as our energy sector undergoes a tough time and to reduce operating costs so that we can thrive today. And our resilience and adaptation actions build our resilience to natural hazards.

Our journey so far...

1992

The Rio Earth Summit establishes the United Nations Framework Convention on Climate Change as the first global treaty on climate change.

2001

First mention of "climate change" in Council meeting minutes.

2002

Climate Change Response Act passed.

2013

We established our voluntary targeted rate scheme for household insulation and heat pumps that ran until 2021.

2015

The Paris Agreement is agreed to, setting out a global commitment to reducing temperature rise

2018

Ex-Cyclone Gita hits New Plymouth, taking out water to approximately 10,000 households and businesses; as a result, we invest in improving water resilience in the Long-Term Plan 2018-2028.

2019

We notify our Proposed District Plan which includes significant changes to land use planning for better climate change outcomes.

We resolve that climate change is an urgent issue and adopt the Climate Action Framework as our first formal climate change plan.

The "Zero Carbon Act" amendments are made to the Climate Change Response Act 2002.

We close the Colson Road Landfill, which remains our largest emissions source due to the ongoing breakdown of waste..

2020

We expand our Voluntary Targeted Rate scheme for a wider range of household sustainability purposes as part of our Covid-19 response package.

2021

We introduce our eco-design advisor service to support households with healthy, energy efficient housing issues.

We agree in the Long-term Plan 2021-2031 to three years of funding for the Climate Action Framework, and 10 years of funding for Planting our Place and electric vehicles for our fleet.

We also agree in the Long-Term Plan 2021-2031 to implement a water conservation programme (including universal water meters) and to invest in improving stormwater management in Waitara.

6.1

2022

The Government releases New Zealand's first national Emissions Reduction Plan and then the first National Adaptation Plan.

2023

We adopt our first District-Wide Emissions Reduction Plan setting out a path to meeting 2050 targets as an organisation.

2024

We agree to make climate change planning part of business-as-usual through the Long-Term Plan 2024-2034.

We adopt our first Environmental Sustainability Policy.

The Government releases New Zealand's second national Emissions Reduction Plan.

2025

We issue our first Community Climate Action Fund grants.

We undertake a Preliminary Community Climate Change Risk Assessment to determine which parts of the District are most vulnerable to climate.

We agree to help fund the business case for the Ratepayers Assistance Scheme as a national solution to help residents uptake solar and other household electrification improvements, and other solutions.

Papa Rererangi I Puketapu, our airport company, opens Te Matakupenga solar farm, with about 40 per cent of our electricity coming from this solar farm.

The Government releases the National Adaptation Framework and announces it plans to introduce legislation to make climate change. adaptation plans a compulsory territorial authority activity.

2026

We install solar panels on our Archives and TSB Showplace buildings.

We agree to refocus our climate change work programme onto the issues that matter most to the district and to progress with this single climate change plan.

Our roles and responsibilities in addressing climate change

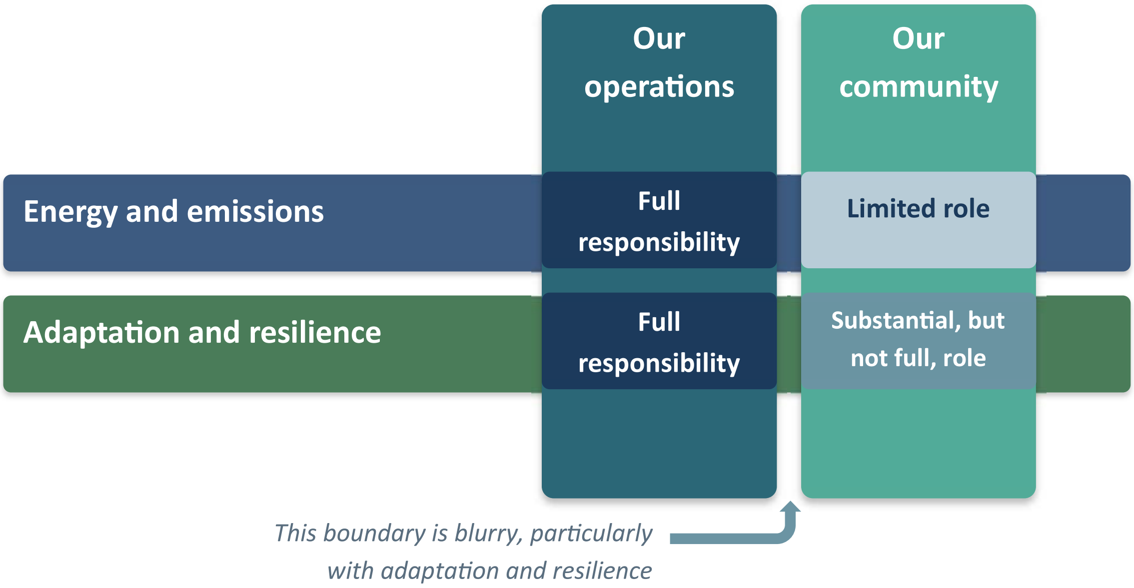
There are many different parts of the local, national and global response to climate change. We are one player within this wider system and have a distinct role to play within our District. Being clear on our part of the system is important to ensure that our resources are used appropriately and obtain the best value-for-money.

The Office of the Auditor-General has noted:

In many ways, councils are at the front line of a wider response to climate change. Councils are largely responsible for civil defence, regional and district land use, planning, and major community infrastructure. They are the owners of significant assets, some of which are at risk because of climate change. They also have a role in reducing greenhouse gas emissions.

Councils have obligations to keep their communities and assets safe from the impacts of a changing climate. They also have a responsibility to consult and keep their communities informed about the scenarios they are planning for and the steps they are taking to protect people and property.

The diagram below provides a high-level overview of our roles and responsibilities, split between our operations and our role in the community. In short, we have full responsibility for our operations to both reduce energy and emissions and to adapt our infrastructure and services to be resilient. Our role in helping the community adapt and become more resilient is greater than our role in reducing energy use and emissions – but we still have a role to play. This boundary between our operations and our community can be blurry in places.



Energy and emissions

The policy direction for energy and greenhouse gas emissions is set by the Government, alongside global agreements such as the Paris Accord. National targets, emissions budgets and Emissions Reduction Plans define the overall approach, with the Emissions Trading Scheme (ETS) as the main policy lever. Energy is a nationally regulated market that is also strongly impacted by the ETS.

We are responsible for reducing emissions from our infrastructure and services. In addition to the moral case to do so, national policies such as the ETS directly increase our costs for energy, materials and construction, so improving energy and resource efficiency helps manage both emissions and costs. The ETS means that inaction will be more expensive than action over time.

Emissions from businesses, farms and households sit primarily within national policy settings. Our role is to support and enable emissions reduction in some areas within this framework, for example by providing infrastructure that encourages low-emissions choices, such as public, active and electric transport. These actions are addressed through relevant service strategies and plans, with this Plan focusing on our operational energy and emissions, and supporting community energy initiatives.

We are also unique as a District in having a strong local energy sector that is being challenged by the push to reduce emissions. We can play a role in supporting our local energy sector through this challenge, such as by carefully supporting energy innovation using our assets and infrastructure. This is also part of our economic development role.

Resilience and adaptation

We have a larger role in climate resilience and adaptation.

The Government is progressing legislation to confirm that territorial authorities are responsible for climate change adaptation plans for at-risk communities. These regulated plans will take a long-term view and address risks such as flooding, sea level rise and coastal erosion. Our main priority areas will be set first by the Regional Spatial Plan. Climate change adaptation is therefore our core responsibility.

We are also directly responsible for ensuring our assets and infrastructure are resilient, and for managing land use to avoid new development in hazardous areas through the District Plan and, in the future, the Regional Spatial Plan. This Plan seeks to build on and enhance the existing work to date for these roles in a systemic approach.

Getting this right will reduce the impact of climate change-exacerbated severe weather events on our community and our infrastructure. This will produce a return-on-investment through less devastating consequences, and quicker recovery. It should also help to improve insurance coverage and create confidence for business investment.

Responsibility is also shared. Households, businesses, farmers, and other infrastructure providers also need to improve their climate resilience as well. These actions are outside of our control, but we may be able to support others to adapt and build resilience by providing information, advice and guidance.

Government and policy changes

Climate change responsibilities are primarily set through national legislation and policy, particularly the Climate Change Response Act 2002, the national Emissions Reduction Plan and the National Adaptation Plan. Other Government policies, such as the Government Policy Statement on Land Transport and Energy Policy, can also form part of the national climate change response.

These national settings are likely to change over time. We will monitor any shifts in legislation, policy and funding, and consider how they affect our role and responsibilities as they arise. We will need to respond to these changes appropriately.

We need everyone to undertake their responsibilities in this response

Our role in climate change sits within a wider local, national and global system. Households, businesses, farmers, other councils and, critically, the Government all need to undertake their responsibilities for the District to respond effectively. Even then, our efforts depend on national and global action as well.

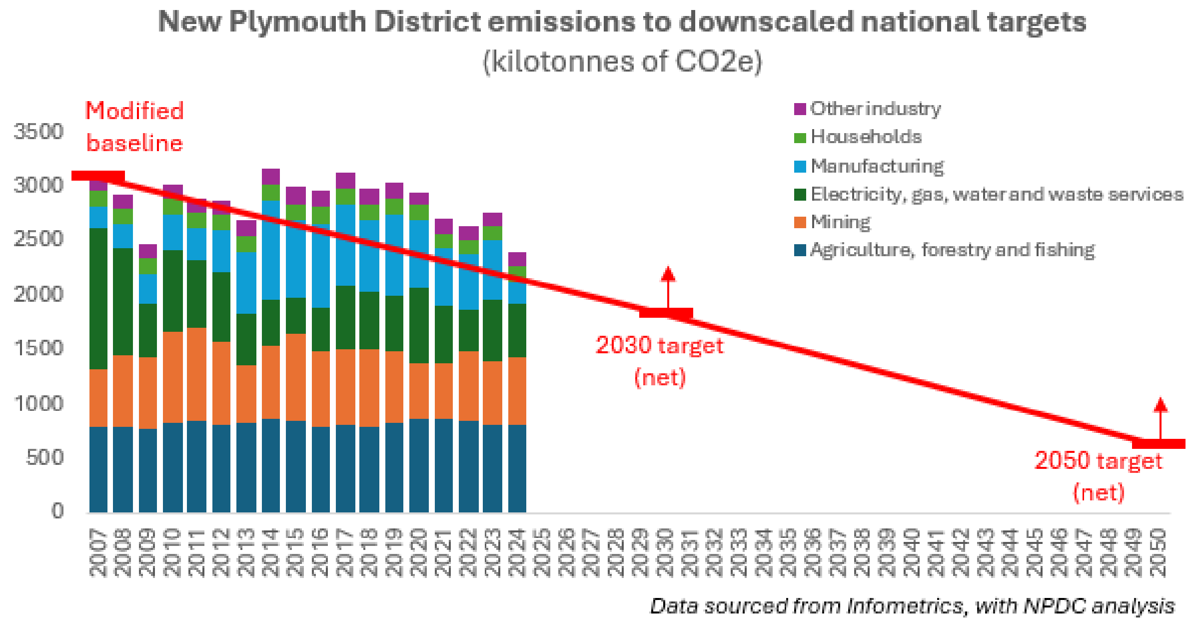
Emissions reduction requires action by many players, and we cannot expect others to do what we are not doing ourselves. Our response should be proportionate, science aligned and help create pressure on larger emitters to do their part. While emissions reduction is a global challenge, we are the ones with primary responsibility for ensuring our District is resilient and well adapted.

Against this wider backdrop, we have identified three major systemic issues that the Government needs to address for the benefit of our District. While there are many other policy changes we would also like to see, these are the three most significant.

The Government needs to support our economy to grow while reducing emissions

New Plymouth District and the wider Taranaki are some of New Zealand's highest emitting areas. We had the seventh highest level of total emissions for any District in New Zealand, and New Plymouth District's per capita emissions are nearly double the national average but the lowest per capita of the three Districts in Taranaki, with Taranaki being the second highest emitting region of New Zealand (2024 data, Infometrics). This reflects our strong energy and agricultural sectors which have been the backbone of our economy and wealth for many years.

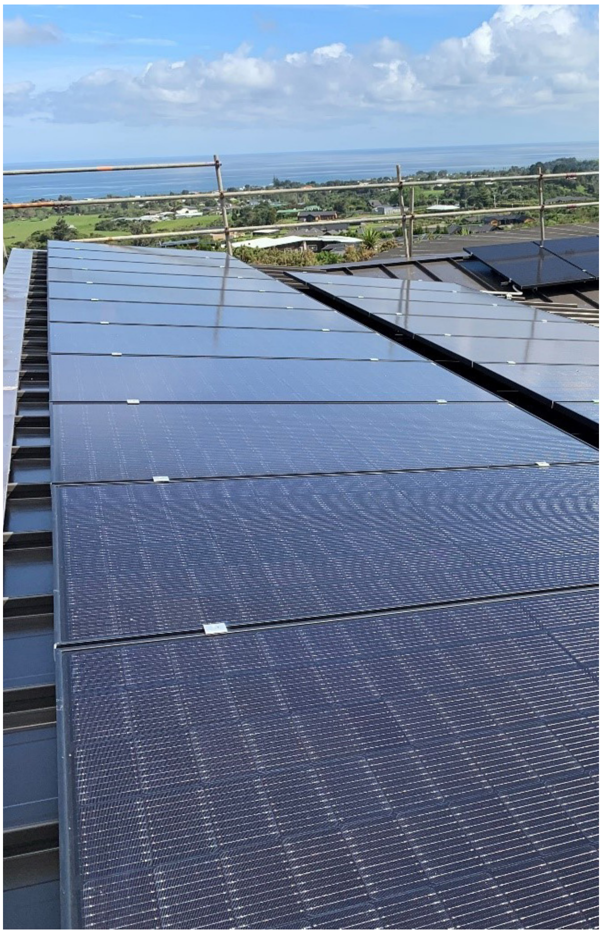
The below graph shows how our District's emissions have tracked down over time, sorted by key broad economic groupings. The targets reflect a downscaling of the national 2030 and 2050 emissions reduction targets. Meeting these targets will be driven by the Emissions Trading Scheme, the national Emissions Reduction Plan, and other Government policy settings. It is important to note that there are numerous caveats to this graph as well.[1]



[1] Classifications are based on Statistics New Zealand economic industry classifications. The data places sources like transportation to the industrial sector that uses that transport. Both the 2030 and 2050 national targets are net targets so emissions can be offset by carbon sequestration (such as by regenerating forests), and the actual level of emissions can higher which is represented by the red arrows above the target levels. The national 2030 target is set in relation to 2005 as the baseline year (and biogenic methane from 2017), whereas regional data is only available back to 2007 so that has had to be used instead for the baseline year. The 2050 target is also above zero due to the split gas biogenic methane target, and this has been factored in at a 24 per cent reduction (as the overlap point between different Government's target ranges). The national targets for 2030 and 2050 are for New Zealand-as-a-whole and there will be areas that still have emissions above the targets and other areas below those targets, but it is expected that emitters would face significant costs to pay to sequester carbon through the Emissions Trading Scheme.

The District's emissions have been falling and are now close to being 'on track' to the downscaled 2030 national target. However, the District's economic performance has been stagnating over this time and our GDP is effectively the same as it was during peak of the District's emissions in 2014. New Zealand's economy, over that period, has grown by about one-third. This stagnation has been led by the oil and gas industry reducing in size and other sectors slowly growing. This overall stagnating trend cannot continue.

The District, and Taranaki overall, faces a significant challenge in improving economic performance while continuing to reduce emissions. We need a clear plan from the Government that, as it continues to drive economic emissions reduction through its national policies, that it does so in a way that invests in supporting existing businesses to thrive and generating new economic opportunities for Taranaki. This could include directing the locally raised ETS and royalty revenue to foster green growth, powering solar and renewable energy to lower energy costs for businesses, and partnering with the region's leadership to invest in achieving the Tapuae Roa Strategy and Action Plan.



Climate change adaptation responsibilities, powers and funding need to be sorted

Climate change adaptation planning is a clear responsibility of local councils. The Government has agreed to introduce legislation to confirm this role. However, this is only a small part of the policy and statutory changes needed to fully enable climate change adaptation.

All infrastructure providers need to be supporting communities to adapt to climate change and become more resilient. Our role in adaptation planning cannot be undermined by other infrastructure providers not building resilience as well or taking their own approaches.

We also know that there will need to be other new powers to implement adaptation plans. While it will be rare, there needs to be a clear statutory regime around decisions to relocate communities away from risky areas, including appropriate checks and balances and clear compensation rules.

One of the most significant challenges for adaptation is the question of who will pay. There needs to be a clear national framework for allocating costs that considers individual responsibilities, market forces (such as insurance retreat) and the roles and balance sheets of central and local government. Ratepayers cannot be the primary funder of climate change adaptation in New Zealand as there are already significant financial pressures on councils. The Government needs to be supporting councils and communities financially, through its balance sheet and in developing new funding approaches. Further, Government support cannot simply be targeted to only the communities with the highest risk factors but instead needs to be spread fairly and proportionately across all communities that face increasing risk.

In short, the decision to allocate councils with a clear responsibility needs to be supported by the right funding, financing and statutory tools to do the role properly. Otherwise, we risk making commitments to the community that we cannot achieve.

National policy settings need to be stable

Climate change can be significantly disrupting to people's lives, livelihoods and communities. This disruption occurs not only from severe weather events, but also from the transition to a low-emissions society. There can be significant community concerns as that disruption takes place with competing views on the pace of change, the direction of change, or even if the change is needed at all. This has become fertile grounds for political disagreement.

The product of that political disagreement is, however, further disruption. It results in inconsistent national political direction and large legal and policy shifts.

Attempts at a bipartisan approach to date have, at best, resulted in limited and/or high-level agreement. In some cases, these agreements have not endured and were later altered through partisan processes. The Climate Change Commission was set up to provide an independent advice stream that focuses on the long-term, but its advice has not always been taken onboard.

This disruption is having a significant impact on the community, the economy and us. Energy prices have risen significantly in recent years because of various policy changes. Emissions Trading Scheme pricing has increased and decreased more in relation to political whims than on the actual costs to mitigate or sequester emissions. Adaptation legislation has almost been agreed to several times, only for a new direction to be taken.

We believe that our local response to climate change would be more efficient and effective if there was clear bipartisanship at a national level. While we appreciate that Governments will govern, and have the right to do so, there needs to be greater stability in the system and agreement on the direction of travel. This requires all parties to work together and use scientific evidence to make informed decisions that focus on both the short-term and the long-term. This does not mean Governments cannot respond to issues or have different priorities, but rather that they do so while heading in the same overall direction, working across the political divide and avoiding unnecessary shocks.

6.1

Our climate change objectives

As outlined above, our climate change response falls into different areas where we have different responsibilities, and what's more, they are different subject matters. This Action Plan has to recognise that the way our climate change actions work, how they need to engage, what drives them and so forth are very different. This section therefore outlines our outcomes and management principles – effectively, our key outcomes, how we will manage our overall response and balance resources and funding across the different areas. This Action Plan is then broken into the different areas that each outline their own strategic drivers and operating principles.

<table>
<tr><th colspan="5">OUTCOMES</th></tr>
<tr><td>Climate risk management</td><td colspan="4">Council improves knowledge and resources to manage climate and natural hazards and risks to communities, the environment and cultural heritage.</td></tr>
<tr><td>Resilience and adaptation</td><td colspan="4">Council improves the resilience of the community and environment so the District is better equipped to thrive in a changing climate.</td></tr>
<tr><td rowspan="4">Energy and emissions</td><td colspan="4">Council reduces its emissions in line with the following targets through prioritised actions that reduce whole-of-life energy and infrastructure costs and support local energy innovation.</td></tr>
<tr><td></td><td>By 2029/30</td><td>By 2039/40</td><td>By 2049/50</td></tr>
<tr><td>Scope 1 and 2</td><td>At least 42% reduction from 2021/22 baseline.</td><td>At least 70% reduction from 2021/22 baseline.</td><td>At least 95% reduction from 2021/22 baseline. All remaining emissions offset.</td></tr>
<tr><td>Scope 3</td><td>At least 67% of suppliers engaged (by emissions).</td><td>At least 79% of suppliers engaged (by emissions).</td><td>At least 90% of suppliers engaged (by emissions). All remaining emissions offset.</td></tr>
<tr><td>Community support</td><td colspan="4">Council fosters and empowers the community to drive resilience, energy and climate action.</td></tr>
<tr><th colspan="5">MANAGEMENT PRINCIPLES</th></tr>
<tr><td>Focused</td><td colspan="4">We will focus on what matters and is in our control.</td></tr>
<tr><td>Fiscally-sound</td><td colspan="4">We will manage whole-of-life costs, get ahead of potential climate change cost drivers, and allocate costs fairly and proportionately.</td></tr>
<tr><td>Planned and informed</td><td colspan="4">We will use scientific evidence, weigh decisions for both present and future generations, and prioritise our actions based on risks, benefits and costs.</td></tr>
<tr><td>Engaged</td><td colspan="4">Council fosters and empowers the community to drive resilience, energy and climate action.</td></tr>
<tr><td>Kaitiakitanga</td><td colspan="4">We will enable mana whenua to exercise kaitiakitanga by empowering, partnering and listening in relevant initiatives.</td></tr>
<tr><td>Fostering</td><td colspan="4">We will foster actions and initiatives within our community through partnerships, enablement and support.</td></tr>
<tr><td>Wider benefits</td><td colspan="4">We will maximise the benefits to our community from our climate change actions.</td></tr>
<tr><td>Measured and accountable</td><td colspan="4">We will measure the impacts of our actions to provide accountability and to signal where further actions may be required.</td></tr>
</table>

Summary of actions

The table below provides a high-level summary of actions across this Action Plan. Actions have been prioritised using the prioritisation framework set out below.

High	These are the essential actions to achieve this Action Plan. They include actions required by law, those that provide large whole-of-life cost savings, critical actions to address an issue, foundational actions, and actions that have multiple benefits across both climate and non-climate issues. These actions will be undertaken above others.
Medium	These actions are the core initiatives to achieve this Action Plan. They provide substantial benefits. They are the main planned actions.
Low	These lower priority actions will still provide real benefits to achieving the Action Plan. Some of these actions will move up the priority scale over time but are not issues that are immediately pressing or there are other actions with better return-on-investment to undertake first. These actions will be achieved where possible and are more likely to take time.

Action	Priority
Stocktake climate and natural hazard risk data and needs/gap analysis.	Medium
Develop and implement a risk data management improvement strategy	Medium
Integrate climate change risks into risk registers.	Medium
Develop a framework to improve decision-making for assets, infrastructure and planning for resilience.	Medium
Undertake risk assessment and management plans for prioritised critical assets.	Medium
Identify, develop and maintain policies needed to support adaptation and resilience.	Medium
Understand and monitor financial impact of climate change events.	Medium
Understand the potential financial impact of a major event.	Low
Undertake a local adaptation plan for Urenui and Onaero (underway).	High
Develop an NPDC framework for local adaptation planning.	Medium
Initiate a local adaptation plan in Waitara.	High
Identify communities requiring local adaptation plans through Regional Spatial Plan and then develop a delivery roadmap.	High
Undertake local adaptation plans in communities.	High
Review how adaptation costs are allocated.	Medium
Ensure that future developments do not occur in risky areas.	High
Provide greater information to the community on climate change risks and adaptation.	Low
Continue and enhance energy monitoring and management.	Medium
Building Management System (BMS) optimisation.	Medium
Refocus the Sustainability Accelerator Fund to an Energy Management Fund.	High
New Plymouth Wastewater Treatment Plant Master Plan.	High

Action	Priority
Renewable electricity from the market.	High
Tūparikino Active Community Hub self-supply solar PV.	High
Tūparikino Active Community Hub grid supply solar PV.	Medium
Civic Centre solar PV.	High
New Plymouth Wastewater Treatment Plant solar PV.	Medium
New Plymouth Water Treatment Plant solar PV.	Medium
Puke Ariki Library Building solar PV.	Medium
Govett-Brewster Art Gallery/Len Lye Centre solar PV.	Medium
Establish a programme for solar PV at smaller sites.	Low
Civic Centre Chiller and Boiler replacement.	High
Inglewood Pool Boilers replacement.	High
TSB Stadium Heaters replacement.	Medium
Puke Ariki chiller and boiler.	High
Govett-Brewster Art Gallery/Len Lye Centre chiller and boilers replacement.	High
Inglewood Public Library Heater replacement.	Medium
Todd Energy Aquatic Centre boilers replacement.	Medium
Fernery Boiler replacement.	Medium
TSB Showplace boiler replacement.	Medium
Stadium Taranaki appliances and hot water heating replacement.	Low
Ōākura Town Hall heaters replacement.	Low
Fred Tucker Centre heating and hot water heating replacement.	Low
Bell Block Hall heating and hot water heating replacement.	Low
Star Memorial Gym hot water heating replacement.	Low
Hickford Park Changing Building hot water heating replacement.	Low
Lynmouth Pavilion hot water heating replacement.	Low
Inglewood Town Hall heating and hot water heating replacement.	Low
BBQ – Reserve - East End Buller Street replacement.	Low
Dog Pound hot water replacement.	Low
Taranaki Crematorium business case for water cremation.	Medium
Optimise fleet size and utilisation.	High
Plan cost effective electrification of the fleet.	Medium
Improve driver behaviour and travel efficiency.	Low
Supplier engagement on emissions.	High

Action	Priority
Monitor Emissions Trading Scheme impact on commonly used emissions-intensive products.	Medium
Sustainable procurement practices.	Low
Improve whole of life cost assessments in projects.	Low
Continue and enhance the Perpetual Investment Fund's ESG approach.	Medium
Market engagement and understanding for energy innovation.	Medium
Define our risk appetite and tolerance for energy innovation.	Medium
Bioenergy opportunities.	Medium
Geothermal opportunities.	Low
Ecosystem scanning and information sharing for energy innovation.	Low
Energy flex.	Low
Battery Energy Storage Systems (BESS).	Low
Support the Ratepayer Assistance Scheme to fruition.	High
Leverage the Ratepayer Assistance Scheme.	Medium
Turn the EnviroHub into a sustainable home demonstration site.	Medium
Support solar for renters through a pilot.	Low
Support those in energy hardship.	Low
Community Climate Action Fund.	Medium
Support industry to deliver sustainable homes.	Low
Strategic partner for community energy.	Medium
Collaborate with key Council partners and community organisations.	Medium
Provide advice to households on being more resilient.	Medium
Supporting resilient households to lower insurance costs.	Medium
Community Welfare Hub solar support.	Medium
Rainwater tanks and harvesting.	Low
Community energy resilience.	Low
Embed climate change considerations into strategies and plans as they are developed.	High
Embed and improve climate considerations into Infrastructure Strategy and Asset Management Strategy.	High
Improve data quality and reporting capabilities.	High
Nature-based solutions framework.	Medium
Continue and expand Planting our Place.	High
Waiwhakaiho Wildlink.	High

Our planning cycle and approach

This Action Plan sits within our wider planning cycle. This Action Plan will inform our next two Long-Term Plans – our financial budgets where we commit operating and capital funding for the coming 10-year periods. It also informs the Infrastructure Strategy for each of these Long-Term Plans.

How this Action Plan was made

Our actions have been informed by a mixture of specialist technical inputs and community engagement. As articulated earlier, this Action Plan covers different climate change subject areas that we have different responsibilities for. As such, the way we have put together this Plan has varied for those different areas. We've taken a more engaging approach to date with adaptation and resilience because it has a wider impact on the community, whereas our focus on energy and emissions is more about Council's internal operations and is therefore more informed by technical inputs. But both activities still include the other approach. We've undertaken some targeted engagement on our community actions as well.

Engagements we've had with the community that have shaped this Plan so far

We have considered relevant previous discussions with the community in the years proceeding this Action Plan being developed. There is generally strong support for action across the four different engagements we have had.

Long-Term Plan 2021-2031 consultation in 2021

We consulted on starting our Climate Action Framework funding as part of our Long-Term Plan 2021-2031, with three options. Sixty per cent of submitters supported funding the programme, with most support for a three-year funding option rather than a 10-year option.

District-wide Emissions Reduction Plan consultation in 2022

In 2022 we presented our draft first District-Wide Emissions Reduction Plan to the community for consultation. We received 158 submissions on the draft Plan. Of these, 83 per cent of submitters believed we should do more to reduce emissions, while 37 per cent thought we were doing enough or should do less.

Long-Term Plan 2024-2034 consultation in 2024

As part of the Long-Term Plan 2024-2034 consultation we sought views on boosting funding for our Climate Action Framework, with four options. Just over three-quarters of submissions favoured an option with investment, including 39 per cent who submitted to fund enhancing the work programme. Twenty-three per cent of submitters supported ceasing the work programme.

Climate change adaptation survey in 2025

In 2025 we undertook a community survey to understand concerns around climate change and support for various actions. Around two-thirds of respondents were concerned about climate change, with respondents most concerned about severe weather/storms, flooding, drought and coastal erosion. The most supported actions were making infrastructure more resilient, making homes, buildings and places more resilient, and improving nature's resilience and using nature-based solutions to improve our resilience.

Community engagement on this Action Plan

<<To be updated upon finalisation of the Action Plan, including noting changes made to the Action Plan in response to community feedback.>>

Funding to implement

This Action Plan is an outline of the key actions and initiatives we have planned for the next six years, however, the Long-Term Plan is where we determine funding and resourcing for this Action Plan (and others). There are always risks that actions and initiatives cannot be included in the Long-Term Plan or are funded at different times. This is because the Long-Term Plan considers a wide range of infrastructure and service improvement demands, funding and financial pressures, community and political views, external factors and so forth.

Where we need to, we will prioritise our funding and resourcing. Our actions have been prioritised in this Action Plan so that we can be clear in this process.

Agile within constraints

Climate change issues are evolving over time. New scientific and technical information brings new understanding of risk, new technology provides new ways of managing energy and emissions, and new challenges are presented by the transition to a low-emissions and climate-resilient society. There is also continuous innovation on how best to address climate change through different strategic initiatives. This means that there are always more, and new, things that we could be doing alongside what we have set out in this Action Plan.

This Action Plan focuses on the material initiatives we have planned. There will be minor initiatives, opportunities and supporting actions that we can undertake within our existing funding and resourcing that support our approach.

We need to be mindful about what we have committed to, our funding and resourcing, and what our role is and is not. Where new scientific information or technology requires a shift then we will need to carefully consider how to make that change. However, we will not follow every new idea, initiative or opportunity that comes along, particularly those that will require additional or redirected funding or resourcing. Instead, we will seek to be a 'careful follower' that will look at these approaches, see how they are working elsewhere and then make a well-grounded decision about whether they are worth investing resource in and whether the trade-offs are worthwhile. Larger changes may require amending this Action Plan.

Climate risk, resilience and adaptation

Our climate is changing and as a result, we can expect changes to our risks as a community. Across New Plymouth District we may see changing rain and snowfall patterns, more flooding events, less snow and ice, stronger storms, more droughts and wildfires, higher temperatures, more heatwaves and warmer oceans.

The rapid development of climate change means that climate science cannot necessarily predict the extent and timing of physical impacts perfectly. The data we are using is projected examples of what our future in the New Plymouth District may look like as highly researched estimates. However, despite uncertainty with regards to specific projections, we are certain that our climate is changing and so are our risks as a community.

It is important to assess community-based risks to allow for people in their communities as both individuals and groups to decide what level of risk they are able and willing to accept. Risk mitigation is expensive and we will not be able to afford to mitigate all aspects of risks either as individuals or as Council. However, through increasing our resilience as communities it can aid in our response to potential risks. Alongside this, risk prioritisation and education allows us to decide what risks we think are the most important and need to be dealt with and what methods we can use to deal with that risk. Understanding the extent of our changing climate allows us to better plan, prepare and thrive by managing risk and identifying opportunities under changing conditions.

Across the New Plymouth District, we have experienced a wide variety of events that were made more likely and more intense because of climate change. An example of this was Cyclone Gita that occurred in 2018 and caused an estimated $4.5 million in damage and clean-up costs. However, we have been fortunate to avoid the scale of impacts seen during Cyclone Gabrielle.

Climate change is a complicated issue which will have many unknown impacts, however if not acted upon there will be an even larger cost. As people it is up to us to decide together what to do to ensure we have a safer future and protect what is most important to us and our community.

6.1

Key projections

The tables below summarise key projections from the Ministry for Cities, Regions, Environment and Transport. They utilise two different projections and two different timeframes. The first project is known as SSP2-4.5 and represents a scenario where global emissions fall but are not enough to stop significant climate change. The other scenario is SSP3-7.0 which is effectively the current 'business-as-usual' projection where there are not significant efforts globally to reduce emissions. The latter represents a realistic worst-case scenario to plan for, while the former takes a more middle range approach.

Climate change variable	Mid-Century (2040-2060)		End of Century (2080-2100)		What this means
	SSP 2-4.5	SSP 3-7.0	SSP 2-4.5	SSP 3-7.0	
Number of hot days >25 degrees	+0.0 to 11.4 days	+0.1 to 16.4 days	+0.3 to 24.0 days	+1.8 to 49.5 days	Overall, there will be an increase in hot days across the District. These are days that are hot and can place vulnerable people at risk. The Northern Taranaki Hill Country and the coastline north of New Plymouth are likely to experience a greater increase in hot days than Ōākura and the area around Taranaki Maunga.
Number of very hot days >30 degrees	+0.0 to 0.2 days	+0.0 to 0.2 days	+0.0 to 1.0 days	+0.0 to 5.6 days	These heat wave days will increase, but still be rare. These are the days that can place people into heat stress, and have particularly high risk for vulnerable people. The greater increase in number of very hot days will be felt in the Northern Taranaki Hill Country.
Cooling degree days (CDD) >18 degrees	+14.4 to 104.9 CDD	+20.3 to 141.5 CDD	+30.9 to 204.0 CDD	+74.5 to 362.3 CDD	The number of cooling degree days is where buildings need to use cooling to stay comfortable. This can place additional pressure onto electricity networks and can place people who are in uncooled buildings into heat stress. This varies along the coastline from +90.9 CDD in Ōkato to +108.1 CDD in Tongapōrutu to the mid-century SSP2-4.5. This variation is also felt inland where the Northern Taranaki Hill Country increase is greater than the area around Taranaki Maunga.

Climate change variable	Mid-Century (2040-2060)		End of Century (2080-2100)		What this means
	SSP 2-4.5	SSP 3-7.0	SSP 2-4.5	SSP 3-7.0	
Heavy rainfall 99th percentile	+2.2 to 6.9%	+4.5 to 10.3%	+2.8 to 8.0%	+7.0 to 10.3%	These are heavy storm events that will create flooding risks. Greater increase in rainfall is projected along the coastline north of New Plymouth township, and inland from Inglewood. Around Inglewood and Ōākura is likely to experience the lowest levels of change.
Drought exposure (PED)	+2.3 to 25.5 mm	+0.7 to 25.1 mm	+1.2 to 43.4 mm	+4.9 to 73.0 mm	This indicates that the District is likely to experience an increase in droughts. The coastline is likely to experience a greater rate of change than inland areas of the district, with the highest change around Tikorangi.
Strong wind 99th percentile	-1.3 to 0.0%	-1.2 to 0.4%	-1.9 to -1.1%	-2.6 to -1.3%	These are very strong winds, likely to cause damage. These forecasts show that strong winds may decrease somewhat, or increase slightly. The difference across the District is negligible.
Sea-level Rise	0.13 to 0.18m	0.16 to 0.18m	0.37 to 0.48m	0.48 to 0.52m	Sea-level rise can increase both coastal erosion and inundation. While sea-level rise is consistent across the coast, vertical land movement varies from areas of increased land movement, around Port Taranaki, to areas of minimal movement north of Tongapōrutu and around Ōākura, to large areas of subsidence between Bell Block and Tongapōrutu. The resulting change in sea level, inclusive of the vertical land movement is largely the same across the district.

While there is variation in the forecasts, they tell us that there is a consistent overall trend. The District will be hotter and subject to both more drought conditions and more intense rainfall events, and the sea-level will rise along the coast. This is the key takeaway for planning. The decisions on which scenario to use needs to be proportionate to the risks of each situation and we need to be dynamic in how we build resilience because of how forecasts differ under different scenarios.

6.1

Improving our understanding of climate risks

As we improve our knowledge of natural hazard data and climate change forecasts, we have a better understanding of what assets are, or are not, potentially exposed to risk. However, not all assets in a 'risk zone' as necessarily at risk.

We have a high-level of understanding already about the different types of assets we have and the different risk profiles that those asset classes may face. This is from a risk assessment to our infrastructure and services undertaken for us by Tonkin+Taylor in 2021. From this, we can begin to prioritise more detailed investigations to each individual asset. The table below provides a summary of our top risks to infrastructure and services by 2100, and the comparison to today and 2050. Some risks escalate significantly, whereas others only have small changes.

Asset Area	Risk Description	Present Day	2050	2100
Parks and Open Spaces	Walkways (expansion/twisting due to heat).	High	High	Extreme
	Soft assets (turf, trees, gardens) – coastal erosion.	High	High	Extreme
	Structures and paths – landslides.	Moderate	High	Extreme
	Foreshore protection structures – erosion and overtopping.	High	High	High
	Dams – changing rainfall extremes.	Moderate	High	High
	Soft assets – heat, drought, seasonality.	Moderate	Moderate	Extreme
Transportation	Drainage and culverts – rainfall extremes.	Moderate	High	Extreme
	Roading infrastructure – landslides.	Moderate	Moderate	Extreme
	Coastal roads and bridges – erosion.	Low	Moderate	Extreme
	Footpaths and cycleways – coastal flooding and erosion	Low	Moderate	Extreme
	Pavement – rainfall extremes.	Low	Moderate	High
	Roads and bridges - inland flooding.	Low	Moderate	High

Asset Area	Risk Description	Present Day	2050	2100
Resource Recovery	Facilities and bins – temperature extremes (fire risk).	Moderate	Moderate	Extreme
	Kerbside collection – storms and wind.	High	High	High
	Closed landfills – coastal erosion.	Low	Moderate	Extreme
	Canopy structures – storms and wind.	Moderate	Moderate	High
	Stormwater management – rainfall extremes.	Low	Moderate	High
Property	Buildings and venues – storms and wind.	Moderate	High	Extreme
	Buildings and venues – rainfall extremes.	Moderate	Moderate	Extreme
	Buildings and venues – coastal erosion.	Low	Moderate	Extreme
	Campgrounds and leases – coastal erosion.	Low	Moderate	Extreme
Three Waters	Flood control schemes – rainfall extremes.	Moderate	High	Extreme
	Wastewater outfall – storms.	Moderate	Moderate	Extreme
	Potable water supply – wildfire contamination.	Moderate	Moderate	Extreme
	Wastewater infrastructure – groundwater rise.	Moderate	Moderate	Extreme
	Wastewater network – rainfall extremes.	Moderate	Moderate	High
	Water supply infrastructure – storms.	Moderate	Moderate	High

In summary, we have extreme and high risks across all our infrastructure and services. There are significant risks particularly in Parks, reflecting that we have avoided building in some of our high-risk areas and turned those areas into parks and reserves instead.

We know that the costs of these risks will increase if we do not make changes now. Some of these risks will have significant implications for our ability to serve the community with critical lifelines and infrastructure. Global and national research also shows that there is strong financial payback in investments in resilience when a disaster strikes.

To address these risks, we have a comprehensive programme of work that takes a clear pathway to building resilience in our assets over time. The first step is building our information and data around natural hazards risks and how we manage that information and data. From there, we can determine how to address those risks over time. This will then prioritise investments to where we can have the most impact. This Plan supports the first two parts of this process, with investment decisions to follow into future Long-Term Plans and Annual Plans. It should be noted that many of these actions can occur concurrently rather than needing to be sequenced.

Action	Priority
Stocktake climate and natural hazard risk data and needs/gap analysis Undertake a stocktake of climate and natural hazard risk data and information. Assess the robustness, reliability and limitations of this data, what data is being used across Council, where risk data is insufficient. This includes assessing different statutory obligations on different Council functions and the implications that has on risk data needs.	Medium
Develop and implement a risk data management improvement strategy Develop an internal strategy to improve risk data across Council assets and services. This will need to be prioritised based on gaps, roles and functions, and other factors. This will need to include assessing standardisation of risk assessments and modelling, appropriate internal governance and coordination (including reporting to Finance, Audit and Risk Committee), use and development of risk data, and improved systems for capturing and storage of data.	Medium
Integrate climate change risks into risk registers As climate and natural hazard risk data is improved, Council will have improved knowledge of these risks. They should be integrated into the standard Council risk registers in accordance with the Risk Management Framework. Risks should be reported to Elected Members as appropriate. This will involve considering how the climate change risk approach can be modified to integrate into the standard Council risk management system and to track the escalation of risks over time.	Medium

<table>
<tr><th>Action</th><th>Priority</th></tr>
<tr><td>Develop a framework to improve decision-making for assets, infrastructure and planning for resilience
Develop a framework to guide decisions for assets, infrastructure and planning to ensure that the appropriate climate scenarios and resilience levels are provided. This framework should apply to existing and new assets, infrastructure and plans.

There are a multitude of different possible climate change scenarios that reflect different global levels of success in reducing greenhouse gas emissions. In general, more critical and longer lifespan assets would be expected to have a higher level of resilience, and utilise a higher climate change forecast, than a less critical or short-lived asset. There are also a wide range of resilience levels that are appropriate. Different infrastructure has been built to different levels of resilience and will continue to do so. This needs to be a risk-based decision.</td><td>Medium</td></tr>
<tr><td>Undertake risk assessment and management plans for prioritised critical assets
Identify priority critical assets that are located in or around known hazard zones to undertake detailed climate change and natural hazard risk assessments. For assets with a higher degree of risk than tolerable, develop bespoke management plans for those assets using a dynamic adaptive pathway planning approach.</td><td>Medium</td></tr>
<tr><td>Identify, develop and maintain policies needed to support adaptation and resilience
Consider and develop new Council policies:
Loss and Damage Policy – this policy is to clearly articulate that, outside of where there are legal requirements to do so, Council is not responsible for property loss or damage as a result of climate change
Asset Abandonment Policy – this policy is to guide decisions on when Council may abandon its assets due to damage or risks of damage, including factors to consider, processes to follow and where decision-making sits.
Review and replace the existing Coastal Erosion Strategy (1995) to provide more detail around Council’s approach to only protecting significant public assets from coastal erosion, when Council may cease to protect such an asset, provide more detail around how Council can support other assets without taking on protecting them, and identify whether it is possible to also apply the same approach to other types of natural erosion.

Other policies and documents are likely to be identified on an ongoing basis as issues are raised through local adaptation plans and other initiatives.</td><td>Medium</td></tr>
<tr><td>Understand and monitor financial impact of climate change events
Monitor the impact of ongoing cost of severe weather events that gradually degrade financial resilience of Council and impact level of service. This action aims to streamline the monitoring approach to ensure all relevant costs are being captured and reported.</td><td>Medium</td></tr>
<tr><td>Understand the potential financial impact of a major event
Undertake financial modelling to understand the potential costs to Council of a major severe weather event. Assess the implications on Council’s financial position to determine whether any financial settings should be altered to increase financial resilience. This action relies on improved asset data and information.</td><td>Low</td></tr>
</table>

Council works with communities to develop bespoke adaptation plans

Alongside this focus on our assets, we also have a significant responsibility to ensure that our communities are safe as natural hazard risks increase with climate change.

We commissioned WSP to undertake the Preliminary Community Climate Change Risk Assessment to find out what communities in New Plymouth District are most at risk to climate change, based on already existing data. Key findings from the assessment highlighted Waitara, New Plymouth West and the North Taranaki Hill Country are the most at-risk and should be prioritised for community conversations about risk.

There are limitations to this work, particularly around natural hazard data. Some risks may be understated due to lack of data. This will be improved over time, particularly as we undertake stormwater modelling across the District and obtain other data. Other limitations include not assessing cascading or compounding risks.

The following table provides a breakdown of the total risks faced by different communities across the District, and whether those risks are ranked as extreme or high.

Community area	Total number of risks	Number of extreme risks	Number of high risks
Waitara	23	7	14
District-wide	21	1	14
New Plymouth West	17	3	11
Northern Taranaki Hill Country	14	0	11
New Plymouth Central	12	3	7
New Plymouth East	9	2	5
Bell Block	7	0	7
Ōākura	6	2	4
Kaitake	5	0	5
Tikorangi	5	0	4
Lepperton	4	0	2
Urenui	4	1	3
Inglewood	1	0	1
Rural Inglewood	1	0	0

Summary of the risks to each community area

District-wide

Hazards that are of extreme and high risk to the New Plymouth district include heatwaves, sea level rise, coastal flooding, coastal erosion and heavy rainfall. Sea level rise and coastal flooding may impact coastal ecosystems (areas where the land meets the sea and plants and animals may live there). Coastal erosion and sea level rise may cause coastal ecosystems to have less animals and plants or may become home to only one type of animal or plant because it kicks everything else out. Heavy rainfall may impact agricultural land as it may result in erosion or flooding.

6.1

Waitara

Hazards that are of extreme risk to this area include sea level rise, coastal flooding, stormwater/urban flooding and heatwaves. Residential housing is at risk to damage from coastal flooding. Both sea level rise and coastal flooding may risk community health and wellbeing due to damaged roads or buildings, leading to health and safety risks. Heritage sites in Waitara are also at risk to coastal flooding. Ōwae Marae is at risk to stormwater flooding leading to reduced access and risking cultural wellbeing. Churches and residential buildings in Waitara are also at risk to stormwater flooding. Rainfall events and stormwater flooding go hand in hand as large amounts of rainfall received over shorter periods overloads stormwater drainage systems resulting in flooding.

Waitara will experience an increase in hot days above 25°C. A greater number of hot days mean consistently warmer temperatures creating an increased risk to community health, particularly for groups with limited access to cooling resources, leaving them more likely to experience heat-related illness.

New Plymouth West

Hazards that are of extreme risk to this area include sea level rise, coastal flooding, and stormwater/urban flooding. Sea level rise poses a significant risk to the Port. Stormwater and urban flooding may impact the community as people who already have limited resources also live in the expected stormwater flooding areas adding to the risk of the community.

Northern Taranaki Hill Country

Hazards that are of high risk to this area include sea level rise, coastal flooding (on the coastal area), heatwaves, landslides and soil erosion. Sea level rise and coastal flooding may impact freedom camping and public reserves which may reduce the quality of life. The Northern Taranaki hill country will experience an increase in hot days more significantly than other areas of New Plymouth District. Hot days (with temperatures over 25°C) could increase by up to 49.5 more days, and very hot days (above 30°C) will be felt in this area too. A greater number of hot days mean consistently warmer temperatures and possibilities of heatwaves creating an increased risk to community health, impacting groups with limited access to cooling resources most significantly. Forestry blocks are at risk to landslides and soil erosion which may mean a loss of trees. Landslides may also block roads so people cannot leave or enter decreasing community well-being.

New Plymouth Central

Hazards that are of extreme risk to this area include sea level rise, coastal erosion, and stormwater/urban flooding. Damage to public areas such as parks and beaches may happen because of sea level rise and coastal erosion, this may result in a decrease in community wellbeing. Stormwater/urban flooding may cause people to not be able to leave their homes because roads and other core infrastructure systems are flooded.

New Plymouth East

Hazards that are of extreme risk to this area include river flooding and heatwaves. River flooding may result in people having restricted movement as they may not be able to leave their home or become stuck in other places. Heatwaves are a risk to the health of the area as not all people will have access to cooling systems (i.e. air conditioning) meaning they may develop heat stress or other heat related illnesses due to increasing temperatures.

Bell Block

Hazards that are of high risk to this area include by sea level rise, coastal flooding, coastal erosion and stormwater/urban flooding. Sea level rise and coastal flooding present a danger to public areas such as parks as they are at risk of damage. Sea level rise and coastal erosion leave public areas like beaches at risk of being blocked off by debris or water meaning people cannot go there, it also may damage heritage sites. Stormwater/urban flooding may damage parks for short to long term periods impacting both accessibility and community well-being.

Ōākura

Hazards that are of extreme and high risk to this area include sea level rise and coastal flooding. The Ōākura Pa whenua is at risk to coastal flooding which may damage the area and negatively impact wellbeing of mana whenua. Sea level rise and coastal flooding of Urenui river may result in community isolation and a decrease in overall community wellbeing. Coastal flooding may damage parks and flood waters may reduce park access and quality of life.

Kaitake

Hazards that are of high risk to this area include, sea level rise and coastal flooding, coastal erosion. Coastal flooding may damage parks through flooding and salt damage. Sea level rise and coastal flooding damage community halls and buildings. Heritage sites may also be damaged because of sea level rise and coastal erosion.

Tikorangi

Hazards that are of high risk to this area include sea level rise and coastal erosion. Sea level rise and coastal erosion may damage beaches, parks, heritage sites and other public places. There is also a risk to terrestrial ecosystems due to coastal erosion of habitat. Tikorangi Is likely to experience the highest rate of change regarding drought exposure.

Lepperton

Hazards that are of high risk to this area include river flooding and stormwater/urban flooding. River flooding is a risk to freshwater ecosystems, the flooding of the Waitara river may cause floodwaters to enter wetlands and lakes located in the wider Lepperton area. Flooding may impact the rail network in Lepperton.

Urenui

Hazards that are of extreme and high risk to this community include sea level rise, coastal flooding and coastal erosion. Sea level rise and coastal flooding may risk how well the community functions. Sea level rise and coastal flooding is also a risk to the overall health of the community and public areas such as parks may be damaged. Sea level rise and coastal erosion is a risk to housing.

Inglewood

A hazard that is of high risk for this community is heatwaves. There are a high percentage of people in Inglewood that may be exposed to heat stress.

Rural Inglewood

The most significant hazard to this community is drought which is of moderate to low risk.

How we address these risks through local adaptation planning

The approach to addressing these various risks to each community is to work separately with each community on a plan. These local adaptation plans outline the strategic planning and coordination of actions and investments to manage climate-driven natural hazard risks. They are designed to provide a long-term view and will set out the actions and pathways to respond to these risks.

The Government has announced it will regulate these local adaptation plans to ensure that they are undertaken across the country in those communities that need to have these conversations. This will involve identification in the new Regional Spatial Plans, with territorial authorities then given five years to complete these local adaptation plans. This means we will need to be undertaking these plans over the coming years.

We will likely have multiple local adaptation plans to undertake due to the nature of our District and its risk profile. These will range in size and complexity across different communities. This contrasts to other parts of the country that may have only one or two plans to undertake, but those plans will be much larger and more complex.

These plans need a high level of engagement with the community, including partnering with mana whenua, to ensure that they reflect community aspirations, concerns and risk tolerance.

We have identified several actions to undertake that are based on our understanding of the most recent announcements from the Government about the intended regulatory environment. There is a risk that the final regulatory environment differs from what we expect and that may therefore change some of these actions. Ultimately though, the most important thing to do is undertake these plans with communities regardless of whether the law requires us to do so or not – so we will prioritise that.

We also want to make sure that we do not continue to enable development and building in risky areas. This ensures that we do not need to undertake more adaptation plans in the future for decisions made today. While this seems like a 'no-brainer', there needs to be careful and detailed examination of why decisions to build in risky places are still being made around the country, and whether we have our settings right to stop it.

Action	Priority
Undertake a local adaptation plan for Urenui and Onaero (underway) Council is working with Ngāti Mutunga and the Urenui and Onaero communities to develop a local adaptation plan for these communities. These communities are exposed to coastal erosion and inundation risks, and climate change forecasts indicate that there will be increased river flooding risks as well in the future.	High
Develop an NPDC framework for local adaptation planning Develop a framework for how we will undertake local adaptation plans. Do this by capturing the lessons learned and best practice from the Urenui and Onaero local adaptation plan process. This allows the same approach to be replicated to other communities in the District, and create a standardised approach to ensure all communities are treated fairly and proportionately. This framework will include a strong approach to engaging with communities including partnerships with mana whenua. There will still need to be tailoring to each community, but the general approach should be consistent.	Medium
Initiate a local adaptation plan in Waitara While overall we have to wait to assess areas requiring local adaptation plans in the Regional Spatial Plan (see next action), Waitara is a clear high priority. Tiritiri o Mātangi – the Waitara Spatial Plan identifies a local adaptation plan as a key action for the community due to the prevalence of natural hazards risk through the township. We therefore plan to begin this process before the Regional Spatial Plan process is finished.	High

Action	Priority
Identify communities requiring local adaptation plans through Regional Spatial Plan and then develop a delivery roadmap Undertake to identify communities requiring adaptation planning in the District in the Regional Spatial Plan in accordance with any policy settings to do so. Develop a roadmap for those communities identified in the Regional Spatial Plan for local adaptation plans. Depending on the outcomes, Council may also assess whether there are other communities or smaller areas that would still benefit from adaptation planning even though they are outside of those areas identified in the Regional Spatial Plan, and then incorporate them into the roadmap appropriately.	High
Undertake local adaptation plans in communities Undertake local adaptation plans in communities as set out in the delivery roadmap. The approach taken will be subject to final regulatory settings, with Council intending to undertake these plans with high degrees of community engagement and mana whenua partnerships.	High
Review how adaptation costs are allocated Once any national cost allocation framework is established, consider how any costs that fall to Council from significant adaptation activities (such as community relocation, new protective structures etc.) are allocated to the community. This would form part of reviewing the Revenue and Financing Policy in a Long-Term Plan process, and would need to consider the funding principles as set in the Local Government Act 2002, any national framework and Council's general funding approach.	Medium
Ensure that future developments do not occur in risky areas Investigate barriers to cease building in risky areas that are occurring around the country. Draw on practices from other councils and explore collaboration with the Insurance sector to ensure that further developments do not occur in risky areas.	High
Provide information to the community on climate change risks and adaptation Explore opportunities to provide more information to the community about climate change risks within the District and adaptation. Provide information and support to mana whenua on risks to taonga and sites of significance (such as marae). Consider undertaking adaptation forum or events for District on an annual basis. Establish an approach for rangatahi/ youth engagement in adaptation planning. Use the Council website to provide public with information on climate change risk and adaptation work.	Low

Energy and emissions

This section outlines our approach to managing energy use and emissions across our operations and activities.

Energy is a critical component to making things happen and also one of the main sources of greenhouse gas emissions that is under our control and easy to do something about. We are a high energy user across our varied portfolio of infrastructure and services, and many of our energy uses rely on older, less efficient and higher-emitting technology. This means that energy is also a significant cost for us, and this cost is then borne by ratepayers. Strategically managing our energy uses can help to reduce these costs while also reducing the emissions that are associated with those energy sources.

Council is a small player within the overall energy sector. We receive energy as an input into our operations. As such, how we manage our energy must be considered within the wider energy system. The drivers outlined below describe the strategic environment in which we operate. These include both global and domestic factors that influence our ability to achieve affordable, reliable, and low-emissions energy outcomes, and to support New Zealand's transition to a low-emissions future.

Political
• Lack of bipartisan alignment on New Zealand's long-term energy direction is contributing to investment and price uncertainty (e.g. changes in oil and gas policy, LNG import infrastructure).   • Increasing geopolitical tensions are affecting global energy markets and supply chains, contributing to volatility in fuel and LNG prices.   • Internationally, some governments continue to accelerate electrification, renewable energy deployment, and low-carbon investment.
Economic
• Ongoing increases in electricity costs, including both network (lines) charges and wholesale energy prices.   • Significantly rising gas prices across both fixed and variable components, driven by both reducing supply and emissions trading scheme costs.   • Declining capital costs for solar PV and other distributed energy technologies.   • Growing access to sustainable finance mechanisms, including the Local Government Funding Agency's Climate Action Loans and Green & Social Loans.   • Decreasing gas availability and increasing energy costs are having negative economic impacts on businesses, with some businesses closing as a result.

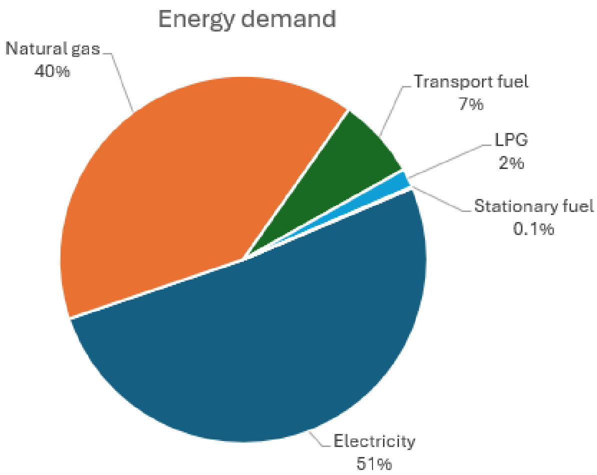
Technological
• Rapid uptake of distributed energy resources (e.g. solar PV and battery storage). • Electrification of transport and process heat driving increased electricity demand and changing load profiles. • Increasing innovation and new energy technologies.
Environmental
• Reducing greenhouse gas emissions from the energy sector over time as more renewable options are built, but still a reliance on fossil fuels for firming. • Climate change is increasing hydrological variability (dry year risk), contributing to electricity price volatility. • Increased frequency and severity of extreme weather events (e.g. flooding, storms) is driving the need for more resilient energy systems and infrastructure.
Social
• Rising energy costs are placing pressure on households, with some reducing heating and transport use, negatively impacting living standards, wellbeing, and health. • Increasing community expectations for sustainable and climate-resilient infrastructure and services.
Legal
• New Zealand's commitments under the Paris Agreement and the Climate Change Response Act (particularly the "Zero Carbon Act" amendments) establish a policy pathway to net zero emissions by 2050. • The New Zealand Emissions Trading Scheme (ETS) is expected to increase the cost of carbon emissions over time, affecting energy and material costs. • Statutory obligations and expectations for emissions reduction create both a responsibility and a risk for Council if not proactively managed. • Ongoing local government and resource management reforms are reshaping how councils plan for growth, infrastructure, and energy use across communities.

These pressures increase the importance for Council to carefully manage its energy uses to balance security of supply for services, energy costs that are passed through to ratepayers, and environmental considerations.

Our energy profile

Council operations rely on a range of energy sources, including electricity, natural gas, LPG, transport fuels, and a small amount of stationary fuels (mainly emergency and one-off event diesel generators). Energy represents a significant operating cost, exceeding $4 million annually.

Most of our energy comes from electricity and then from natural gas. The graph summarises the demand for key energy resources across our operations.



Electricity

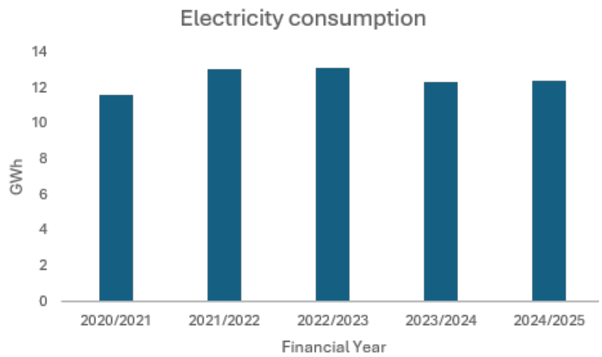
In 2024/25 we consumed approximately 12.4 GWh of electricity, representing a one per cent increase from the previous year. This increase reflects growing demand for electricity and service delivery requirements. However, there is natural variation within our use (for instance, Covid lockdowns reduced energy use in 2020/21.

Electricity is a critical energy source across our operations, particularly in three waters, community facilities, and public infrastructure. We use electricity across approximately 165 sites, with demand concentrated in a small number of large facilities, as well as an extensive street light system. The New Plymouth Wastewater Treatment Plant is our largest electricity user, accounting for around 30 per cent of total demand. The next largest users are Puke Ariki (museum and library) at approximately 10 per cent, aquatic facilities at eight per cent, and the Civic Centre at five per cent. Together, these sites make up over half of total electricity consumption, with the remaining demand distributed across the wider portfolio.

Electricity prices have increased significantly in recent years. Between 2020 and 2025:

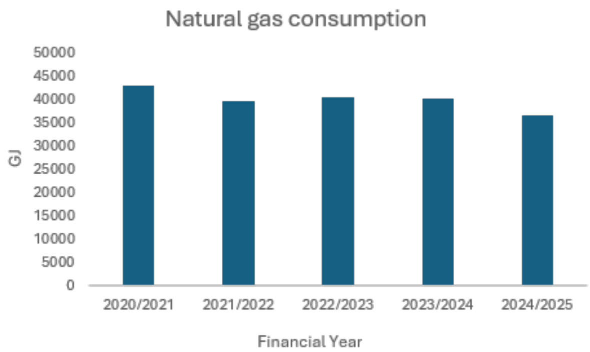
- Residential prices increased by approximately 19 per cent.
- Commercial prices increased by approximately 37 per cent.

These increases have been driven by rising transmission and distribution costs, higher wholesale electricity prices during low hydro inflows, and constrained gas supply.



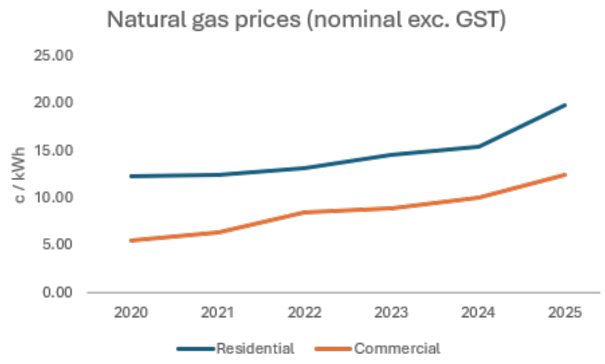
Natural gas

In 2024/25, we consumed approximately 36,700 GJ of natural gas, a nine per cent decrease from 2023/24. Gas use has been trending downward since 2021, reflecting both efficiency improvements and switching away from natural gas.



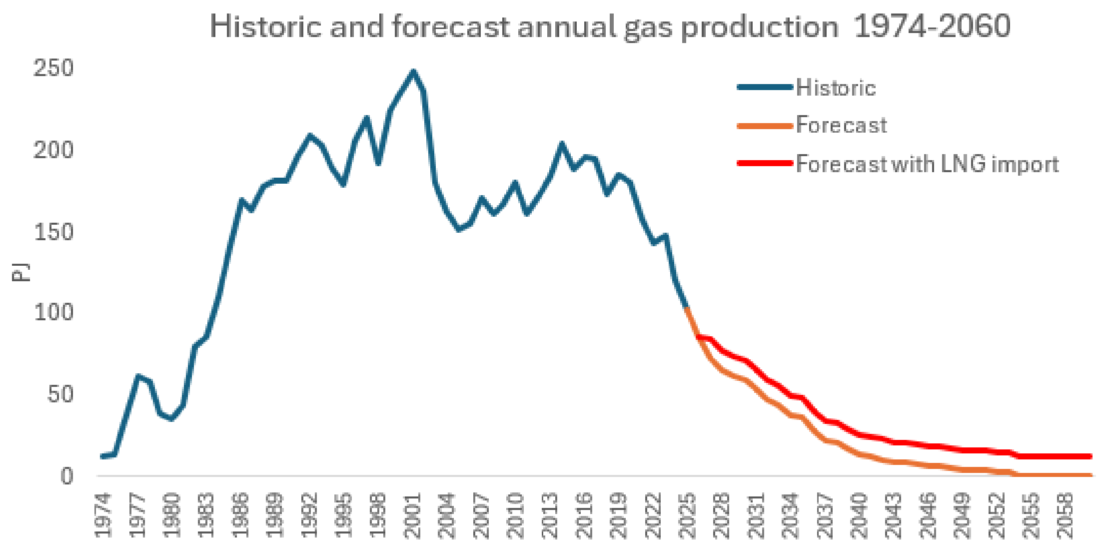
Natural gas is used across approximately 20 sites. However, gas consumption is concentrated in a small number of sites. Over half our natural gas is for sludge drying at the New Plymouth Wastewater Treatment Plant. Our next largest site is the Todd Energy Aquatic Centre, consuming about one-fifth of our overall use to keep the indoor and outdoor pools heated. The next largest users are heating Puke Ariki (seven per cent) and Govett-Brewster Art Gallery/Len Lye Centre (five per cent), both buildings that have temperature control requirements due to the taonga within them.

Gas prices have increased sharply, with commercial prices rising by approximately 126 per cent between 2020 and 2025. This has been driven by declining domestic gas reserves, low hydro inflows, and supply constraints.



The long-term outlook for natural gas remains uncertain. Domestic production is declining as reserves are depleted. In 2025, total production fell to 91.9 PJ, an 8.6% decrease from 2024. Current forecasts – based on existing gas production sites – is for a significant and ongoing decline in gas production. While government interventions – such as reversing the oil and gas exploration ban, establishing a $200 million investment fund, and exploring LNG import options – are aimed at increasing supply, demand is likely to significantly exceed supply, placing sustained upward pressure on prices. There is an increasing risk that Council will not be able to obtain sufficient natural gas for some of its facilities. The below graph shows the historic and forecast gas production from the Ministry of Business, Innovation and Employment, and also shows the impact of the proposed LNG import facility (an additional 12 PJ per annum).

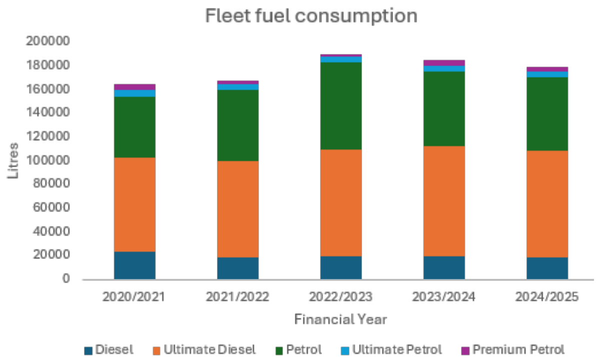
In short, we face significant pressure with natural gas due to our widespread use across our operations and the potential future price and supply risks.



6.1

Transport fuel

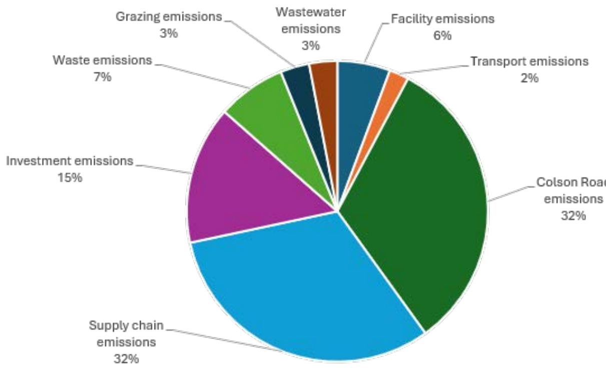
Council operates a substantial vehicle fleet to get around the District. Our teams need to be able to access every part of the District for a wider range of reasons – from building consent inspections to maintaining parks to attending community board meetings to the mobile library.



We pay the standard market prices for these fuels.

Our greenhouse gas emission profile

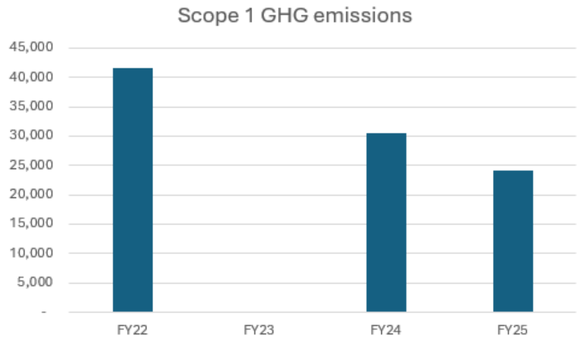
In 2024/25, our greenhouse gas footprint was approximately 62,100 tonnes of carbon dioxide equivalents (tCO_2e). The below graph shows how these emissions are broken down into their original sources within our operations in 2024/25.



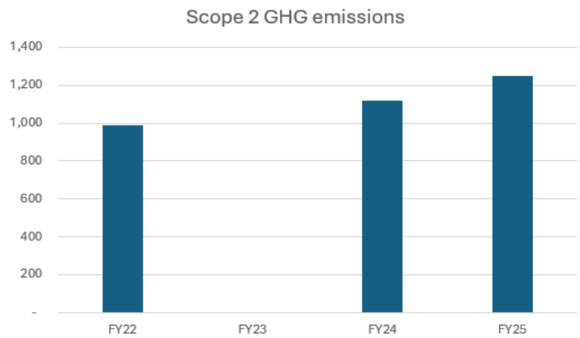
Standard emissions accounting breaks greenhouse emissions for organisations into three different scopes. These scopes reflect different levels of control and relationship to where the emissions are from.

- **Scope 1:** Direct emissions from organisational activities, such as running boilers and vehicles.
- **Scope 2:** Indirect emissions from the use of grid supplied energy.
- **Scope 3:** Indirect emissions from the supply chain and upstream and downstream activities, such as purchased goods.

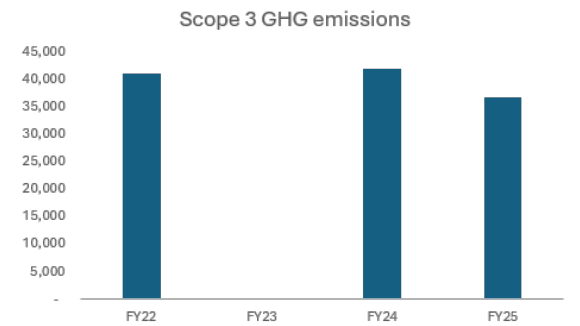
Scope 1 emissions are declining, primarily due to reduced landfill gas emissions following the closure of the Colson Road landfill and the installation of gas capture and flare infrastructure, alongside the natural decline in landfill gas generation.



Scope 2 emissions initially increased due to higher electricity use, but from November 2025 Council transitioned to 100% renewable electricity, reducing Scope 2 emissions to effectively zero. This arrangement is expected to continue through at least October 2028.



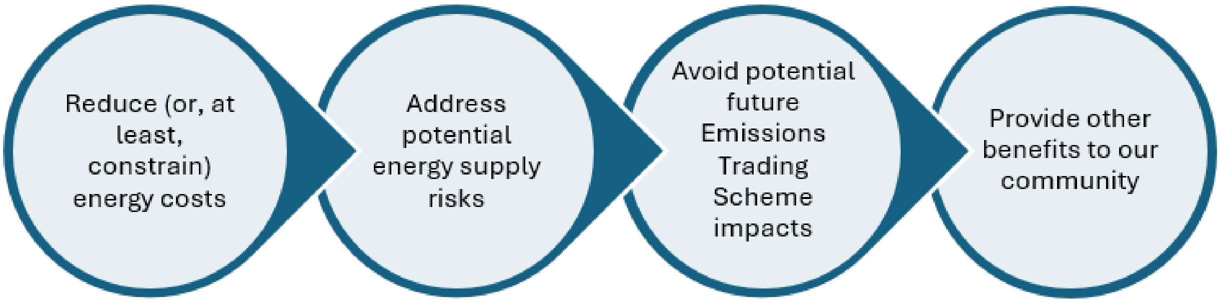
Scope 3 emissions have remained broadly stable relative to the 2021/22 baseline. Council recognises that these emissions are largely outside direct control and depend on market and supplier action.



No greenhouse gas inventory was undertaken in 2022/23.

Reducing our energy and emissions

There is considerable complexity in managing our energy and emissions as a Council. There are many different areas, different levels of control, and different opportunities. We want to pursue those opportunities that best provide value for ratepayers first.



Emissions reduction targets

Our emissions reduction targets are set out below. These targets follow the science-based target methodology to ensure that we are undertaking our 'fair share' of emissions reductions and are in line with global and national trends.

	2021/22	By 2029/30	By 2039/40	By 2049/50
Scope 1	41,528 tCO2e	At least 42% reduction from 2021/22 baseline	At least 70% reduction from 2021/22 baseline	At least 95% reduction from 2021/22 baseline. All remaining emissions offset by sequestration.
Scope 2	988 tCO2e	At least 42% reduction from 2021/22 baseline	At least 70% reduction from 2021/22 baseline	At least 95% reduction from 2021/22 baseline. All remaining emissions offset by sequestration.
Scope 3	No engagement approach	At least 67% of suppliers engaged (by emissions)	79% of suppliers engaged (by emissions)	90% of suppliers engaged (by emissions). All remaining emissions offset by sequestration.

Notes:

- NPDC's scope 1 target includes all scope 1 emission sources, except greenhouse gas emission removals from the forestry portfolio.
- The supplier engagement target for Scope 3 emissions include both upstream and downstream Scope 3 categories and the engagement ambition is for suppliers to have their own science-based emission reduction targets.
- We have undertaken to shift our baseline year from the previous District-Wide Emissions Reduction Plan. The previous Plan utilised the 2017/18 year as its baseline. The inventory for that year was not independently audited and verified at that time, and several emission sources were not included in it.
- These targets align to the Science-Based Target Initiative (SBTI) targets, but are not verified by the SBTI organisation because they do not verify targets for local government.

Each of these categories requires a different strategy to address. Some categories are significantly easier to address than others.

Emissions	Description	Management approach
Facility emissions	Emissions from gas and electricity use across our facilities	These are largely within our control and can be reduced through energy efficiency and transitioning away from gas use. We can prioritise reducing these emissions to reduce energy costs. Electricity emissions have been addressed through procurement of renewable supply (New Plymouth Airport solar farm). Natural gas remains the primary focus for further reductions and is a high priority due to diminishing natural gas reserves.
Transport emissions	Transport fuel use and business-related travel	These are managed primarily through fleet optimisation and transitioning to low-emission vehicles. Business travel, including air travel, represents a small share and is not a primary focus.
Waste emissions	Emission associated with waste processing and disposal	Emissions from waste processing and disposal is largely controlled by external operators. Our approach for managing waste emissions is focused on local solutions for processing organic waste, which will reduce emissions from out-of-region haulage.
Colson Road emissions	Biogenic emissions from the decomposition of landfill waste	These have been mitigated through the landfill closure and the gas capture infrastructure. Landfill gases will naturally decrease overtime. Remaining reduction opportunities are limited.
Supply chain emissions	Supply chain emissions primarily from purchased goods and services and capital works	While outside direct control, Council can influence outcomes through supplier engagement. Analysis of 2024/2025 expenditure identified that four suppliers represent approximately 70% of Scope 3 emissions. Three of these suppliers all already have science-based emissions reduction targets.
Investment emissions	Financed emissions primarily from the Perpetual Investment Fund and other Council investments	These have decreased significantly with increasing alignment to ESG investment practices. This emission group is not an immediate focus as it has already contributed significantly towards emission reduction targets.
Grazing emissions	Biogenic emissions from grazing on leased land	This emission group is not a focus for Council, however, will decrease with time as reserve land is utilised, planted or optimised.
Wastewater emissions	Biogenic emissions from wastewater treatment processes	This emission group will be addressed through the Wastewater Treatment Plant Master Plan which will set out the long-term direction of wastewater treatment, including the management of emissions.

Actions and priorities

Our actions and priorities have been developed through an understanding of our strategic environment and key energy resources and emission sources.

Our approach is to address both sides of the energy equation – energy demand and energy supply – and find the right combination of initiatives that balance the energy trilemma of sustainability, affordability, and security.

Across all actions, we will:

- Prioritise emissions reduction initiatives that deliver measurable benefits and whole of life cost reductions.
- Ensure value for money for Council and ratepayers.
- Maintain secure and resilient energy supply.

We've grouped our actions and priorities into the following categories:

- Energy conservation and energy efficiency.
- Renewable energy generation.
- Gas transition programme.
- Transport fuel.
- Energy Innovation.
- Supply chain emissions.

Energy conservation and energy efficiency

Energy conservation and energy efficiency target our overall energy demand by improving how energy is used across our operations. This approach reduces consumption while delivering benefits such as lower energy costs, improved affordability, and enhanced environmental sustainability.

Action	Priority
Continue and enhance energy monitoring and management The Carbon and Energy Management Team (CEMT) was initiated in 2008 to manage energy use at NPDC facilities. The CEMT reviews monthly energy consumption to identify and implement opportunities for cost savings and efficiency improvements. This action is for ongoing energy monitoring and management to improve energy conservation, energy efficiency and reduce energy costs.	Medium
Building Management System (BMS) optimisation BMS optimisation is a process of continuous commissioning and optimisation of the HVAC system. This action focuses on monitoring BMS system, identifying issues and implementing solutions to ensure HVAC is operating efficiently. This action applies to buildings we have BMS systems, such as the Len Lye Centre, Puke Ariki, Civic Centre, and Archives Building, and performing recommissioning as needed.	Medium
Refocus the Sustainability Accelerator Fund to an Energy Management Fund The Sustainability Accelerator Fund was established in the Long-Term Plan 2024-2034 as an operating expenditure budget to support a wide range of sustainability initiatives. The predominate use of the Sustainability Accelerator Fund to date has been for energy efficiency capital improvement to facilities given the strong financial return-on-investment and sustainability benefits. This includes LED light upgrades, solar installations, building envelope improvements, and energy monitoring and control equipment. We plan to formally refocus the Fund solely to complete the LED light transition across the Council portfolio, install solar PV on suitable buildings to reduce energy costs and other energy management and conservation capital improvements. This also enables the Fund to be funded as capital expenditure and therefore have a lower impact on rates.	High
New Plymouth Wastewater Treatment Plant Master Plan The New Plymouth Wastewater Treatment Plant Master Plan will look out over 30 years to determine the ongoing capital and operating investment required for the treatment of wastewater. The Plant is the biggest user of both electricity and gas within Council's portfolio. The Master Plan will assess the options to manage energy within the Plant, including options to reduce energy, change the energy mix, and generate energy on site (including both electricity through solar panels and biogas through anaerobic digestion). While the management and operations of the Plant will be transferred to Wai Hononga Water Services Ltd from 1 July 2027, it will still be within operational control for emissions accounting purposes for Council and therefore provides a significant opportunity to reduce energy and emissions. The level of potential savings is unknown at this stage and will be determined in the Master Plan process.	High

Renewable energy generation

Renewable energy generation, specifically solar PV, addresses our energy supply by generating our own electricity. This benefits our energy affordability, sustainability and security. The financial payback is significant for these investments.

Action	Priority
Renewable electricity from the market Since October 2025 Council has received 100 per cent renewable electricity from its electricity supplier, with about 40 per cent of this coming from Te Matakupenga (New Plymouth Airport's Solar Farm). This approach should continue when contracts are renewed.	High
Tūparikino Active Community Hub self-supply solar PV A proposed 75kW system which is sized to match the estimated daytime demand. This system is estimated to cost ~$120,000 with annual opex savings of ~$20,000 per year (simple payback of six years).	High
Tūparikino Active Community Hub grid supply solar PV Explore the feasibility of a larger second system at the Hub that provides grid-scale supply, providing an additional revenue stream for the Hub. Supplying the grid has a lower return on investment than self-consumption.	Medium
Civic Centre solar PV A proposed 100KW system which is sized for average demand.	High
New Plymouth Wastewater Treatment Plant solar PV A proposed 585 kW system designed for self-consumption. This system is estimated to cost ~$830,000 with annual opex savings of $111,000 per year (simple payback of 7.75 years).	Medium
New Plymouth Water Treatment Plant solar PV A proposed 60kW system designed for self-consumption. This system is estimated to cost ~$80,000 with annual opex savings of $10,000 per year (simple payback of eight years).	Medium
Puke Ariki Library Building solar PV An estimated 80kW system could be installed on the Puke Ariki library roof. Further concepts designs required to investigate the feasibility, system size and cost.	Medium
Govett-Brewster Art Gallery/Len Lye Centre solar PV An estimated 60KW system could be installed on the Govett-Brewster Art Gallery/Len Lye Centre roof. Further concept designs required to investigate the feasibility, system size and cost.	Medium
Establish a programme for solar PV at smaller sites Establish an ongoing programme of installing solar panels at smaller Council sites, including new buildings as they are constructed. The priority for these sites is those where potential solar generation matches the typical electricity usage pattern (as this provides the best return-on-investment), where energy resilience is important and (for new builds) where electricity distribution upgrade costs can be avoided. These would be funded through the Energy Management Fund outlined earlier.	Low

6.1

Gas transition programme

With gas reserves depleting and prices increasing, we need to take a proactive approach to replacing gas boilers to ensure a planned and cost-effective transition. This programme primarily addresses our energy demand because we are changing how our energy is delivered, and has the benefits of energy affordability, sustainability and security.

Our largest single gas user is the New Plymouth Wastewater Treatment Plant's Thermal Dryer Facility (the TDF). The TDF is designed to able to take a blend of natural gas and hydrogen (which, if made from renewable electricity, is zero emissions), and is currently waiting for sufficient and affordable hydrogen to be available to use. The future use of natural gas at the TDF is covered by the action outlined above for the New Plymouth Wastewater Treatment Plant Master Plan project and is not repeated below.

We have around 20 other sites where we use natural gas. Five of these; Waitara Pool, Inglewood Pool, Civic Centre, Puke Ariki and Govett-Brewster Art Gallery/Len Lye Centre were planned for Long-Term Plan 2024-2034. However, cost increases and insufficient budget meant only Waitara Pool was commissioned, with completion expected in October 2026. The other sites (Inglewood Pool, Civic Centre, Puke Ariki and Govett-Brewster Art Gallery/Len Lye Centre) will require additional budget in the Long-Term Plan 2027-2037 and are high priorities.

We've performed an initial assessment on the remaining gas assets. We assessed the age/condition, site requirements, cost of replacement, return on investment and annual gas consumption to prioritise these projects. In many instances, it will be optimal to replace these gas assets before the end of their life because of the significant pricing increases and supply risks. Waiting for normal renewal cycles may result in facing higher overall costs.

These projects can be complex and will require seed funding for thorough research and investigation of the options and feasibility. This is necessary to deliver a planned and optimised transition that maximises the return on investment.

We will utilise available support mechanisms to support these projects. This includes working with EECA on funding and business case opportunities, exploring Local Government Funding Agency's Green and Social Loans scheme for borrowing to fund these projects as a programme of work, and other opportunities as they arise.

The following projects are list in chronological order based on existing and proposed scheduling.

Action	Priority
Civic Centre chiller and boiler replacement Chiller and boiler scheduled for replacement in FY27/28. Existing chiller is in very poor condition (at risk of failure) and the existing gas boiler is well beyond its end of life. The boiler is in poor condition, inefficient and due for replacement. The proposed solution is heat pumps and electric boiler to replace gas boiler.	High
Inglewood Pool boilers replacement These boilers are scheduled for replacement in 2027/28. Boiler A is in poor condition and Boiler B is in fair condition. Currently there no immediate risk of failure. The proposed solution is heat pumps and electric hot water cylinder for domestic hot water.	High
TSB Stadium heaters replacement Radiant heater renewals currently planned for 2027/28. The existing radiant gas heaters are in poor condition. Heaters have not been replaced since the building was built and replacement parts now obsolete. Replacement is to use electric radiant heaters for hall space heating and heat pump hot water storage cylinder for domestic hot water. Further concept designs required to assess options and establish costs.	Medium

Action	Priority
Puke Ariki chiller and boiler The chiller and boiler are scheduled for replacement in 2028/29. The chiller is in poor condition and the boiler is past its useful life but in fair condition. Further concept design and investigation required for preferred solution.	High
Govett-Brewster Art Gallery/Len Lye Centre Chiller and Boilers replacement The chiller and boiler scheduled for replacement in 2029/30. The chiller and boiler are in fair condition. The preferred solution is to replace with heat pumps.	High
Inglewood Public Library heater replacement The gas heater replacement is proposed for 2029/30. The gas heater is in good operational condition, however eight years beyond useful life (installed 1998 with 20 year useful life). The preferred option is a heat pump for space heating.	Medium
Todd Energy Aquatic Centre boilers replacement The indoor and outdoor pool boiler replacements is proposed to occur between 2030-33. Both boilers are in good condition. The expected end of life is 2037 for the indoor pool and 2040 for the outdoor pool. This is a high impact transition to reduce energy costs, but requires concept designs to assess the options and establish replacement costs	Medium
Fernery boiler replacement The boiler replacement proposed to occur between 2030-33. The boiler is in fair condition, with end of life estimated at 2036 (best case). Initial studies recommend wood pellet boiler to replace gas boilers. Concept designs required to assess options and establish costs.	Medium
TSB Showplace boiler replacement The boiler replacement proposed to occur between 2030-33. The boiler is in fair condition, however eight years beyond useful life (installed in 1998 with 20 year useful life). Concept designs are required to assess the options and establish costs.	Medium
Stadium Taranaki appliances and hot water heating replacement Gas fired kitchen appliances and infinity hot water heaters replacement proposed to occur between 2033-36. Replace gas fired kitchen appliances with electric equivalent. Replace infinity gas water heater on Gate 4 kitchen with electric hot water cylinder. Replace gas fired storage cylinder in NPDC office with electric storage cylinder. Either discontinue use of temporary changing rooms or replace infinity gas water heaters on temporary changing rooms with electric hot water cylinders. Consider installation of solar PV to offset electrical consumption.	Low
Ōākura Town Hall heaters replacement Replacing the radiant gas heaters proposed to occur between 2033-36. The proposed approach is to install electric radiant heaters (if the electrical supply is adequate) or heat pumps otherwise.	Low
Fred Tucker Centre heating and hot water heating replacement Replacements proposed to occur between 2033-36. The proposal is to install hi-wall heat pumps for space heating and electric hot water storage for domestic hot water. Consider installing solar PV to offset electrical consumption.	Low
Bell Block Hall heating and hot water heating replacement Replacements proposed to occur between 2033-36. The proposed approach is to install heat pumps in the hall for space heating and electric hot water storage cylinder in the toilets for domestic hot water.	Low
Star Memorial Gym hot water heating replacement Replacements proposed to occur between 2033-36. The proposal is to install electric hot water storage cylinders for domestic hot water. Consider installing solar PV to offset electrical consumption of water heaters.	Low

Action	Priority
Hickford Park Changing Building hot water heating replacement Replacement proposed to occur between 2033-36. The proposal is to either install electric hot water storage cylinders for domestic hot water or to decommission. Decommissioning would require community input before such a decision is made. Consider installing solar PV to offset electrical consumption.	Low
Lynmouth Pavilion hot water heating replacement Replacements proposed to occur between 2033-36. Install electric storage cylinders in existing cylinder cupboards for domestic hot water. Consider installing solar PV to offset electrical consumption of water heaters.	Low
Inglewood Town Hall heating and hot water heating replacement Replacements proposed to occur between 2033-36. Install heat pumps in the hall for space heating and electric hot water storage cylinder for hot water.	Low
BBQ – Reserve - East End Buller Street replacement Replacements proposed to occur between 2033-36. Convert BBQ to bottled LPG, decommission or electrify at a location closer to an existing electricity line.	Low
Dog Pound hot water replacement Replacements proposed to occur between 2033-36. Install electric hot water storage cylinders.	Low
Taranaki Crematorium business case for water cremation Undertake a business case on the viability of establishing a water cremator in the 2027-2030 period. The business case should assess the impacts (including water, wastewater, and cultural issues), regulatory issues, potential operating models (including partnerships), financial case, any appropriate location, and alternative ways to reduce energy and emissions at the Crematorium. Plan the outcomes of the business case into future Long-Term Plans.	Medium

Transport fuel

Council operates a vehicle fleet to support Council Officers to be able to access the District. These vehicles are used to get to building and resource consent inspections, project sites, parks, community board and stakeholder meetings, and so forth.

These movements come at a cost in purchasing and servicing vehicles and in the fuel those vehicles use. Continuously focusing on optimising our fleet can substantially reduce fuel use. This is not just about electrification of the fleet, but also ensuring our fleet is as efficiently used as possible so that it can be as minimal as possible.

Action	Priority
Optimise fleet size and utilisation Assess current fleet utilisation and identify opportunities to reduce total vehicle numbers while maintaining service delivery.	High
Plan cost effective electrification of the fleet Evaluate the fleet alongside full lifecycle and infrastructure costs to identify when and where electric vehicles are a cost-effective replacement option. Ensure that the funding of electric vehicle infrastructure is separated from general fleet funding so it can be treated as debt-funded capital expenditure.	Medium
Improve driver behaviour and travel efficiency Continuously analyse driver practices (e.g. idling, short-distance trips) and implement targeted education and behaviour-change initiatives to promote efficient vehicle use.	Low

Supply chain emissions

Supply chain emissions are those outside of our direct operational control. These emissions though include many of our core services and activities, but we have contracted a firm to do the work for us. For instance, emissions from our annual road resealing programme are part of our supply chain emissions.

Our actions include engaging with our top emitting suppliers, as outlined in the Supplier Engagement action. This involves working with these suppliers to have emissions reduction targets. Many of our larger suppliers already have these targets.

Our procurement action addresses our capital works and purchased goods and services emissions by targeting large one-off projects and purchases that have a material whole of life cost, energy and emission impact.

While the Perpetual Investment Fund (the PIF) is a significant source of emissions, we do not require any change to its management to achieve our 2030 targets. The current model of highly ranked ESG (environmental, social and governance) funds provide an acceptable approach to reduce financed emissions at this stage. Indeed, financed emissions have approximately halved over recent years even though the PIF has substantially increased in size. We will not look to change the PIF approach to low-emission funds in the lifespan of this Action Plan unless those funds are consistently performing as well as, or better than, the PIF funds. However, we will continue to look at ESG ratings of funds and seek improvement in those ratings.

Action	Priority
Supplier engagement on emissions Review spend annually to determine suppliers that contribute 67 per cent of supply chain emissions. Target engagement with the suppliers that do not already have science-based targets to engage further with. Based on 2024/25 spend, engagement would target one supplier out of four that contribute to these emissions. We will support suppliers that do not have aligned targets with inventory, target setting and reduction planning as required.	High
Monitor Emissions Trading Scheme impact on commonly used emissions-intensive products Monitor the price of emissions-intensive products that Council (whether directly or via contractors) commonly uses (such as concrete and bitumen) against lower-emissions alternatives, particularly as Emissions Trading Scheme costs increase. Assess adding the low-emissions alternatives to approved product lists as the economics changes between the standard product and low emissions alternatives.	Medium
Sustainable procurement practices Targeted investigation for energy efficiency and whole of life cost reduction opportunities with projects with a consultancy spend above $100K or construction spend above $9 million that have significant energy use and resource impacts (useful life <30years).	Low
Improve whole of life cost assessments in projects Promote whole of life cost assessments throughout project development and deliver cycles from strategy, asset management, project planning and delivery.	Low
Continue and enhance the Perpetual Investment Fund's ESG approach Continue with the approach of using high ESG ratings for PIF fund managers, and seek to improve over time. Monitor the return of low-emissions funds and only consider switching if returns are the same, or exceed, the current approach.	Low

Energy innovation

Energy innovation addresses both energy demand and energy supply by working with partners to facilitate and implement energy innovations. This is particularly important for us because it can support our local energy businesses to find new ways of working. At the same time, we need to be cautious to avoid unproven or over-hyped technologies that may not work for us. To do this, we are looking to work with partners that have proven experience and knowledge around energy innovation for risk assurance.

It is also important that innovators understand our constrained operating environment. Funding cannot simply be allocated to new opportunities as they are presented, but must be planned through Long-Term Plans. We also operate a public sector procurement process, with an expectation that investments will go through an appropriate open market tender process. It can therefore take time between an innovative option being presented to us to when we can make an investment in it. This means that we will deliberately seek out information on innovation opportunities at the right time for us, while also having an open door to hear from innovators but with less commitment to then invest.

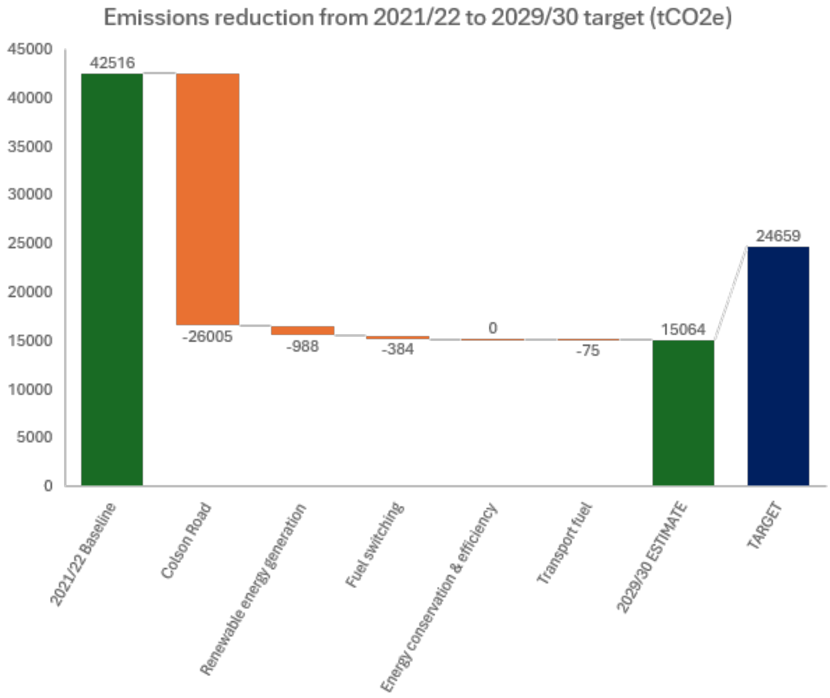
Action	Priority
Market engagement and understanding for energy innovation Undertake market engagement processes to understand local energy businesses and their innovative concepts that we may be able to use across our portfolio, particularly focused on the options for upcoming projects.	Medium
Define our risk appetite and tolerance for energy innovation Determine an appropriate position for how much risk we are willing to take on and tolerate for energy innovation, in accordance with our Risk Management Framework. This will then lead to defining the appropriate governance and assurance approach before taking on innovative energy systems to avoid missteps	Medium
Bioenergy opportunities In partnership with the other Taranaki district councils and Venture Taranaki, support organics recovery and bioenergy opportunities for kerbside organic waste and region-wide industrial organic waste. Consider partnerships with other organisations for the gas being captured and flared at the Colson Road landfill.	Medium
Geothermal opportunities In partnership with Venture Taranaki, Earth Sciences NZ and others, investigate the feasibility of low-temperature geothermal opportunities for NPDC.	Medium
Ecosystem scanning and information sharing for energy innovation Continuously work with Venture Taranaki, researchers and other innovators to explore innovative energy technologies that could drive productivity and efficiencies.	Low
Energy flex Energy flex markets are developing in New Zealand and creating opportunities to reduce energy costs and earn revenue. In partnership with electricity retailers and Powerco, explore opportunities to utilise flex.	Low
Battery Energy Storage Systems (BESS) BESS costs are decreasing and becoming economically viable. In partnership with EECA and others, explore BESS opportunities, including funding and financing arrangements.	Low

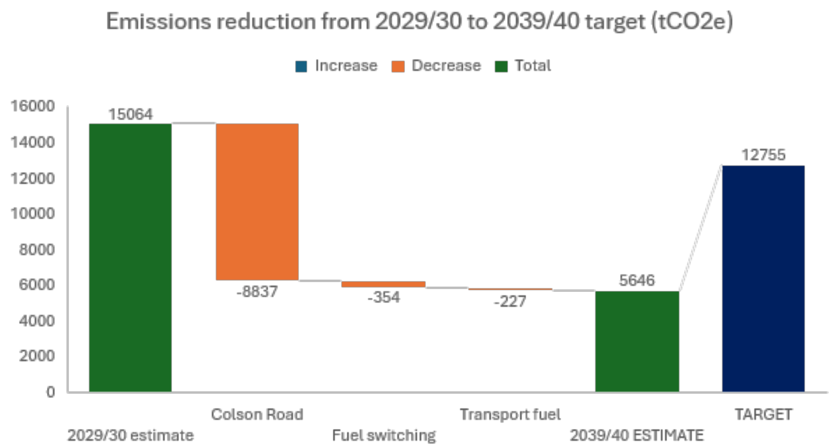
How these actions achieve our Scope 1 and 2 emissions reduction targets

These actions together have a significant impact on our emissions. However, our emissions profile overall remains distorted by the Colson Road landfill. This landfill accounted for almost 60 per cent of our Scope 1 and 2 emissions before its closure. Its closure, and the upgrades to the landfill gas capture system undertaken as part of the closure works, will remain as the single biggest initiative to reduce our organisational emissions because of how dominant it was in our emissions profile. The closed Colson Road landfill continues to emit greenhouse gases on a declining basis, but there is little, if anything, that we can do now to reduce those emissions any further. We still need to track and account for these emissions in line with global greenhouse gas inventory standards. This means that we appear to be largely achieving our organisational emission reduction targets through the ongoing reduction in those landfill emissions over time.

However, this does not mean that there is no need to undertake other initiatives. As outlined earlier, this successful action means that we can focus our work programme on actions that reduce energy and whole-of-life costs, and provide greater energy security.

The graphs show how we are tracking to meet our 2030 targets. This Plan will be revised in the future and may need to add or change actions to meet our 2040 target, but the initiatives outlined in this Plan and the Colson Road landfill emissions reductions should be sufficient.





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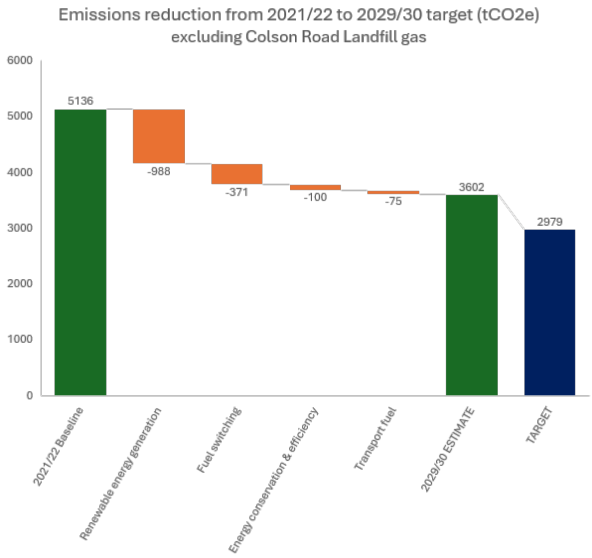
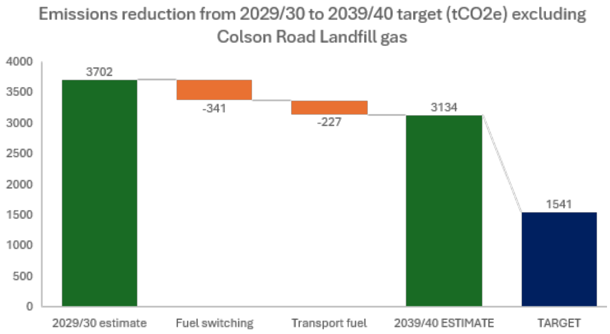
The following two graphs show what would happen to this information if we were not accounting for the Colson Road landfill gas in our baseline, initiatives or targets. It shows that our planned actions would not be sufficient to meet our 2030 target but is not far off. The 2040 target would always be subject to further work to meet but indicates the size of the challenge if Colson Road is excluded. These new actions could include the outcomes of the two investigations outlined in our actions around the New Plymouth Wastewater Treatment Plant and the Taranaki Crematorium.





Community energy and resilience support

This section sets out how we will support community-level action on energy, resilience, and climate outcomes across the District. While we have established organisational emissions targets and plans, we do not have a community emissions reduction target or detailed plan. This reflects the reality that most emissions sit outside of our direct control and are strongly influenced by national policy, markets, and individual decisions. Whereas for adaptation and resilience, we have a much stronger role to play through adaptation planning and making our infrastructure more resilient, but we still do not have direct control over many aspects of resilience for existing homes or properties, particularly if they are not in the priority areas for local adaptation planning.

We therefore acknowledge that there are wants and needs for the community to do more. We are taking a pragmatic and targeted approach that focuses on where we can add the most value to the community. Some of these actions will occur through the embedding of climate change considerations into other Council plans and strategies – for instance, active, public and electric transport issues are addressed through the Ngāmotu Integrated Transport Framework. This is addressed elsewhere in this Action Plan.

This Action Plan focuses on how we will support practical actions that improve how energy is used in homes and communities, strengthen resilience to disruption, and reduce long-term costs and pressures on households. This includes enabling better access to efficient technologies, supporting local energy solutions, and working alongside communities to prepare for and respond to climate risks.

By focusing on energy efficiency, affordability, resilience, and well-being - rather than emissions alone - we can deliver broader and more immediate benefits for our communities. This approach allows us to be agile, respond to changing conditions and opportunities, and support initiatives that are locally relevant and community-led. It positions us to enable meaningful progress while recognising our role within a wider national and global system. We also know that many households are under cost-of-living pressure, and are unlikely to be able to justify making changes if there are not significant and immediate benefits to them.

What is Council's role?

While energy efficiency, affordability, and energy wellbeing issues do not sit squarely within Council's statutory responsibilities, there is a clear and established role for us in providing enabling support where it delivers strong community benefit. An analogue can be drawn with housing: while Central Government holds primary responsibility for social housing, Council undertakes complementary action where local need is not being fully met, such as through Housing for the Elderly and support for homelessness services. In a similar way, energy affordability and electrification are largely shaped by national policy and market settings, but there is a strong case for targeted local involvement to improve outcomes for our communities. Our role is not to take ownership of these issues in full, but to act proportionately by reducing barriers, supporting trusted information and advice, and enabling community-led solutions. This approach ensures we achieve practical, cost-effective impacts while remaining aligned with our broader responsibilities and the wider system we operate within.

We have a clear role in ensuring our community is resilient and well adapted to a changing climate and more frequent severe weather events. Our constraint is about resourcing and the realities of undertaking adaptation planning everywhere. But we cannot simply wash our hands of areas that are outside those identified for local adaptation plans. These other areas may have lower risks, but may still benefit from some support to individual households to become more resilient.

Charge-up community energy and electrification

Households across the District are facing increasing pressure from rising energy costs, declining gas supply, and growing cost-of-living challenges. Rising energy costs in recent years are pushing more households into energy hardship, with about one in five households in Taranaki reporting that they have put up with being cold to keep costs down, and about 45 per cent reporting their house is colder than they would like (Statistics New Zealand, 2023 data). At the same time, nearly 30 per cent of households in our District remain connected to natural gas, exposing them to higher and more volatile costs as natural gas supply dwindles.

There is a clear opportunity to shift toward more efficient, electric energy alongside better insulating homes. Technologies such as heat pumps, hot water heat pumps, and rooftop solar can significantly reduce energy use and long-term costs. However, uptake remains constrained by upfront costs, limited access to finance, and low trust in information. Many households make decisions when systems fail, leading to like-for-like replacements that lock in higher costs over time.

These actions build on a foundation of work already underway from the Sustainable Home Advice service. This service was established in 2021 and provides free home energy assessments to households so that households can prioritise how to reduce energy costs and make the house warmer, drier and healthier. The service can also be made available to marae and other small community buildings upon request and based on capacity and suitability.

We are also currently working on the Ratepayer Assistance Scheme (the RAS). The RAS is a national solution to three different challenges. Of relevance to this Action Plan is the IMPACT Loan scheme, whereby households would borrow from the RAS for specific household improvements (initially solar, batteries, heat pumps and hot water heat pumps) and repay through a levy (effectively a targeted rate) over time that is secured to the property. The RAS works through being a joint venture of local councils around the country to secure low interest rates and local government collection powers. The RAS also offers substantial other benefits through its rates postponement scheme and deferred development contributions scheme.

We will enable community and household action by reducing barriers, supporting access to affordable finance, providing trusted independent advice, and working with local partners to deliver community-led solutions. This approach supports immediate cost-of-living relief, improves how homes perform, strengthens local energy resilience, while contributing to longer-term emissions reduction in a way that is practical, equitable, and locally driven.

Action	Priority
Support the Ratepayer Assistance Scheme to fruition Continue to partner and invest into the RAS scheme to help provide access to long term, low-interest loans for the installation of household electrification including hot water heat pumps, space heating heat pumps, solar and battery systems on rateable properties.	High
Leverage the Ratepayer Assistance Scheme Leverage and promote the RAS to increase uptake, the use independent advice on home energy, support landlords to electrify rental properties, and obtain larger-scale wins (such as virtual power plants).	Medium
Turn the EnviroHub into a sustainable home demonstration site Work with local businesses and partners to enhance the EnviroHub at Brooklands Park to be a demonstration site for household energy efficiency and sustainable home upgrades.	Medium
Support solar for renters through a pilot Explore Housing for the Elderly as a pilot for solar for renters, sharing the benefits of solar to landlord and tenants.	Low
Support those in energy hardship Develop support for households experiencing energy hardship, including working with community partners, making Home Energy Assessment Tool (HEAT) kits available to households for free through our library networks and help households shift electricity use to lower-cost periods through advice and smart technology.	Low

Power up community-led climate action

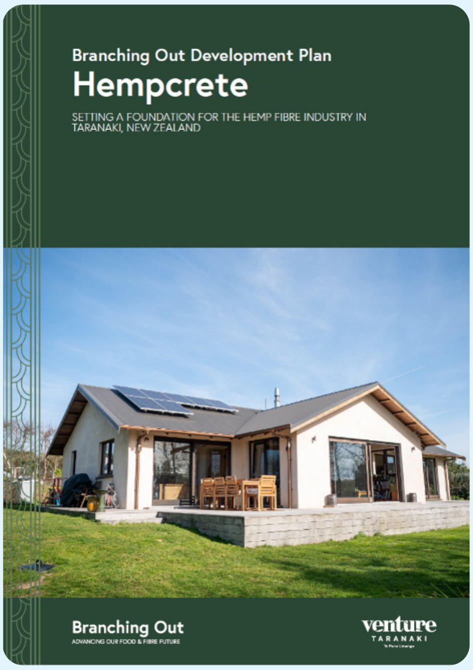
Across the District, communities, businesses, and local organisations are already acting in response to climate and energy challenges. These efforts are often driven by local knowledge, values, and a strong sense of place, but can be limited by access to funding, coordination, and technical support.

We want to build on this existing activity by supporting community-led action where it can deliver meaningful local benefits. This includes enabling projects that improve energy efficiency, reduce emissions, and strengthen resilience, as well as supporting innovation in how homes and buildings are designed and delivered to better meet future needs. Our role is to provide targeted funding, remove barriers, and connect people with the expertise and partnerships needed to turn ideas into action.

Case Study: Supporting Hempcrete

Venture Taranaki's Branching Out programme supports the transition to higher-value, low-emissions land use to build a more resilient regional economy. Within this, hemp fibre - particularly hempcrete - has emerged as a leading opportunity, linking agriculture with sustainable construction through local production and use. The project is taking a full value-chain approach, from crop trials to processing and construction capability, to establish hempcrete as a high-value building system that delivers strong thermal performance, moisture regulation, and healthier, more energy-efficient homes.

As a Council Controlled Organisation within the wider New Plymouth District Council (NPDC) whānau, we have collaborated and provided support to maximise value. NPDC has contributed guidance and expertise to help quantify the performance benefits of hempcrete, including its operational energy savings. Analysis underpinning the Development Plan shows that while hempcrete construction may increase upfront build costs by around five per cent, but would reduce heating energy demand by 26 per cent, resulting in improved long-term affordability and sustainability outcomes for homeowners.



Delivery will sit with communities, iwi and hapū, industry, and local organisations, recognising that they are best placed to lead solutions that reflect local priorities. By supporting and scaling community-led initiatives, we can achieve broader outcomes for resilience, affordability, and wellbeing, while fostering a more capable and connected community over time.

6.1

Community Climate Action Fund

The Community Climate Action Fund (CCAF) is a targeted grant programme established by New Plymouth District Council to enable community-led climate action and support the transition to a low-emissions, climate-resilient future. It empowers local organisations to deliver practical projects that reduce emissions, build resilience, and strengthen climate capability. The CCAF prioritises initiatives that deliver enduring community benefit, support vulnerable groups and rangatahi, align with mana whenua priorities, and act as catalysts for wider change.

In 2025/26, the CCAF supported a diverse portfolio of community-led initiatives across emissions reduction, adaptation, and education, with $75,000 allocated and demand exceeding available funding. A key theme has been investment in solar energy and electrification projects, which reduce emissions while significantly lowering ongoing operating costs for community organisations, improving their long-term financial sustainability and resilience. Alongside this, funding enabled climate education programmes reaching thousands of students, rainwater harvesting to strengthen water resilience, and iwi-led wetland restoration grounded in mātauranga Māori.

Collectively, the fund demonstrates how our targeted investment can unlock lasting community resilience outcomes.

Action	Priority
Community Climate Action Fund Continue to support community-led climate action through the Community Climate Action Fund with a focus on initiatives that support community organisations to reduce energy costs and build resilience.	Medium
Support industry to deliver sustainable homes Support builders, developers, architects, and other industry professionals to deliver innovative energy efficient, low emissions, resilient homes fit for an affordable future, including support to navigate compliance of innovative sustainable construction solutions.	Low
Strategic partner(s) for community energy Identify one or more strategic partners in the Long-Term Plan 2027-2037 to support community electrification and solar uptake to improve energy efficiency, electric vehicle uptake and other initiatives for affordability, emissions reduction and resilience benefits.	Medium
Collaborate with key Council partners and community organisations Work with Council's partners and community organisations to identify opportunities to collaborate on their response to building resilience and reducing energy and emissions in their organisations and their wider networks.	Medium

Enable community-driven resilience

Our communities are increasingly exposed to disruption from severe weather, infrastructure outages, and wider system shocks. Our role is to focus on the communities most at risk through working on local adaptation plans and on infrastructure and asset resilience. That work will focus strongly on the most at-risk areas and assets. At the same time, there is strong local interest in practical steps that can improve preparedness and strengthen the ability of neighbourhoods to support each other.

We see a clear role in supporting community-driven resilience by enabling local, place-based solutions that improve preparedness and response. This includes strengthening access to backup power and water where appropriate, and providing clear, practical advice to help households and neighbourhoods plan for and respond to climate risks.

We also see a significant national gap in the insurance industry. Insurers are increasingly taking a risk-based pricing approach. Some homeowners are now struggling with insurance costs. However, there is little reward for those households if they undertake appropriate measures to reduce their risks. We are aware that the Australian insurance industry has collaborated with the sustainable household advice sector to establish a scheme whereby households that implement approved risk-reduction measures may be eligible for reduced insurance premiums. We see real potential for New Zealand to take a similar approach. This will require a 'coalition of the willing' to work together to achieve.

Our role is to coordinate, support, and help unlock funding and partnerships, while communities, iwi and hapū, and service providers lead delivery on the ground. By taking this approach, we can help ensure that the community builds resilience in ways that are locally relevant, equitable, and enduring - supporting communities to adapt, recover, and continue to function during disruption.

Action	Priority
Provide advice to households on being more resilient Consider the viability and implications of expanding the existing Sustainable Homes Advice service to provide residents with advice to enable households to advance their resilience to climate change (e.g. flooding, household overheating). Implement an appropriate programme to enhance the service offering over time.	Medium
Supporting resilient households to lower insurance costs Initiate and support national conversations about how certified resilience interventions could support reducing insurance premiums.	Medium
Community Welfare Hub solar support Coordinate and support unlocking funding for solar and battery installations for Community Welfare Hubs across the District.	Medium
Rainwater tanks and harvesting Develop measures to support and incentivise rainwater harvesting to support water resilience and emergency preparedness across the District.	Low
Community energy resilience Support neighbourhoods with high solar penetration rates to get through regulatory and practical barriers to develop microgrids to support each other post-disaster.	Low

Cross-cutting issues

This section addresses action areas that go across Energy and Emissions, Climate Risk, Resilience and Adaptation and Community Energy and Resilience Support - embedding climate change into our business-as-usual and using nature for our climate response. Rather than addressing these action areas in each section, we have brought them together. This enables a more cohesive approach moving forward as well.

Embedding climate change into our business-as-usual

While this Action Plan addresses the unique challenges that addressing climate change brings to us, climate change also affects how we do our existing business as a Council. The long-term success for addressing climate change is that it becomes increasingly business-as-usual and part of our standard way of thinking, talking and doing. Climate-related issues should be as much a part of our thinking as budgets, community wellbeing, and supporting our local economy. Over time, success on this front is that climate-related issues are not something that has to be deliberately thought about, but part of the normal modus operandi.

There is no simple answer for how this shift can occur. But we have two key actions that will support this shift – ensuring climate change outcomes are considered in planning and strategy, and improving climate-related issues in our asset and infrastructure management approach.

6.1

Planning and strategy

To be effective, we need to drive climate change considerations into all our plans and strategies that set out our commitments to our communities. We've already done this across several key plans and strategies. The table shows several key strategies and plans we've undertake in recent years and how they embed climate change into their goals and actions.

Existing plan or strategy	Climate change related goals	Climate change related actions
Tapuae Roa Strategy and Updated Action Plan *Tapuae Roa is our economic development strategy. It has an associated Action Plan that is updated on a regular basis.*	The Tapuae Roa Strategy includes an overarching value of Kaitiakitanga/guardianship and a strategic value of Resource use efficiency, waste-minimisation, biodiversity, environmental sustainability.	The updated Tapuae Roa Action Plan includes a focus on Energy Future and Food and Fibre Future as key focus areas for economic development. The Energy Future focuses on supporting the transition of the energy sector to retain and grow this critical industry. Food and Fibre Future supports emissions reduction and climate resilience in the agricultural and horticultural sectors. Other focus areas also include relevant actions, such as working with tourism providers on sustainable visitor experiences as part of the Visitor Future plan.
The District Plan *The District Plan sets out the land use planning framework for New Plymouth District, regulating and enabling how land can be used while balancing private property rights.*	The District Plan includes Strategic Objectives that: • The District develops and changes over time in a cohesive, compact and structured way that, among other things, takes into account the short, medium and long-term potential impacts of natural hazards, climate change and the associated uncertainty; and • The benefits of activities that reduce greenhouse gas emissions are recognised and supported.	The District Plan includes: • Greater mapping of natural hazard risks, including bringing in climate change forecasts, and placing greater control on activities in these areas. • Enabling urban intensification through increased medium density zoning • Reduced consenting requirements for renewable energy. • Enhancing protection of significant natural areas and waterbodies. • Identification of priority public access corridors (e.g. for future extension of walking and cycling networks).

Existing plan or strategy	Climate change related goals	Climate change related actions
Ngāmotu New Plymouth City Centre Strategy *The Ngāmotu New Plymouth City Centre Strategy identifies a 30-year vision for improvements to the City Centre to be a thriving area.*	The Ngāmotu New Plymouth City Centre Strategy identifies a principle of Hāpainga te ahuarangi Responding to Climate Change.	Key moves that enhance the City Centre and respond to climate change issues, including: • Huatoki Corridor Master Plan. • Huatoki Daylighting. • Pedestrian and cyclist priority across SH45. • Coastal Boulevard. • Pukekura link: Liardet Street. • Pūkākā link: Queen Street, Robe Street and Robe Street Park. • Green initiatives. • Promote and facility city living. • Sustainability Initiatives.
Stormwater Vision and Roadmap *The Stormwater Vision and Roadmap outlines Council's approach to improving stormwater management as a significant climate change risk.*	The Stormwater Vision and Road includes an aspiration for Resilience – urban communities are resilient to flooding.	The Stormwater roadmap identifies stormwater flooding hazards through a planned series of stormwater modelling and catchment management plans. Stormwater flooding risk is assessed at various climate change forecast levels.
Waste Management and Minimisation Plan *The Waste Management and Minimisation Plan leads our decision-making on our waste services and efforts to reduce and manage waste.*	The Waste Management and Minimisation Plan sets out a pathway to a circular economy for New Plymouth District and Taranaki. The circular economy links to reduce emissions through reducing the manufacturing, consumption and disposal of materials; with waste being a large emissions source for both Council and the community.	The Plan sets out a wide range of actions to support developing a circular economy. The Plan also identifies an emissions reduction target for waste and sets out improvements to the closed Colson Road Landfill's gas capture system (which was completed in 2024). The Plan also includes identifying closed landfills at risk of erosion from climate change, and establishing a regional plan for waste resulting from civil defence events (which includes, but is not limited to, those arising from climate change).

Existing plan or strategy	Climate change related goals	Climate change related actions
Ngāmotu Integrated Transport Framework *The Ngāmotu Integrated Transport Framework guides Council's transport investment decisions.*	The Ngāmotu Integrated Transport Framework identifies climate change as a Strategic Priority area, including climate resilience, emission reduction and environmental sustainability.	The Framework includes increasing bus frequency (a responsibility of Taranaki Regional Council), making it easier for people to walk, cycle or scoot, and to reduce reliance on fossil-fuelled vehicles (in line with national fleet changes). The Framework also initiates a business case into a second crossing of the Waiwhakaiho River which could provide a resilient transport route over a river that could flood significantly.
Tiritiri o Mātangi: The Waitara Spatial Plan *Tiritiri o Mātangi: The Waitara Spatial Plan outlines a 30-year vision for growth and development in Waitara.*	Tiritiri o Mātangi: The Waitara Spatial Plan identifies having a resilient community as part of its vision, and has a goal to work with the environment.	The Plan includes actions to undertake projects which improve the resilience of Waitara to natural hazard risks, including to undertake a local climate change adaptation plan. The Plan includes actions to restore the awa and whenua. The Plan also includes improving walking and cycling connections and public transport options.

Moving forward, we plan to continue to embed and address climate change into new plans and strategies as we develop them. Each plan or strategy needs to consider the key climate change impacts and objectives within it. While each plan or strategy is different, with different subject matters, timeframes and so forth, considering the following four factors should highlight the key climate change issues at play.

Risk and resilience	Energy and emissions	Future scenarios	Roles and responsibilities
How is the issue exposed to climate change and natural hazards risks? What level of resilience is required? What are the consequences of insufficient resilience? What are the different options to achieve sufficient resilience?	Is the issue a significant source of emissions or energy use by the community or Council? Can changes be made that support reducing energy and emission use? What would happen if energy or emissions pricing was significantly higher?	How does the timeframe for the issue relate to timeframes to be net zero by 2050 and climate change forecasts? What would the issue look like under different climate change scenarios for the future?	What roles and responsibilities does Council have over the issue? What is the scope of control, direction or influence for Council over the climate change issues? What roles and responsibilities do partners, central government and other key stakeholders have over the climate change issues?

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Each plan or strategy will then need to consider how to address those issues within the wider context of the issue at hand. This approach integrates climate change considerations so that a service or issue can be managed cohesively into the future. It places climate change into the core of each plan or strategy and becomes part of the business-as-usual. Over time, this integration will mean our many of investments towards climate change initiatives are indistinguishable and inseparable from our overall investment. It also enables us to understand and make trade-offs that may need to be made between different drivers.

Action	Priority
Embed climate change considerations into strategies and plans as they are developed Each strategy or plan will need to address the unique climate change issues that are within its subject matter or area scope. The development process for each strategy or plan should consider risk and resilience, energy and emissions, future scenarios, and roles and responsibilities. Trade-offs should be made in a transparent manner.	High

Infrastructure and asset management

Infrastructure and asset management are central to embedding climate change considerations into Council's business-as-usual operations. Decisions made today about planning, investment, maintenance, and renewal will shape both our resilience to climate risks and our energy and emissions profile over the long term. As such, a whole-of-life, risk-informed approach is required.

Improving infrastructure and asset management is a foundational action. Having better data and information provides significant benefits to a long-term response to climate change as well as other long-term challenges such as infrastructure affordability and optimising assets. Having the right asset data is also critical to understanding our overall risks and exposure to increasing severe weather.

The two key documents are the Infrastructure Strategy and Asset Management Plans. The two work in unison, with the Infrastructure Strategy driving the strategy and decision-making and asset management plans identifying the challenges, needs and opportunities. An effective Infrastructure Strategy cannot work with Asset Management Plans detailing the issues, and Asset Management Plans cannot be effective without a strategy to prioritise investments. Both of these documents rely on high-quality asset data and information, often at a component level, to provide the foundational knowledge.

Infrastructure Strategy

Infrastructure planning begins with Council's Infrastructure Strategy, the 30-year outlook that identifies key challenges and options for managing growth, service levels, and asset performance. Within this framework, climate change considerations, both resilience and emissions, will be integrated across all decision drivers.

This means that resilience to hazards and the whole-of-life costs of infrastructure (including energy and emissions impacts) are not treated as stand-alone drivers, but considered across traditional drivers such as levels of service, renewals, and growth. Over time, this will ensure that climate change becomes a standard and embedded component of infrastructure decision-making.

Asset management

Embedding resilience and emissions reduction in asset management is fundamentally dependent on robust, high-quality data that is accessible for proactive planning. We need to improve our asset data.

- Risk and resilience
  - Developing a clear understanding of the hazards affecting our assets (e.g. flooding, coastal erosion, landslides) and the risks these pose to service delivery.
  - Using this information to identify vulnerable assets and networks and reporting this information into asset records and Asset Management Plans.
  - Developing targeted management responses to mitigate risk.

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- **Energy, emissions and whole-of-life management**
  - Maintaining accurate data on asset condition, age, performance, and maintenance history to support proactive lifecycle management.
  - Prioritising maintenance and renewal timing to extend asset life where appropriate. Extending the useful life of assets reduces the need for new construction, which is often the most cost-effective approach to infrastructure management.
  - Recognising that the most effective way to avoid emissions in infrastructure is often to avoid or defer building or full renewal, while still safely maintaining levels of service.
  - Improving whole-of-life outcomes by balancing operational, renewal, and carbon costs over time.
  - Integrating energy and emissions data into asset management.

Action	Priority
Embed and improve climate considerations into Infrastructure Strategy and Asset Management Strategy Continue to integrate resilience, energy, emissions and whole-of-life costs into these key strategic documents.	High
Improve data quality and reporting capabilities Continue to improve asset data and information on: • Hazard and risk exposure. • Action plans for assets exposed to hazards and risk. • Whole-of-life and emissions data.	High

Using nature for our climate response

There is a strong ability to use nature to help with our infrastructure challenges. Doing so not only provides climate change benefits but also provides an attractive landscape, biodiversity benefits, and restores cultural links for mana whenua.

Our dune restoration initiatives across the District's beaches are a prime example of how natural solutions can provide real benefits to reducing risks. Once initial re-establishment has occurred these dunes can become largely self-managing through coastal erosion and accretion over time. This reduces the risks to the areas immediately inland of the dunes, while providing opportunities for coastal birds and critters to live.

While nature-based solutions won't always be possible or sufficient to manage risks, there are opportunities to use them more often.

There are also opportunities to use voluntary nature and carbon markets to fund these activities. These markets attract investors that are looking to offset negative environmental impacts from their activities with activities that benefit nature. This can provide funding for projects that we may not otherwise able to fund. There are downsides for us though as we would not then be able to count any carbon sequestration funded this way towards our emissions inventory as the benefits cannot be double counted. However, this approach can still provide a mechanism for projects not needed for our emissions targets and for nature enhancing projects that would not sequester carbon.

Action	Priority
Nature-based solutions framework Enhance the use of nature-based solutions across operations, asset management, planning and development through guidance, standards and examples, including cost-benefit analysis tools. This includes assessing how we can use financing methods such as voluntary nature and carbon markets, and whether planting can be capitalised as ecosystem creation.	Medium
Continue and expand Planting our Place Planting our Place is our programme to plant at least 1.4ha of native forest per annum. This programme has two original goals: • Significant biodiversity benefits, helping to meet our obligations to have at least 10 per cent of urban areas in native forests. • Sequestration of carbon from the atmosphere, helping to meet our 2050 net-zero targets. Moving forward, we need to continue and expand the programme into more communities and areas. There are also opportunities to think at a larger-scale about where to reforest for ecological corridors, and where reforestation may provide other benefits (such as reducing flooding risks and providing cooler areas in heatwaves). Planting our Place may require additional funding to maintain momentum as sites already planted need to be maintained (such as weeding) for several years afterwards. This maintenance cost will take an increased proportion of the budget in coming years, reducing funding available for planting	High
Waiwhakaiho Wildlink The Waiwhakaiho Wildlink Vision has been adopted by Council as a long-term restoration project for the Waiwhakaiho Awa. The Vision takes a strong ecological approach to restoring the Waiwhakaiho, its resources and the cultural identity of mana whenua through the reconstruction of an ecological corridor. The Wildlink provides significant benefits across multiple different climate and non-climate issues and therefore becomes a more cost-effective solution than having numerous smaller and distinct initiatives that can only achieve one or two of these benefits on their own. The Wildlink will require a long-term collaborative approach to achieve between us, mana whenua, landowners and community groups.	High

6.1

Monitoring, accountability and review

This Action Plans forms a commitment to our community on how we will build resilience, manage energy, and undertake our other climate actions. To ensure we are accountable for delivery, we have to monitor and report on our progress.

That monitoring also provides a useful baseline for reviewing this Action Plan and formulating its replacement in time.

Monitoring and accountability framework

There are two key monitoring and accountability mechanisms for this Plan.

First, this Plan proposes that the next Long-Term Plan consider three key performance indicators to measure the implementation of this Plan. This will need to be considered in the Long-Term Plan 2027-2037 and 2030-2040, and will be subject to decisions made at that time.

The second mechanism is an annual report. This report will provide two sets of information. First, it will include a more detailed set of performance indicators and actions. Second, it will track indicators across a range of community and economic areas that may influence Council's decisions but are not part of Council's performance per se.

Long-Term Plan key performance indicators

The below key performance indicators (KPIs) are considered suitable for inclusion into the Long-Term Plan as high-level summarising measures of actions. KPIs in the Long-Term Plan are reported through each Annual Report, and are also measured quarterly wherever possible. They must also meet the standards to be auditable by Audit New Zealand – which means, for instance, that scope 3 emissions are not suitable for inclusion as they can only be audited to a lower standard than that Audit New Zealand uses. They are our levels of service and commitment to the community.

6.1

	Financial Year						Comments
	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	
Reduction of scope 1 and 2 emissions – from the 2021/22 baseline.	At least a 33.6% reduction	At least a 37.8% reduction	At least a 42.0% reduction	At least a 44.8% reduction	At least a 47.6.4% reduction	At least a 50.4% reduction	This is from the science-based target methodology and requires a 4.2% annual reduction to 2030 and then a 2.8% annual reduction thereafter.
Number of local adaptation plans in place.	1	1	2	2	3	3	By mid 2030s every plan required by the Regional Spatial Plan will need to be completed.
Local Government Funding Agency Climate Action Loan status.	Maintained	Maintained	Maintained	Maintained	Maintained	Maintained	LGFA Climate Action Loans provide a discount to Council's total borrowing.

Regular reporting of actions and metrics

To support these Long-Term Plan KPIs, a range of other performance indicators have been identified for annual reporting to Council. These provide greater detailed information about performance and progress. These will be reported in about April each year, providing a six-monthly rolling approach between this and the Annual Report (which reports on the Long-Term Plan KPIs and is due by 31 October each year). The reports will also be made publicly available on Council's website.

These regular reports will focus on the actions that have been undertaken or in progress (including issues encountered and opportunities to change approach), key metrics across Council (such as energy consumption, severe weather event response costs, maintenance costs on seawalls), metrics within the community (such as any information on insurance retreat provided to Council, community energy costs), and the impacts of any relevant national policy or legislative changes. These regular reports will also include the full annual greenhouse gas emissions inventory for Council.

These regular reports will also provide an opportunity for any deviations from this Action Plan to be considered.

Local Government Funding Agency (LGFA) reporting

LGFA requires CAL borrowers to submit an annual report by 30 November each year (within five months of the end of the sustainability reference period). The report must include:

- Greenhouse Gas Emissions Inventory
- Performance Against Emissions Reduction Targets.
- Confirmation of Target Achievement.
- Progress on Emissions Reduction Actions.
- Progress Against Any LGFA-Specific Conditions.

Review

This Plan is intended to outline our key actions through to **2032**. We will need to begin reviewing this Plan in **2031**.

In 2031 we will be looking to a range of different signals and consider what we need to start, stop, keep, change or update. While there is a lot we don't know now, we do know some things that our review will need to consider, including:

- Setting out a full course to meet our 2040 emissions targets
- Finalising our first set of local adaptation plans, prioritising communities that could benefit from a local adaptation plan that are not identified by the regional spatial plan, and beginning to initiate reviews of plans put in place
- Assessing new laws, policies, or global agreements that might have any implications for our approach
- Understanding whether global emissions have tracked down, stabilised or increased
- Considering the most recent scientific information from the IPCC and indications of where forecasts, and the certainty of forecasts, have changed
- Evaluating the impact of emissions pricing, technological changes, energy markets and other economic factors
- Looking at the impact of any climate change-exacerbated events in our communities and further afield
- Analysing new trends and initiatives that others have successfully taken up as to whether they will work for us.
- Contemplating any changes to the role, shape and functions of local government in Taranaki.

The review will be guided by our Elected Members and our community.

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NEW PLYMOUTH CENTRAL BUSINESS DISTRICT METERED PARKING REVIEW

MATTER / TE WHĀINGA

1. The matter for consideration by Council is whether to make changes to the management of the public parking within the New Plymouth Central Business District.

RECOMMENDATION FOR CONSIDERATION / NGĀ WHAIKUPU

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

a) Approves the implementation of changes to parking within the New Plymouth Central Business District (as set out in Appendix 4 ECM 9840873) which includes;

i) Changes to Mobility Parking

ii) Changes to Loading Zones

iii) Changes to Motorhome Parking

iv) Changes to time-restricted spaces

b) Approves an amendment to the Fees and Charges for 2026/27 so that;

i) SuperGold Card holders, displaying a valid SuperGold Card or approved NPDC laminated card, can park free of charge in any metered parks for up to two hours per stay, per day.

ii) The two-hour time restriction on Devon Street West and Devon Street East is removed.

c) Agrees that strategic parking scenarios with significant revenue implications be considered through the development of the Long-Term Plan 2027–2037. This will allow financial implications, funding trade-offs, and any associated changes to levels of service to be assessed alongside Council's broader priorities, and:

i) Identifies Scenario L (outlined in bullet points below) as the preferred scenario for further development and consultation:

- **Keeping on-street casual parking at $3 per hour, except for the NPDC Civic Centre;**

- **Reducing the size of the metered area and applying P120 restrictions to selected outer CBD fringe streets (as per Figure 3);**
- **Setting off-street casual parking at $1.50 per hour, except for the Morley Street carpark; and**
- **Making the Downtown Car Park secure, through managed entry, and changing it to fully leaseholder parking,**

and

ii) Agrees, as part of Scenario L, that a capital project to upgrade the Downtown Car Park be included for consideration. This recognises the need to improve safety, security, and overall amenity to support the intended future role of the facility.

COMPLIANCE / TŪTOHU	
Significance	The operational matters are assessed as being of **moderate importance**. The broader strategic parking scenarios considered in the review are assessed as **significant**.
Options	This report identifies and assesses the following reasonably practicable options for addressing the matter: **1. Operational Matters:** 1.1. Endorse the recommended changes to Mobility Parking, Loading Zone, Motorhome Parking, Time- Restricted parking spaces, and the SuperGold Card holder concession within the CBD. (recommended) 1.2. Endorse some of the recommended changes, item by item. 1.3. Do nothing. **2. Strategic Matters:** 2.1. Consider changes to metered rate, applicable timing, metered zone extents, and how the Downtown Carparking Building is managed as part of the Long-Term Plan. (recommended) 2.2. Change the metered rate, the applicable timing and/or the extent of the metered zone. 2.3. Do nothing.

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COMPLIANCE / TŪTOHU	
Affected persons	The persons who are affected by or interested in this matter are the business owners, workers, and customers that access the New Plymouth Central Business District.
Recommendation	This report recommends **Options 1.1 and 2.1** for addressing the matter.
Long-Term Plan / Annual Plan Implications	Yes
Significant Policy and Plan Inconsistencies	Yes

EXECUTIVE SUMMARY / WHAKARĀPOPOTOTANGA MATUA

2. This report recommends practical parking changes that can be made now to improve how CBD parking works. These include changes to mobility parking, loading zones, motorhome parking, time-restricted spaces and the SuperGold parking concession.

3. These proposed changes respond to issues raised by the community, businesses and Council staff. They are intended to make parking easier to use, improve access to key destinations and tidy up parts of the parking network that are inconsistent or not working as well as they could.

4. The report also looks at bigger strategic questions, including parking prices, paid parking hours, the size of the metered parking area and the future role of the Downtown Car Park. These matters have wider financial impacts and should be considered through the Long-Term Plan rather than decided through this report.

5. The main risk is that some strategic options could significantly reduce parking revenue. While the community was asked about possible parking changes, the consultation did not clearly show the scale of those financial impacts. For that reason, the feedback is useful, but it is not enough on its own to support a final decision on significant strategic changes.

6. Engagement has included early discussions with key stakeholders, work with the Age & Accessibility Working Party, a Council briefing, a Pulse Checkers survey and a Have Your Say survey. This feedback has helped shape the operational recommendations and identify the key issues that need to be tested further through the Long-Term Plan.

7. The recommended next step is to implement the operational changes, update the Fees and Charges for the SuperGold concession, and take Scenario L forward for further development and consultation through the Long-Term Plan 2027–2037. Scenario L keeps on-street casual parking at $3 per hour, reduces the metered area on selected outer CBD fringe streets, sets most off-street casual parking at $1.50 per hour, and changes the Downtown Car Park to secure leaseholder parking.

8. The recommendations are supported by community feedback, parking usage data and financial modelling. More detail is provided in Appendices 1, 2 and 3

BACKGROUND / WHAKAPAPA

Parking is managed in the CBD to support access to shops, services, and businesses

9. Parking management in the CBD is designed to make it easier for people to find a park when they need one. The focus is on supporting access to shops, hospitality, services and businesses, rather than simply filling every parking space.

10. This is done by using parking prices, time limits and controls to encourage turnover in busy locations, while providing lower-cost or less-restricted options in places where demand is lower.

11. Metered parking gives people some flexibility because they can choose how long to stay and pay for the time they need. Time-restricted parking is simpler, but less flexible because the time limit is fixed.

On average parking is underused, but demand is not the same everywhere

12. The CBD currently has 880 metered parking spaces at $3 per hour. Devon Street East and Devon Street West also have a maximum stay of 120 minutes. Average daily occupancy across the whole metered area is about 30%.

13. The Downtown Car Park has a further 188 casual spaces at $1.50 per hour. Average daily occupancy within the DTCP is about 1% for casual users and 90% for leaseholders.

14. Parts of the community and business sector have linked low CBD vibrancy, empty shops and weak turnover to the current parking price. A common concern is that $3 per hour feels high when compared with some other parking options.

7

The review tested different was to manage CBD parking

15. The review considered possible changes to parking prices, the hours when paid parking applies, and the size of the metered parking area. These scenarios were developed because parking use is low overall and demand varies significantly across the CBD.

This report separates practical changes from bigger strategic decisions

16. The report deals with two different types of parking matters.

    - Operational matters are practical changes that can be made now. These include changes to mobility parking, loading zones, motorhome parking and other on-street parking arrangements.

    - Strategic matters are bigger decisions about parking prices, paid hours, the size of the metered zone and the impact these changes might have on parking revenue which can Council budgets and levels of service.

The operational changes respond to specific access and usability issues

17. Mobility parking changes are proposed to improve access to key CBD destinations for people with mobility impairments. The proposed changes respond to noticeable gaps in the current coverage of mobility spaces and community concerns that the number of available mobility spaces is too low in some parts of the CBD.

18. Loading zone changes are proposed to better support deliveries, servicing and short-duration access for businesses. Similar to mobility parking, the proposed changes respond to gaps in the current coverage of loading zones. They also respond to concerns that some existing loading spaces are too small for the larger trucks now servicing businesses within the CBD.

19. Motorhome parking changes are proposed to provide clearer and more suitable parking options for larger visitor vehicles. The proposed spaces respond to requests for more motorhome parking near the CBD. They are proposed on the CBD fringe in areas of low parking demand. While these spaces would no longer be available for general parking, the impact is expected to be low because the affected locations are not heavily used.

20. Time-restricted parking changes are proposed to make the parking network more consistent and easier to understand within the metered area. There are a number of time-restricted spaces throughout the CBD, and it is proposed to remove these restrictions and incorporate the spaces into the metered parking system. This would make the spaces more flexible for users while improving consistency across the network. It is also proposed to remove the P120 restriction on Devon Street East and Devon Street West, as these streets are already metered and the additional time restriction is not considered necessary.

21. The SuperGold concession change is proposed to give eligible card holders more flexibility while keeping the concession simple to administer. The change responds to community requests for a concession that is less restrictive than the current morning-only arrangement and allows eligible users to choose when they use their free parking within the day.

KEY INSIGHTS FROM AVAILABLE DATA

Parking is currently underused across much of the CBD

22. The available data shows that the current metered parking system is operating at a low level of use. Average daily occupancy across the metered parking area is about 30%, meaning a large amount of parking capacity is unused.

23. This is also reflected in the Christmas Parking Promotion that offered half-price CBD parking and the first two hours free in the Downtown Car Park from 29 November 2025 to 11 January 2026. The data shows only a modest increase in CBD occupancy and minimal change in the Downtown Car Park. Because reliable baseline data is limited, it is not possible to confidently compare the promotion period with a normal equivalent period or determine whether the promotion had a positive impact on occupancy.

Current use is below the level generally expected for an efficient parking system

24. Parking guidance commonly uses peak occupancy of around 85% as a useful benchmark. At that level, most parks are being used, but drivers can usually still find a space without excessive searching.

25. New Plymouth's available data is based on average daily occupancy rather than peak-hour occupancy. To make a fair comparison, the 85% peak benchmark has been converted into an equivalent average daily benchmark of about 65%, based on the relationship between peak and average demand in the local data.

26. On that basis, current CBD parking use is well below the level generally associated with efficient parking management.

Demand varies significantly by location

27. Although overall use is low, demand is not spread evenly. Some streets are much busier and may be close to ideal occupancy at certain times of the day. Other areas remain consistently underused. Figure 1 below shows this uneven distribution.

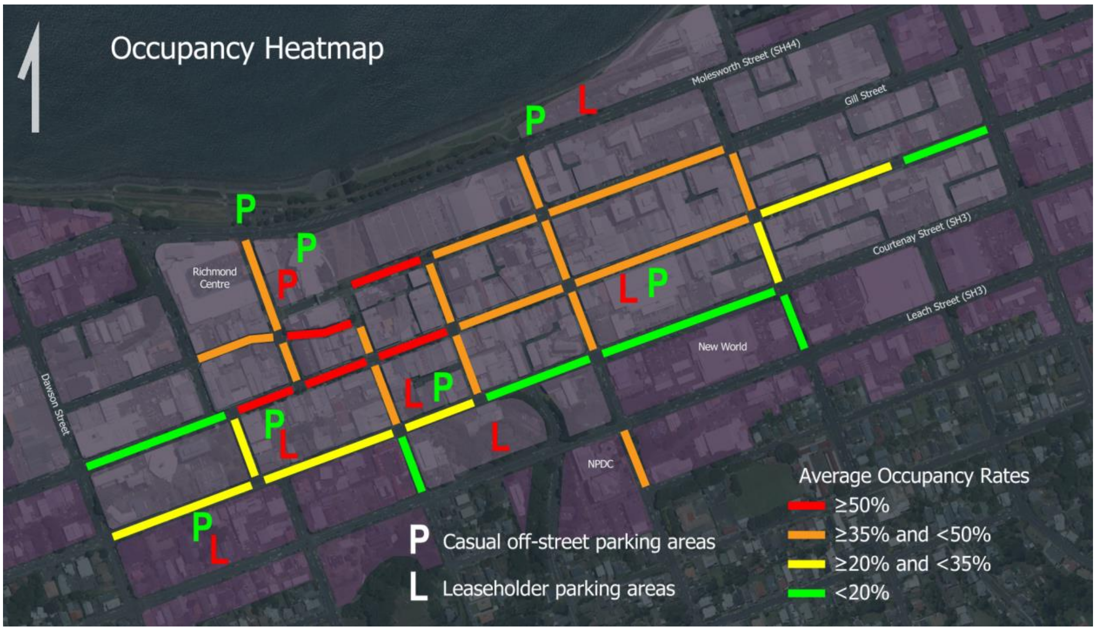

Figure 1 – Occupancy Heatmap (Showing uneven occupancy across the CBD metered zone).

Current settings do not reflect differences in demand across the network

28. The current system applies broadly similar prices, hours and controls across much of the CBD. The data shows that demand does not work that way.

29. Some lower-demand areas (i.e. off-street car parks) may be priced or managed in a way that discourages use, while higher-demand areas (i.e. on-street car parks) may still need controls that support turnover.

The data supports a more targeted approach

30. Because parking demand varies across the CBD, a more targeted approach is likely to work better. Lower-demand areas may need different settings to encourage use, while busier areas may still need pricing or time limits to keep spaces turning over.

The modelling tests possible changes at a CBD-wide level

31. A model based on currently available date has been developed to test a series of scenarios and see how changes to price, hours and the metered zone could affect parking use and revenue. The detailed assumptions, limitations and outputs of the model are included in Appendix 3.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

The recommended operational changes do not materially change climate-related financial risk

32. The recommended operational changes are not expected to materially affect Council's exposure to climate-related financial risks. They relate to the management of existing parking spaces and do not introduce significant new asset risks or climate-sensitive financial assumptions.

Some wider strategic changes could encourage more vehicle trips into the CBD

33. Some strategic options, such as reducing parking charges, reducing the metered area or increasing the availability of free parking, could make driving into the CBD more attractive.

34. If progressed, these changes could increase vehicle activity and transport emissions compared with the current approach. These effects have not been quantified as part of this review and the strategic options are not recommended for immediate implementation.

SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA

35. Under Council's Significance and Engagement Policy, the operational changes in this report are assessed as being of moderate importance. The broader strategic parking scenarios are assessed as significant.

36. The operational changes are localised, respond to practical issues and do not create significant financial impacts. They are therefore suitable to be considered through this report.

37. The strategic scenarios are different. They affect a wider group of CBD users and businesses, have generated strong public interest and could materially affect Council revenue and service levels.

38. Some strategic scenarios could result in reduced parking revenue on an ongoing basis. These reductions are not currently budgeted for. If Council wanted to progress those options, it would need to consider how the shortfall would be funded and whether there would be any effect on other services.

39. The community has been asked about possible parking changes through surveys and other feedback channels. However, the consultation material did not clearly explain the scale of the financial impacts for options that reduce revenue. This means the feedback is useful, but it should not be treated as enough to make final decisions on significant strategic changes.

40. Appendix 1 (ECM 9840875) also shows that only a relatively small proportion of respondents accessed some of the detailed supporting information. This suggests that some feedback may reflect general preferences, such as support for cheaper parking, rather than informed views on specific packages of change.

41. For these reasons, strategic options with significant revenue impacts should be considered through the Long-Term Plan. That process will allow the community to see the financial impacts, funding choices and any service trade-offs before Council makes final decisions.

OPTIONS / KŌWHIRINGA

42. Following the assessment of Significance, this report has considered the operational and strategic matters separately, so that if agreed, the operational matters can be considered separately from the strategic matters.

Operational matters

43. There are three reasonably practicable operational options, available to Council, to address the matter:

    a) Approve the recommended changes to Mobility Parking, Loading Zone, Motorhome Parking, Time-Restricted parking spaces, and the SuperGold Card holder concession within the CBD. (recommended)

    b) Approve some of the recommended changes.

    c) Make no operational changes.

44. The three options have been assessed together below.

The recommended operational changes improve access, loading, and consistency

45. The proposed operational changes address practical issues with how some CBD parking spaces are allocated and used. They focus on accessibility, loading and servicing, motorhome parking, and making parking controls more consistent and easier to understand.

46. The proposed 11 mobility parking changes (shown in Appendix 5 - ECM 9840878) improve the number, location, distribution and usability of mobility spaces in the CBD. This responds to feedback that some existing spaces do not provide convenient access to key destinations. The changes also better support accessibility expectations and relevant guidance.

47. The proposed loading zone changes are intended to better support deliveries and short-duration trips in appropriate locations. They also reflect the larger vehicles now used for many deliveries. Of the 11 loading zone changes, seven relate to existing loading zones and four are new loading zones.

48. The proposed four motorhome parking spaces would provide larger spaces for motorhomes in low-occupancy areas. This would make it easier for motorhome visitors to access the CBD and key amenities, and would support New Plymouth’s motorhome-friendly status.

49. The proposed changes to time-restricted spaces would convert 20 existing time-restricted spaces to metered parking where they sit within the current metered zone. This would make the network more consistent and easier to understand. The existing 10-minute grace period will still give people time to top up the meter and, in practice, provides a short-stay buffer across all metered spaces.

50. The recommended SuperGold Card change would allow eligible card holders to park free of charge in any metered park for up to two hours per day. This is simpler and more flexible than the current concession, which is limited to the morning period.

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

51. The operational changes would require updates to road markings, signs, parking meter settings and parking control records. These costs can be met within existing operational budgets.

52. No additional staff are required, and the work can be delivered through existing processes and contractor arrangements.

53. The overall revenue impact is expected to be minor. Converting some time-restricted spaces to metered spaces is estimated to increase revenue by about $59,000 per year, based on current occupancy and rates.

54. Any minor revenue reduction from the more flexible SuperGold concession is expected to be manageable within existing budgets.

Risk Analysis / Tātaritanga o Ngā Mōrearea

55. The risks associated with the operational changes are low. The changes respond to known issues raised by the community and Council staff, including accessibility, loading and consistency across the parking network.

56. There is also a reputational risk in doing nothing, particularly where concerns have been raised about accessibility and the practical use of CBD parking.

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

57. The operational changes support the vision of a Sustainable Lifestyle Capital by improving access, usability and connections within the city centre, while making better use of the existing parking network.

Statutory Responsibilities / Ngā Haepapa ā-ture

58. The proposed changes support Council's role in providing efficient, effective and appropriate infrastructure for the community. The signs and markings needed to make the proposed changes must comply with:

- Land Transport Rule; Traffic Control Devices Rule 2004.
- New Zealand Transport Agency; Traffic Control Devices Manual, Part 13 - Parking Control.
- New Plymouth District Council Consolidated Bylaws 2008, Part 13; Traffic.

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

59. The operational changes align with the Ngāmotu New Plymouth City Centre Strategy by treating parking as a supporting function for the city centre, rather than as the main purpose of the CBD.

60. Although the NPDC Parking Strategy has formally expired, it remains the operative framework until it is refreshed. The proposed changes are consistent with its key principles, including safe and efficient parking, fair access for different user groups, and using pricing and time limits to manage demand.

61. The changes also align strongly with the Accessibility Strategy because they directly consider the needs of people with mobility impairments, older people and others who rely on convenient access to CBD services.

62. The changes are consistent with the Ngāmotu Integrated Transport Framework, which sets the long-term direction for transport investment and decision-making. Parking is treated as one part of an integrated transport system that supports access, network efficiency and city centre vitality.

Participation by Māori / Te Urunga o Ngā Māori

63. The operational changes relate to existing parking controls, signs and road markings. They do not relate to ancestral land, water, wāhi tapu, valued flora, fauna or other taonga.

64. Officers have therefore identified no specific issues that uniquely relate to Māori for these changes. For that reason, officers have not specifically consulted with iwi on the operational changes.

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

65. Engagement to date shows support for several of the operational changes, especially where they improve accessibility, simplify parking arrangements or respond to identified community needs.

66. Engagement included early discussions with stakeholders and business representatives between November 2025 and April 2026, work with the Age & Accessibility Working Party, a Council briefing, a Pulse Checkers survey and a Have Your Say public survey.

67. The Have Your Say survey received 775 responses. It showed strong interest in cheaper and simpler parking, strong support for more mobility parking, majority support for a more flexible SuperGold concession, and mixed views on motorhome parking, loading zones and changes to time-restricted parking.

68. Full details are provided in Appendix 1 (ECM 9840875) and Appendix 2 (ECM 9840874)

7

Advantages and Disadvantages / Nga Painga me nga Kino

69. The advantages and disadvantages of making the proposed operational changes are summarised in the table below.

Advantages	Disadvantages
Improves accessibility by increasing, relocating or improving mobility parking in the CBD.	Reduces general parking in some locations where spaces are reallocated.
Supports business deliveries and servicing through better placed loading zones.	May be unpopular with some users where existing parking is changed or removed.
Provides clearer arrangements for motorhome parking and supports visitor access.	Feedback is mixed on some elements, including loading zones and motorhome parking.
Makes parking controls more consistent and easier to understand.	Some users may prefer time-restricted parking over metered parking.
Gives SuperGold Card holders more flexibility.	Could increase use of free parking by SuperGold Card holders during busier times.
Can be delivered within existing operational budgets.	May have a minor revenue impact from the SuperGold concession.
Responds to practical issues and community feedback without creating significant financial risk.	Does not resolve the bigger questions about price, paid hours, zone extent or the Downtown Car Park.

Strategic Matters:

70. Council also has a range of strategic parking scenarios available to address the matter. These scenarios combine three main changes:

i) Changing the metered parking rate

ii) Changing the operating hours of the metered parking zone

iii) Changing the extent of the metered parking zone

71. Officers modelled 14 scenarios to test different combinations of price, paid hours and metered zone extent. The assumptions and financial results are provided in Appendix 3.

72. The option of changing the Downtown Car Park to leaseholder-only parking was assessed separately. It is still treated as a strategic matter because it has financial, service and capital investment implications.

7

Strategic parking changes should be considered through the Long-Term Plan

73. Officers do not recommend changing parking prices, paid hours, the size of the metered zone or the management of the Downtown Car Park through this report.

74. These are bigger decisions that could affect Council revenue, budgets, service levels and the future role of parking in the CBD. They should be considered through the Long-Term Plan 2027–2037 so Council can weigh them against other priorities.

75. The recommended approach is therefore: make the practical operational changes now, and take the bigger strategic parking decisions through the Long-Term Plan.

76. <u>Changing the metered parking rate</u>

a) Lowering the hourly rate would likely increase the number of people using metered parking, especially while occupancy is low. However, demand is uneven across the CBD, so a blanket rate reduction may not be the best way to improve turnover and availability.

b) From a financial perspective, a uniform rate cut would reduce revenue. The modelling suggests that any increase in occupancy is unlikely to fully offset that reduction.

77. <u>Changing the operating hours of the meters</u>

a) The hourly demand data shows that charging between 5pm and 7pm would affect about 19% of CBD visits. This means extending paid hours would affect a meaningful share of users, not just a small number of late-evening visitors.

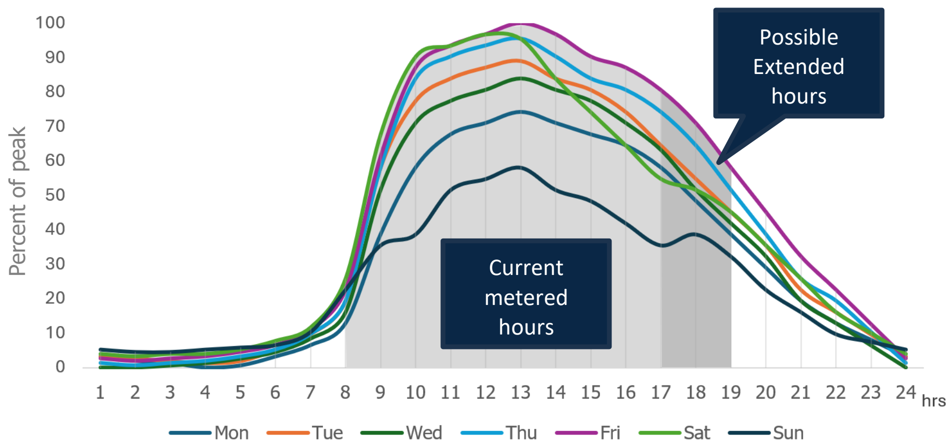

Figure 2 – Distribution of hourly demand, separated by day, CBD average.

b) Extending paid hours can be useful where evening demand is high and parking is hard to find. In New Plymouth, evening demand appears lower, and the busiest period is generally between 12pm and 2pm.

c) Charging later could discourage some discretionary CBD visits without improving parking turnover or availability.

78. Changing the extent of the metered parking zone

a) Reducing the size of the metered area and converting lower-demand streets to P120 parking would focus paid parking on the streets where demand is higher.

b) This could make the parking system easier to understand and better match controls to actual use.

c) However, P120 parking is less flexible than metered parking because the time limit is fixed. It would also reduce revenue and may shift some demand from the metered core to free fringe areas.

79. Changing the Downtown Car Park

a) The Downtown Car Park is currently used for both casual and lease parking. About 70% of spaces are available for casual parking and about 30% are allocated to leaseholders. Casual use is very low, at about 1%, despite the lower price compared with on-street parking.

b) Officers who manage lease parking have indicated that there is demand for more leased spaces in the building. This suggests the current mix of casual and lease parking may not reflect how the facility is most valued by users.

c) Changing the Downtown Car Park to support more lease parking could improve use of an underperforming asset. However, low casual use also appears to be linked to concerns about safety, security and general amenity.

d) This means a management change alone may not deliver the intended benefits. If the facility is to play a stronger leaseholder role, Council may need to consider investment in security, lighting, managed access and amenity.

e) A project to repaint the Downtown Car Park is already budgeted. This will improve the building’s appearance, but it does not fully address the issues identified through this review.

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

80. The strategic scenarios have much larger financial implications than the operational changes.

81. The modelling uses a current baseline annual parking revenue of about $2.0 million. Some scenarios would significantly reduce that revenue.

82. Lower prices or fewer restrictions may increase parking use, but the size of that increase is uncertain and will vary by location. The model should therefore be treated as a guide to likely direction and scale, not as a precise forecast.

83. Revenue reductions are not currently budgeted for. If Council chooses to progress a revenue-reducing option, it will need to consider how the shortfall would be managed, including possible impacts on rates, other funding choices or service levels.

Risk Analysis / Tātaritanga o Ngā Mōrearea

84. The strategic parking scenarios considered through this review have materially different financial implications. Some scenarios would result in a significant and ongoing reduction in parking revenue. These impacts were not assumed in the recently adopted Annual Plan 2026/27 and could require Council to consider alternative funding options, reprioritisation of expenditure, or level of service trade-offs.

85. Community engagement has provided useful information about parking preferences and helped identify issues with the current parking system. However, the consultation material did not clearly set out the scale of the financial impacts, funding implications, or potential service-level consequences associated with the various strategic scenarios. As a result, there is a risk that significant strategic changes made now may not be supported by the same level of community understanding that would normally be expected for decisions of this scale.

86. There is also a governance risk in making a significant change to parking management shortly after adopting the Annual Plan 2026/27, particularly where the financial implications have not previously been considered as part of Council's broader planning and budgeting process. This could result in additional scrutiny of both the decision-making process and the funding implications of any change.

87. These risks can be reduced by considering strategic parking changes through the Long-Term Plan process. This would allow the community to be clearly informed of the financial implications, funding trade-offs, capital requirements, and any associated effects on levels of service before Council makes a final decision.

Alignment with Strategic Framework and Promotion or Achievement of Community Outcomes / Te Hāngaitanga ki te Anga Rautaki me Te Tutuki/Whakatairanga o Ngā Whāinga ā-hāpori

88. The CBD parking review aligns with Council's strategic direction by treating parking as a way to support access, turnover and city centre vitality, rather than as an end in itself.

89. This approach is consistent with the Ngāmotu New Plymouth City Centre Strategy, the Accessibility Strategy and the Ngāmotu Integrated Transport Framework. These documents emphasise accessibility, efficient use of infrastructure and a vibrant, people-focused CBD.

90. The operational changes support these outcomes directly.

91. The strategic scenarios also have the potential to support these outcomes, but they involve wider financial and service trade-offs and should therefore be considered through the Long-Term Plan.

Statutory Responsibilities / Ngā Haepapa ā-ture

92. The CBD parking review is not required by a specific statutory obligation. It is an exercise of Council's role as road controlling authority, responding to feedback that the current parking arrangements are not supporting access, turnover and city centre vitality as well as they could.

93. Once parking controls are in place and enforced, Council should ensure they remain lawful, reasonable and fit for purpose. Periodic review helps confirm whether the controls are still achieving their intended outcomes.

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

94. The recommended approach is consistent with the Long-Term Plan because it makes better use of existing parking assets and improves access to the city centre, while deferring financially significant changes to the proper planning and budgeting process.

Participation by Māori / Te Urunga o Ngāi Māori

95. The strategic matters relate to the management of existing CBD parking. They do not relate to ancestral land, water, wāhi tapu, valued flora, fauna or other taonga.

96. Officers have therefore identified no specific issues that uniquely relate to Māori in this instance. For that reason, officers have not specifically consulted with Māori on the strategic parking matters.

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

97. The community for this review includes CBD businesses, workers, residents, visitors and users of public parking, including people with specific access needs.

98. Engagement shows strong interest in parking affordability, flexibility and availability (refer Appendix 1 (ECM 9840875) and Appendix 2 (ECM 9840874). It also supports several of the operational changes, especially more mobility parking and a more flexible SuperGold concession.

99. Feedback on the strategic changes is more mixed. Much of it reflects a general preference for cheaper or simpler parking, rather than clear support for a specific combination of price, hours and metered zone changes.

100. Because the financial impacts were not clearly presented during consultation, the feedback should inform the next stage but should not be used as the sole basis for immediate implementation. Further engagement is needed through the Long-Term Plan.

Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.

101. The advantages and disadvantages of considering strategic parking changes through the Long-Term Plan are summarised below.

102. This approach does not stop Council from progressing Scenario L. It simply ensures that revenue, capital, funding and service impacts are considered through the right process.

Advantages	Disadvantages
Allows strategic parking changes to be considered alongside other Council priorities through the Long-Term Plan.	Delays any broader strategic changes that may improve use of the parking system or respond to community preferences.
Provides the right process for options with material revenue impacts.	May be seen by some stakeholders as not moving quickly enough on parking price, zone size or the Downtown Car Park.
Reduces legal, governance and reputational risk by consulting on financial impacts before final decisions are made.	Existing concerns about low use and uneven demand will remain until a strategic option is consulted on, funded and implemented.
Allows Scenario L to be further developed, including the Downtown Car Park upgrades needed to support it.	The benefits of Scenario L depend on future decisions, including whether capital investment is approved.
Gives the community a clearer opportunity to consider lower-cost or simpler parking alongside the revenue and funding trade-offs.	Further consultation and analysis will require officer time and may extend uncertainty for stakeholders.
Keeps this report focused on practical changes that can be implemented now.	Does not provide an immediate decision on price, paid hours, the metered zone boundary or the future role of the Downtown Car Park.

The modelling identifies Scenario L as the preferred strategic approach

103. **Scenario L** appears to provide the best overall balance among the scenarios tested. It responds to community concerns about parking and could improve use of the parking system, while avoiding some of the larger revenue losses associated with broader or less targeted changes.

104. **Scenario L** includes:

- Keeping on-street casual parking at $3 per hour, except for the NPDC Civic Centre;
- Reducing the size of the metered area and applying P120 restrictions to selected outer CBD fringe streets;

7

- Setting off-street casual parking at $1.50 per hour, except for the Morley Street carpark; and

- Making the Downtown Car Park secure, through managed entry, and changing it to fully leaseholder parking.

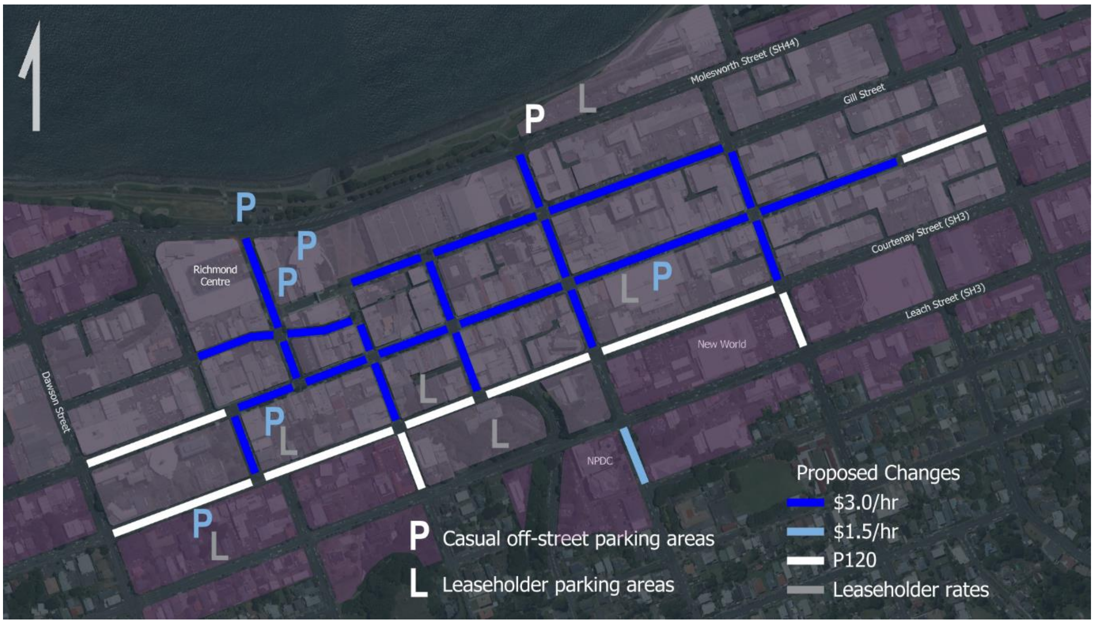

Figure 3 – Layout of Scenario L.

105. Scenario L is preferred because it is more targeted than many of the other options. It has the potential to improve parking use and support CBD access, while being more measured than scenarios that rely on larger revenue reductions or broad relaxation of parking controls.

106. However, Scenario L should not be implemented now. Its success depends on improving the Downtown Car Park, including possible investment in security, lighting, access control and general amenity. Indicative capital costs are estimated at about $185,000 to $285,000.

107. Scenario L also has revenue and service implications that are not currently provided for in existing budgets. It should therefore be considered through the Long-Term Plan 2027–2037, where those costs, funding choices and service impacts can be clearly presented to the community.

NEXT STEPS / HĪKOI I MURI MAI

108. If approved, officers will implement the operational parking changes, including road markings, signs, parking meter settings and parking control records.

109. The approved SuperGold concession will be incorporated into the 2026/27 Fees and Charges.

110. Officers will further develop Scenario L and any other relevant strategic parking scenarios for consideration through the Long-Term Plan 2027–2037.

111. Further Long-Term Plan consultation will clearly show the financial impacts, funding choices and any service-level impacts of the strategic options.

112. Officers will also monitor the operational changes after implementation to check whether they are improving access and usability as intended.

7

Recommended Option
This report recommends option **Options 1.1 and 2.1** for addressing the matter.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1	Summary of Consultation (ECM 9840875)
Appendix 2	Community Survey responses (ECM 9840874)
Appendix 3	Financial Model of Proposed Scenarios (ECM 9840876)
Appendix 4	Full wording of resolution detailing the proposed Operational Changes (Option 1.1) (ECM 9840873)
Appendix 5	Diagrams of Proposed Operational Changes (Option 1.1) (ECM 9840878)

Report Details

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Ward/Community:	New Plymouth
Date:	6 July 2026
File Reference:	ECM 9840877

--*End of Report* --

7.1

APPENDIX 1: SUMMARY OF CONSULTATION

1. This appendix summarises the community consultation undertaken as part of the New Plymouth CBD Parking Review. It outlines the engagement activities completed, the results of the Have Your Say public survey, and the key themes identified from respondents' free-text comments.

2. Community consultation included early face-to-face engagement with key stakeholders, an Age and Accessibility Party briefing and workshop, a Council briefing, two surveys (via NPDC Pulse Checkers and Have Your Say), and a six-week Christmas parking promotion.

Key Stakeholders

3. Stakeholders, including interest groups, businesses, community representatives and the Age and Accessibility Working Party, were invited to share feedback on CBD parking with Council officers. This was undertaken from November 2025 – April 2026.

Christmas Parking Promotion

4. The Christmas Parking Promotion offered half-price CBD parking and the first two hours free in the Downtown Carpark from 29 November to 11 January. While an increase in average occupancy was anticipated during the pre-Christmas period, the promotion resulted in only a modest uplift in the CBD and minimal change in the Downtown carpark.

Age and Accessibility Party Briefing and Workshop

5. The briefing (19 March) and workshop (20 March) provided an overview of the proposed changes to CBD parking. The workshop focused on accessibility parking; where proposed options were tested, and site-specific recommendations were given to Council officers.

Council Briefing

6. The Council briefing (23 April) provided a background on the New Plymouth CBD Parking review.

7. Outlining the key issues and options under consideration, an update from the early engagement and enabled Councillors to provide feedback ahead of the Have Your Say public survey.

The Surveys

NPDC Pulse Checkers

8. The NPDC Pulse Checkers survey (26 Feb – 6 Mar), provided feedback on parking use in the New Plymouth CBD.

9. The survey received 664 responses and indicated a strong preference for lower parking fees, more flexible time limits, and a simpler, more consistent parking experience.

Have Your Say

10. A public survey (14 – 29 May), provided feedback on proposed changes to CBD parking, including hourly rates, the paid parking area, SuperGold card parking, mobility parking, loading zones, motorhome spaces, time-restricted parking, and use of the Downtown Carpark.

11. The survey received 775 responses. Results are summarised below, together with key themes drawn from respondents' free-text comments.

Verbal submissions on proposed changes to CBD Parking Review

12. At the time of writing this report, the verbal submissions had not been heard.

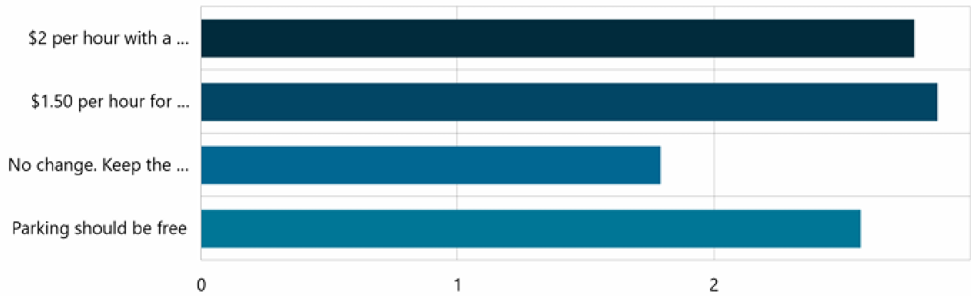
7.1

Have Your Say: CBD Parking Review Survey Results
Dates: 14 May – 29 May
Respondents: 775

Q: *If parking charges in New Plymouth's CBD were to change, please rank the following options in order of preference.*
Rank 1 = most preferred, Rank 4 = least preferred

RESULTS:

1. If parking charges in New Plymouth's CBD were to change, please rank the following options in order of preference. Required
Ranking | Skipped: 0 | Answered: 772 (100%)



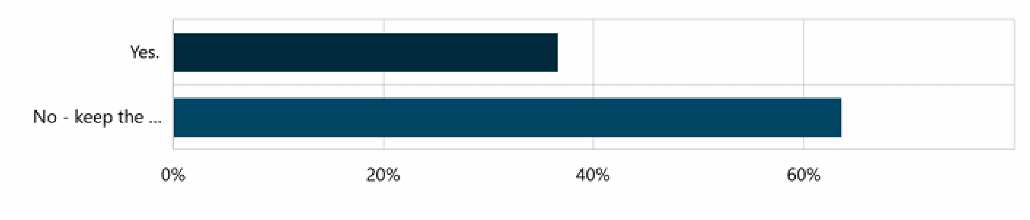
	1	2	3	4	Count	Score	Avg Rank
$2 per hour with a 2-hour time restriction within the paid parking zone	21.89% 169	38.86% 300	34.46% 266	4.79% 37	772	2.78	2.22
$1.50 per hour for the first 2 hours, then $4 per hour with no time limit within the paid parking zone	30.31% 234	36.92% 285	21.89% 169	10.88% 84	772	2.87	2.13
No change. Keep the fee at $3 per hour for up to a maximum of 2 hours within paid parking zone	6.99% 54	14.38% 111	29.15% 225	49.48% 382	772	1.79	3.21
Parking should be free	40.80% 315	9.84% 76	14.51% 112	34.84% 269	772	2.57	2.43

7.1

Q: *Should the parking hours change?*

RESULTS:

2. Should the parking hours change? Required
Multi Choice | Skipped: 0 | Answered: 772 (100%)

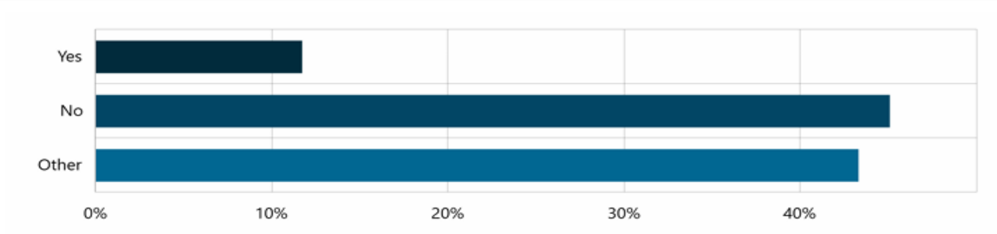


Answer choices	**Percent**	**Count**
Yes.	36.53%	282
No - keep the current hours	63.47%	490
Total	**100.00%**	**772**

Q: *Would you support changing these to Monday to Saturday: 9am – 7pm (free after 7pm, and on Sundays and public holidays).*

RESULTS:

3. Would you support changing these to Monday to Saturday: 9am - 7pm (free after 7pm, and on Sundays and public holidays) Required
Multi Choice | Skipped: 490 | Answered: 282 (36.5%)



Answer choices	Percent	Count
Yes	11.70%	33
No	45.04%	127
Other	43.26%	122
Total	**100.00%**	**282**

Key themes - Hourly parking rate and extending paid parking hours:

- There is strong support for cheaper or free parking. A dominant theme is parking is too expensive deterring people from visiting the CBD.
- Most respondents oppose extending the paid parking hours and want more free parking hours.
- Free parking suggestions included free weekend parking on Saturdays, either all day or from midday. First hour free, then an hourly charge thereafter.
- The consensus is that paid parking should align with typical business hours, 9am to 5pm and that free evening / weekend parking would help revitalise the CBD and support local businesses.
- Extending the hours could be seen to negatively impact hospitality businesses.

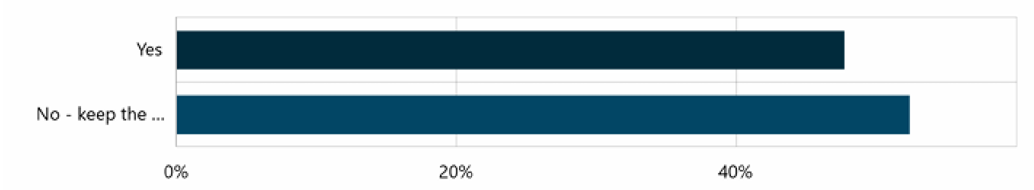
Area where paid parking should apply

Q: *Paid parking currently applies to a defined area of the CBD. Should the current size of the paid parking area be reduced and change the CBD fringe to time-restricted parking?*

7.1

RESULTS:

4. Should the current size of the paid parking area be reduced and change the CBD fringe to time-restricted parking? Required
Multi Choice | Skipped: 0 | Answered: 772 (100%)



Answer choices	Percent	Count
Yes	47.67%	368
No - keep the current paid parking area	52.33%	404
Total	**100.00%**	**772**

Key themes – Extending area of paid parking:

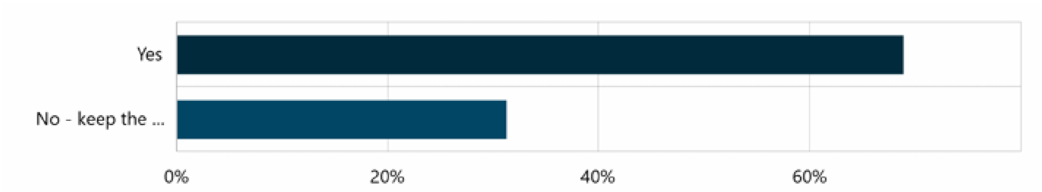
- Views were mixed with a slight majority preferring to keep the current paid parking area.
- Parking costs were a common concern, with suggestions split between reducing the paid zone and adding free fringe parking or keeping the current area with free initial periods or lower hourly rates.
- Another common theme was that paid parking drives customers to free alternatives such as The Valley.
- A smaller number of respondents suggested expanding the paid area and adding more bike parking.
- While responses largely support retaining the status quo, many comments asked for more free parking, which the proposed change to the paid parking area would provide. It could be assumed then with only 63 downloads (8%) of the document showing the proposed changes that respondents did fully understand the proposed changes.

SuperGold Card holder parking

Q: *SuperGold card holders can currently park for free between 9am and 11am, Monday to Saturday, by displaying their SuperGold card on the dashboard. Should this be changed to allow up to 2-hours of free parking at any time?*

RESULTS:

5. Should this be changed to allow up to 2-hours of free parking at any time? Required
Multi Choice | Skipped: 0 | Answered: 772 (100%)



Answer choices	Percent	Count
Yes	68.78%	531
No - keep the current option	31.22%	241
Total	**100.00%**	**772**

Key themes – SuperGold Card holder parking:

- The majority support changing to allow for up to 2-hours free parking anytime.
- A minority questioned the fairness saying groups such as Community Services Card holders, young families and mobility park users should receive similar support.

7.1

Mobility Parking

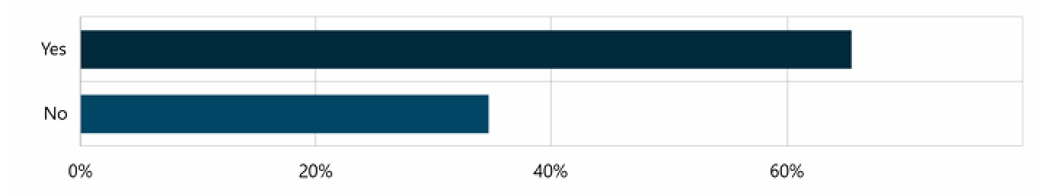
Q: *We are proposing to convert some existing time-restricted parking spaces to mobility parking spaces on the following streets:*

- *Currie Street*
- *Devon St East outside TSB*
- *Devon St East on the hill*
- *Devon St East outside PB Tech*
- *Devon St West outside TSB Showplace*
- *Egmont Street outside Medicross*
- *Gill St outside The Club*
- *Liardet St outside NPCD*
- *Wind Wand Carpark area*

Do you support this change?

RESULTS:

6. Do you support this change? Required
Multi Choice | Skipped: 0 | Answered: 772 (100%)



Answer choices	Percent	Count
Yes	65.41%	505
No	34.59%	267
Total	**100.00%**	**772**

Key themes - Mobility Parking:

- Strong support for more mobility parking with comments stressing accessibility compliance, placement nearer to key services, better misuse enforcement and space for rear-mounted wheelchair ramps.
- A small minority said more spaces may not be needed citing underuse of existing parks.

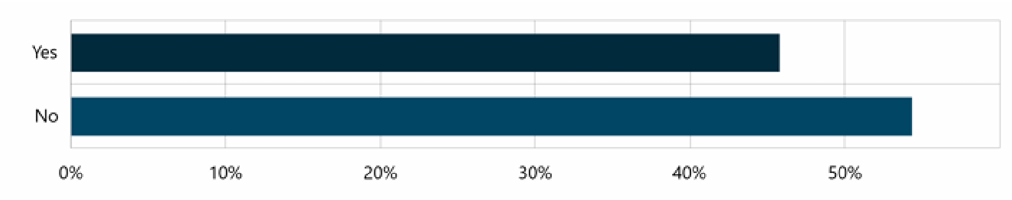
7.1

Motorhome Parking

Q: *We are proposing to convert some existing time-restricted parking spaces to create four time-restricted motorhome parking spaces (see Proposed Motorhome parking spaces document). Do you support this change?*

RESULTS:

8. Do you support this change? Required
Multi Choice | Skipped: 13 | Answered: 759 (98.3%)



Answer choices	Percent	Count
Yes	45.72%	347
No	54.28%	412
Total	**100.00%**	**759**

Key themes - Motorhome parking:

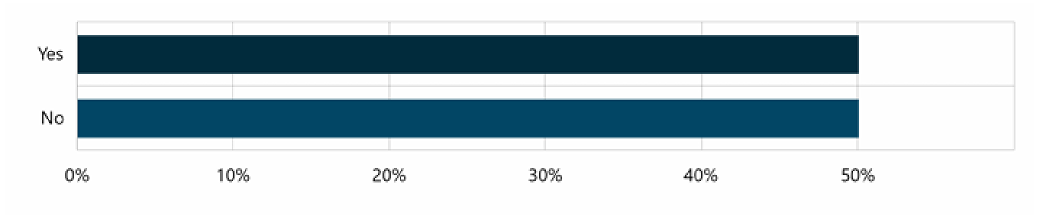
- Feedback was mixed: supporters saw motorhome parking to attract tourists and increase local spend, while opponents raised concerns about congestion, limited space, visibility and losing valuable CBD parks.
- A common compromise was to place motorhome parking on the CBD fringe, such as near the Wind Wand, rather than on the main shopping street.
- Noting, the document showing the four proposed locations for motorhome parking was only downloaded 39 times (5%), suggesting that some respondents may not have reviewed the proposed parking spots which are proposed for fringe locations.

Loading Zone

Q: *We are proposing to convert some existing time-restricted parking spaces to provide more loading zone spaces (see Proposed loading zone spaces). Do you support this change?*

RESULTS:

10. Do you support this change?
Multi Choice | Skipped: 16 | Answered: 756 (97.9%)



Answer choices	Percent	Count
Yes	50.00%	378
No	50.00%	378
Total	**100.00%**	**756**

Key themes - Loading Zone:

- The 50/50 split reflects a tension between business / delivery needs – those who see loading zones as essential infrastructure for CBD commerce and those concerned about losing parking spaces for shoppers.
- It should be noted that there were only 32 downloads (4%) of the maps showing the proposed loading zones

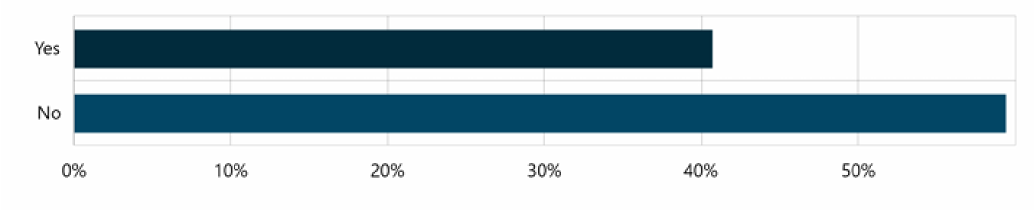
7.1

Changes to time-restricted parking (P10, P30, P60)

Q: *We are proposing to change some time-restricted parking spaces and replace with paid parking (see Proposed changes to time restricted parking maps). Do you support this change?*

RESULTS:

12. Do you support this change?
Multi Choice | Skipped: 7 | Answered: 765 (99.1%)



Answer choices	Percent	Count
Yes	40.65%	311
No	59.35%	454
Total	**100.00%**	**765**

Key themes - time-restricted parking:

- The majority of respondents value existing time-restricted parking and oppose removing them, particularly near the library and the availability for quick shopping trips.
- There is support for maintaining or expanding free time-restricted options on the CBD fringe, although some argue this could discourage active transport.
- Key message is that free, short-term parking is seen as essential for CBD accessibility and business viability.

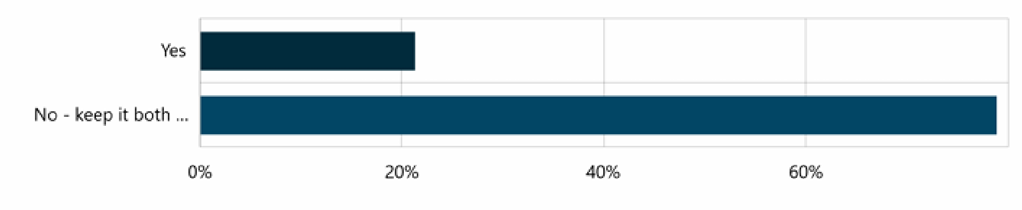
7.1

Downtown Carpark

Q: *We own and operate the Downtown Carpark which has a mix of leased and casual parking. Should the Downtown Carpark become a 100% lease parking model?*

RESULTS:

14. Should the Downtown Carpark become a 100% lease parking model?
Multi Choice | Skipped: 18 | Answered: 754 (97.7%)



Answer choices	Percent	Count
Yes	21.22%	160
No - keep it both casual and leased parking	78.78%	594
Total	**100.00%**	**754**

Key themes - Downtown Carpark:

- Most respondents prefer keeping the mix of both casual and leased parking.
- Many respondents raised the need for casual parking especially for evening events and activities, citing a shortage of parking, especially for evening events.
- A key concern is safety and security affecting a willingness to use the carpark.
- There was mention of the upcoming developments in the area increasing parking demand.
- Those open to 100% leasing suggest it should only happen if pricing is competitive enough to fill the spaces and generate good revenue.

APPENDIX 3: FINANCIAL MODEL OF PROPOSED SCENARIOS

The model estimates the financial effect of proposed parking changes

1. This appendix describes the financial model used to assess current parking performance within the New Plymouth Central Business District (CBD) and estimate the financial effects of a range of alternative parking management scenarios. The model combines revenue data, estimated occupancy, duration-of-stay patterns, hourly demand profiles, and scenario testing across parking prices, charging hours, and the extent of the metered parking zone.

2. The model is designed to provide a consistent framework for comparing alternative parking management settings. It estimates the relative effect of changes to pricing, charging hours, metered parking extent, and the role of the Downtown Car Park using a common set of assumptions and input.

3. The results should be interpreted as comparative modelling outputs rather than precise forecasts of future revenue. Their primary purpose is to illustrate the estimated financial effect of alternative parking management approaches under a consistent set of assumptions.

Model inputs describe current parking use and demand patterns

Current parking performance

4. Average occupancy across metered parking within the CBD is currently estimated at approximately 30% to 31%. This indicates that the metered parking network is operating with a significant level of unused capacity when compared with its theoretical maximum.

5. Site-level occupancy has been estimated using revenue as a proportion of the maximum potential revenue at each location. This provides a proxy for utilisation, rather than relying on direct observational counts.

6. This approach assumes that current pricing and recorded parking transactions provide a reasonable representation of typical parking behaviour. It does not account for people who may choose not to park because of price, availability, or the perceived difficulty of finding a space, and may therefore understate total parking demand.

7. The site-level occupancy estimates are used as the baseline inputs for the model. They are applied consistently across all scenarios so that the outputs can be compared on a like-for-like basis. Figure 1 shows the uneven distribution of occupancy across the CBD metered parking area.

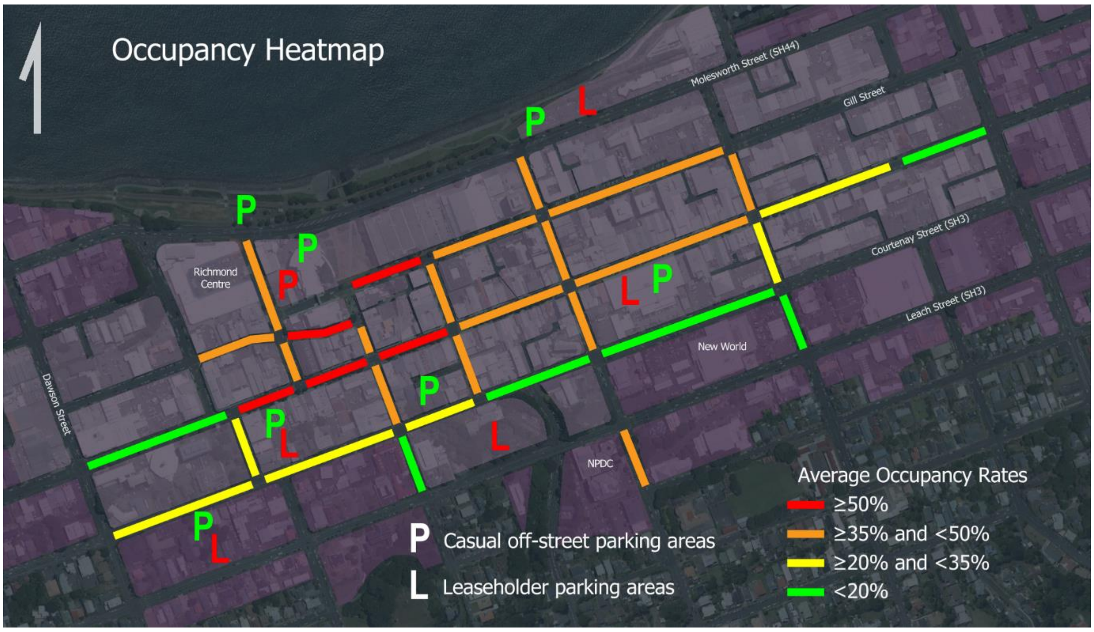


Figure 1 – Indication of uneven occupancy across the CBD metered zone.

Duration of stay

8. The model includes a distribution of parking durations based on transaction data. This is used to understand how different users interact with the parking system and how revenue is affected by different pricing structures.

9. The duration data shows that short-stay parking dominates overall demand. Approximately one fifth of stays are 30 minutes or less, just over half of all stays are 60 minutes or less, around three quarters of stays are within 90 minutes, and approximately 87% of stays are within 120 minutes. Only a relatively small proportion of stays extend beyond two hours.

10. This duration profile is important when testing alternative pricing structures. Changes to hourly rates or pricing thresholds affect short-stay and longer-stay users differently. Where a discounted rate applies to the first 120 minutes, the discount applies to the majority of parking transactions.

7.2

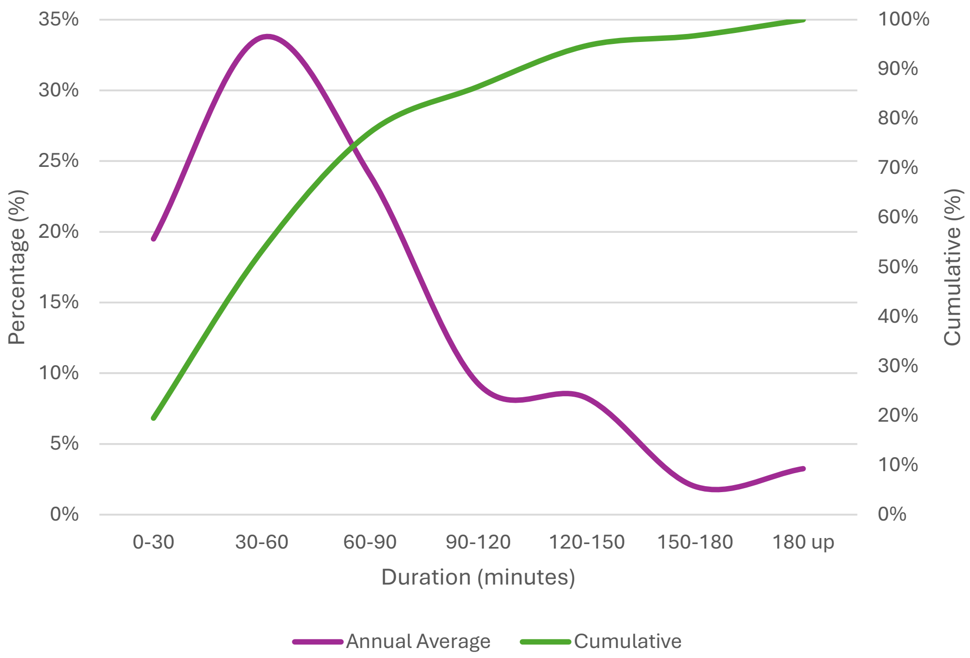


Figure 2 – Average and cumulative duration of stay.

Peak hour and average occupancy

11. Peak Hour Occupancy (PHO) and Average Occupancy (AO) measure different aspects of parking performance and are not normally interchangeable. PHO reflects conditions at the busiest time of day, while AO reflects use across the full day, including quieter periods.

12. PHO is commonly benchmarked at around 85% occupancy. At this level, most parking spaces are being used while some availability remains, reducing the need for drivers to circulate in search of a park.

13. Because the current New Plymouth data is based on average occupancy rather than peak-hour occupancy, historic hourly occupancy data was reviewed to estimate the relationship between AO and PHO. This relationship was then used to derive an indicative conversion factor that could be applied to the current AO data.

14. In this model, the relationship between AO and PHO was estimated from the observed hourly demand distribution. When peak-hour demand is normalised to 1.0 and average demand is calculated across all hours, AO is approximately 70% of PHO.

15. On that basis, a PHO benchmark of 85% equates to an indicative AO benchmark of approximately 60% to 65%. Some parts of the CBD are approaching this level. This suggests that pricing may be broadly aligned with demand in some locations, but it does not confirm that pricing is optimal across the network.

16. The relationship between AO and PHO should be treated as indicative only. It varies by location and time of day and is used in the model as a practical method for interpreting average occupancy data against a commonly used peak-hour benchmark.

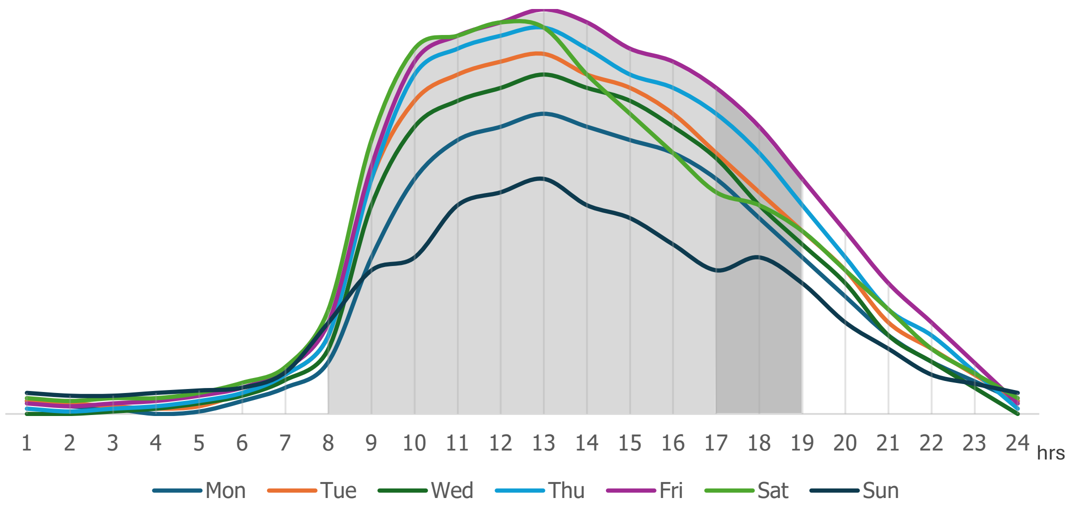


Figure 3 – Distribution of hourly demand, separated by day, CBD average.

The model applies a consistent structure and a standard set of assumptions

Core modelling approach

17. The model estimates parking revenue based on the relationship between parking supply, utilisation, pricing, and duration of stay. For each location, maximum potential revenue is calculated using the number of spaces, applicable charging hours per day, the number of chargeable days per year, and the relevant hourly rate. Estimated actual revenue is then calculated by applying the observed occupancy rate to that maximum potential revenue.

18. This approach represents utilisation consistently across all sites and scenarios as a proportion of available capacity. It also provides a common basis for testing the financial effects of changes in pricing, charging hours, and metered-zone extent.

Assumptions

19. A standard set of assumptions is applied across all scenarios. These assumptions simplify real-world parking behaviour, but they are held constant so that differences in the model outputs reflect the scenario inputs rather than changes in modelling method.

20. The model assumes 300 chargeable days per year. It applies either eight or ten chargeable hours per day, depending on the scenario being tested.

21. The model also assumes that the observed duration-of-stay distribution and hourly demand profile provide a reasonable basis for estimating the effects of changes to pricing and charging hours.

Assumed utilisation response to lower prices

22. The model assumes that reducing parking prices will result in an increase in utilisation. This is applied as a simplified modelling assumption rather than being derived from observed local behavioural data.

23. The purpose of this assumption is to test the likely direction and scale of financial effects under lower-price scenarios. It should not be interpreted as a precise prediction of how users will respond to price changes. Because the actual behavioural response to lower prices is uncertain, the results should be treated as indicative rather than predictive.

24. The utilisation adjustments are applied proportionally to each site's baseline occupancy. This preserves the relative differences between locations while allowing the model to test how overall utilisation and revenue may change under each scenario.

Limitations of the modelling approach

25. The model does not explicitly account for redistribution of parking demand between locations, changes in trip behaviour, or wider network effects.

26. Financial outputs are presented on a gross revenue basis unless otherwise stated. They do not include operating or capital costs unless those costs are specifically identified.

27. The model should therefore be used to compare the relative financial effect of different scenarios, rather than as a precise forecast of future parking revenue.

Scenario modelling tests the financial effect of pricing, hours, and zone changes

28. For each scenario, the model recalculates revenue by adjusting the relevant inputs. These include pricing, chargeable hours, the number of metered spaces, the treatment of off-street parking, and the assumed change in average occupancy.

29. Where scenarios involve changes to charging hours or differentiated pricing structures, the model applies the observed hourly demand profile and duration-of-stay distribution. This allows the modelling to reflect when demand occurs and how long vehicles typically remain parked.

30. Revenue is recalculated across all locations and aggregated to produce a modelled annual revenue figure for each scenario. Outputs are presented as total annual revenue and as the change in revenue relative to the current system.

31. The scenarios tested within the model are listed below. Scenarios A to K reflect the combinations of price, charging hours, and metered-zone extent tested through the community survey. Scenarios L to N were developed following review of the survey responses to test more targeted location-based pricing. The Downtown Car Park change is modelled as an additional adjustment that can be applied to the scenarios.

    a) Scenario A: $3/hr, 9am–5pm, reduced metered zone
    b) Scenario B: $3/hr, 9am–7pm, same metered zone
    c) Scenario C: $3/hr, 9am–7pm, reduced metered zone
    d) Scenario D: $2/hr, 9am–5pm, same metered zone
    e) Scenario E: $2/hr, 9am–5pm, reduced metered zone
    f) Scenario F: $2/hr, 9am–7pm, same metered zone
    g) Scenario G: $2/hr, 9am–7pm, reduced metered zone
    h) Scenario H: $1.50/hr for the first 120 minutes then $4/hr, 9am–7pm, same metered zone
    i) Scenario I: $1.50/hr for the first 120 minutes then $4/hr, 9am–7pm, reduced metered zone
    j) Scenario J: $1.50/hr for the first 120 minutes then $4/hr, 9am–5pm, same metered zone
    k) Scenario K: $1.50/hr for the first 120 minutes then $4/hr, 9am–5pm, reduced metered zone

32. Following review of the survey responses, officers also developed and tested three additional location-based pricing scenarios:

    l) Scenario L: $3/hr on-street and $1.50/hr off-street, 9am–5pm, reduced metered zone
    m) Scenario M: $3/hr on-street and $1.50/hr off-street, 9am–7pm, reduced metered zone
    n) Scenario N: $3/hr on-street between 9am and 5pm, then $1.50/hr on-street between 5pm and 7pm, reduced metered zone

Tiered pricing scenarios

33. For the tiered pricing scenarios, the model uses the observed duration-of-stay distribution to estimate the revenue effect of charging $1.50 per hour for the first 120 minutes and $4.00 per hour thereafter.

34. The modelling indicates that this pricing structure would reduce revenue by approximately 66%. This result is largely driven by the duration-of-stay profile. Approximately 87% of stays are within 120 minutes, meaning that most transactions would be completed within the lower-priced period.

35. The higher $4.00 hourly rate after 120 minutes affects only a relatively small proportion of parking stays. It therefore does not materially offset the revenue reduction created by discounting the first two hours.

Extended-hours scenarios

36. For the extended-hours scenarios, the observed hourly demand profile was used to estimate the additional revenue associated with charging later in the day.

37. This approach assumes that demand during the extended charging period remains broadly consistent with the currently observed pattern and does not materially reduce in response to the introduction of charges.

38. On this basis, extending charging hours is estimated to increase total revenue by approximately 19%. This improves revenue but does not fully offset the reduction created by lower prices or discounted tiered pricing.

Reduced-rate scenarios

39. For scenarios where the hourly rate is reduced to $2 per hour, the model applies an assumed increase in occupancy. This reflects a simplified assumption that lower prices may encourage greater use of metered parking.

40. The utilisation response is not derived from observed local data and should therefore be treated as indicative. The model uses this assumption to test the possible financial direction and scale of lower-price scenarios, rather than to predict the exact behavioural response.

Additional changes improve revenue but do not remove the wider revenue impact

Downtown Car Park

41. The Downtown Car Park is currently managed as a mix of casual and leased parking. Approximately 70% of spaces are available for casual use, and approximately 30% are allocated to leaseholders. Casual use is very low, and the facility currently generates gross revenue of approximately $130,000 per annum.

42. The model tests the effect of changing the Downtown Car Park to a secure leaseholder-focused facility as an additional adjustment across the scenarios. If all 268 spaces were converted to leased spaces, and 90% occupancy was achieved at the current weekly lease rate, the facility would generate annual lease revenue of approximately $314,000.

43. This represents an increase in gross revenue of approximately $184,000 per annum when compared with the current revenue estimate.

44. This comparison is based on gross revenue only. It does not include operating costs or the capital cost of upgrading the facility. These costs may materially affect the net financial outcome and would need to be assessed separately before any implementation decision is made.

45. To support a higher level of leased occupancy, improvements to safety, security, access control, lighting, and overall amenity of the Downtown Car Park would likely be required. The estimated cost of these improvements is approximately $185,000 to $285,000.

46. The model quantifies the gross revenue effect of changing the Downtown Car Park operating model. It does not assess whether the associated capital investment, operating implications, or service outcomes would justify implementation.

Converting time-restricted spaces to metered parking

47. The model also includes the proposed conversion of selected existing time-restricted parking spaces within the CBD to metered parking spaces. Based on current occupancy and current metered rates, this change is estimated to increase revenue by approximately $59,000 per annum.

48. For each scenario, the estimated revenue effect of this change is recalculated using the hourly rate that applies within that scenario. As a result, the value of the change varies depending on the scenario being tested.

The modelled results show the relative financial effect of each scenario

49. The current baseline parking revenue is estimated at approximately $2.0 million per annum. This baseline is used as the reference point for all scenario comparisons.

50. All changes in revenue are expressed relative to this baseline. This allows each scenario to be assessed consistently against the current parking system.

51. Table 1 presents the modelled annual revenue and the modelled change in annual revenue for each scenario. It includes the combined effects of pricing, chargeable hours, and changes in parking supply. It also shows the additional effect of converting selected time-restricted spaces to metered parking and changing the Downtown Car Park to a secure leaseholder-focused facility.

52. Across all scenarios, the largest revenue reductions occur under lower pricing and tiered pricing structures. Extended hours and increased leased parking in the Downtown Car Park improve the overall position, but only partially offset those reductions.

Interpretation of model outputs

53. The model identifies the relative financial effect of each scenario and provides a consistent basis for comparing alternative pricing structures, charging hours, metered-zone extents, off-street parking settings, and Downtown Car Park operating arrangements.

54. The modelled outputs are influenced by the assumptions described throughout this appendix, including estimated occupancy, duration-of-stay patterns, hourly demand profiles, and the assumed utilisation response to lower parking prices. As with any model, the results are sensitive to those assumptions and should be interpreted accordingly.

55. The model does not attempt to predict future parking behaviour with precision. It also does not assess wider economic, transport, behavioural, or network effects. Instead, it provides a consistent method for estimating and comparing the relative financial effect of alternative parking management settings.

56. The Downtown Car Park change is modelled as an additional adjustment to the scenarios. The model quantifies the gross revenue effect of that change but does not assess whether the associated capital investment, operational implications, or service outcomes would justify implementation. Those matters would require separate assessment.

57. This appendix does not assess the merits of any scenario or identify a preferred option. Its purpose is limited to documenting the model structure, assumptions, methodology, and outputs, and providing a consistent basis for comparing the estimated financial effect of the scenarios tested.

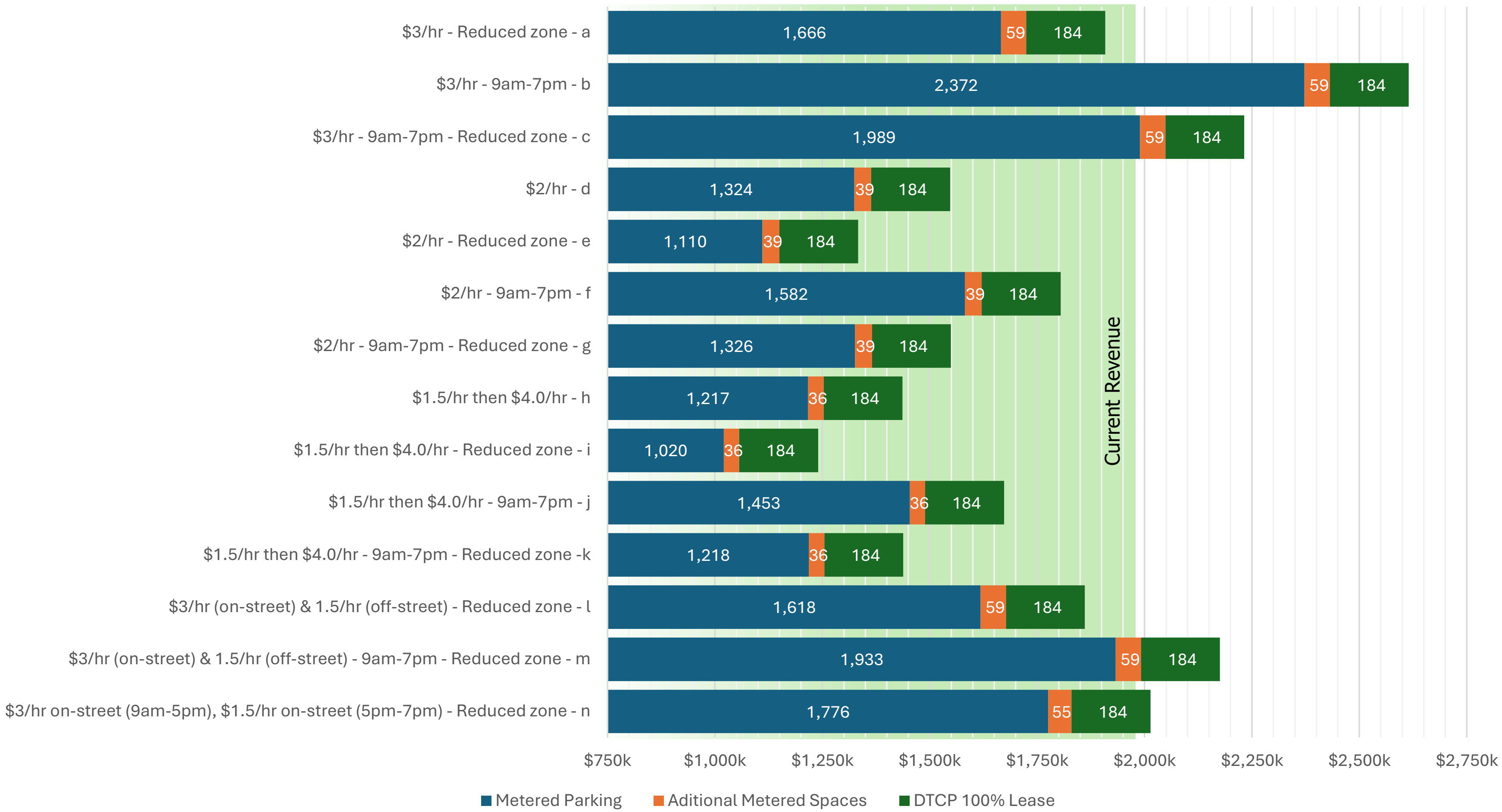


Table 1 – Revenue Comparison – All Modelled Scenarios

7.3

APPENDIX 4: FULL WORDING OF RESOLUTION DETAILING THE PROPOSED OPERATIONAL CHANGES (OPTION 1.1)

Mobility Parking

Item 1.1 Currie Street – outside Starbucks

- **Revoke an existing metered parking space on the west side of Currie Street from 18.5m to 24.5m (6m) measured in a southerly direction from the prolongation of the south kerb of Ariki Street.**

- **Create a metered mobility parking space on the west side of Currie Street from 18.5m to 24.5m (6m) measured in a southerly direction from the prolongation of the south kerb of Ariki Street.**

Item 1.2 Devon Street East – outside TSB Bank

- **Revoke an existing angle metered parking space on the south side of Devon Street East from 129m to 132.5m (3.5m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Create an angled metered mobility parking space on the south side of Devon Street East from 129m to 132.5m (3.5m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

Item 1.3 Devon Street East – outside PB Tech

- **Revoke an existing angle metered mobility parking space on the south side of Devon Street East from 40.5m to 45.0m (4.5m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Revoke an existing angle metered parking space on the south side of Devon Street East from 45.0m to 48.9m (3.9m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Create an angled metered mobility parking space on the south side of Devon Street East from 43.3m to 49.5m (6.2m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

Item 1.4 Devon Street East – outside TechPalace

- **Revoke an existing metered parking space on the south side of Devon Street East from 16.6m to 22.1m (5.5m) measured in a westerly direction from the prolongation of the west kerb of Liardet Street.**

- **Create a metered mobility parking space on the south side of Devon Street East from 16.6m to 22.1m (5.5m) measured in a westerly direction from the from the prolongation of the west kerb of Liardet Street.**

Item 1.5 Devon Street East – Barbershop Co

- **Revoke the existing metered mobility parking space on the south side of Devon Street East from 72m to 79m (7m) measured in an easterly direction from the prolongation of the east kerb of Currie Street.**

- **Create a metered parking space on the south side of Devon Street East from 72m to 79 m (7m) measured in an easterly direction from the prolongation of the east kerb of Currie Street.**

Item 1.6 Devon Street East – outside BNZ

- **Revoke an existing metered parking space on the north side of Devon Street East from 29m to 34.5m (5.5m) measured in an easterly direction from the prolongation of the east kerb of Currie Street.**

- **Create a metered mobility parking space on the north side of Devon Street East from 29m to 34.5m (5.5m) measured in an easterly direction from the prolongation of the east kerb of Currie Street.**

Item 1.7 Devon Street West – outside Peggy Gordon's Celtic Bar

- **Revoke an existing metered parking space on the north side of Devon Street West from 20m to 25m (5m) measured in a westerly direction from the prolongation of the west kerb of Egmont Street.**

- **Create a metered mobility parking space on the north side of Devon Street West from 20m to 25m (5m) measured in a westerly direction from the prolongation of the west kerb of Egmont Street.**

Item 1.8 Devon Street West – outside Venture Taranaki

- **Revoke an existing metered parking space on the north side of Devon Street West from 22.4m to 27.9m (5.5m) measured in a westerly direction from the prolongation of the west kerb of Brougham Street.**

7.3

- **Create a metered mobility parking space on the north side of Devon Street West from 22.4m to 27.9m (5.5m) measured in a westerly direction from the prolongation of the west kerb of Brougham Street.**

Item 1.9 Devon Street West – outside Noodle Canteen

- **Revoke an existing metered parking space on the south side of Devon Street West from 19.2m to 24.7m (5.5m) measured in a westerly direction from the prolongation of the west kerb of Brougham Street.**

- **Create a metered mobility parking space on the south side of Devon Street West from 19.2m to 24.7m (5.5m) measured in a westerly direction from the prolongation of the west kerb of Brougham Street.**

Item 1.10 Egmont Street – outside Medi Cross

- **Revoke a section of no-stopping on the west side of Egmont Street from 61.7m to 63.5m (1.8m) measured in a southerly direction from the prolongation of the south kerb of St Aubyn Street (SH44).**

- **Revoke an existing metered parking space on the west side of Egmont Street adjacent to Medi Cross from 63.5m to 72.8m (6.3m) measured in a southerly direction from the prolongation of the south kerb of St Aubyn Street (SH44).**

- **Create a metered mobility parking space on the west side of Egmont Street adjacent to Medi Cross from 61.7m to 72.8m (8.1m) measured in a southerly direction from the prolongation of the south kerb of St Aubyn Street (SH44).**

Item 1.11 Gill Street – outside The NP Club

- **Revoke the existing taxi stand on the north side of Gill Street from 66m to 69m (3m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Create a metered mobility parking space on the north side of Gill Street from 64.4m to 69m (4.6m) measured in an easterly direction from the prolongation of the east kerb of Liardet St.**

- **Revoke a metered parking space on the north side of Gill Street from 72m to 75m (3m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Create a taxi stand space on the north side of Gill Street from 72m to 75m (3m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

Item 1.12 Liardet Street - outside NPDC

- **Revoke a metered parking space on the west side of Liardet Street from 46m to 51.5m (5.5m) measured in a southerly direction from the prolongation of the south kerb of Leach Street.**

- **Create a metered mobility parking space on the west side of Liardet Street adjacent to NPDC from 46m to 51.5m (5.5m) measured in a southerly direction from the prolongation of the south kerb of Leach Street.**

Item 1.13 Wind Wand Carpark

- **Revoke two metered parking spaces on the west side of the Wind Wand Carpark from 10.3m to 15.3m (5m) measured in a northerly direction from the prolongation of the north kerb of St Aubyn Street (SH44).**

- **Revoke two metered mobility parking spaces on the west side of the Wind Wand Carpark from 15.3m to 21.5m (6.2m) measured in a northerly direction from the prolongation of the north kerb of St Aubyn Street (SH44).**

- **Create three metered parking mobility space on the west side of the Wind Wand Carpark from 10.3m to 21.5m (11.2m) measured in a northerly direction from the prolongation of the north kerb of St Aubyn Street (SH44).**

<u>Motorhome Parking</u>

Item 2.1 Courtenay St – outside The Warehouse

- **Revoke two metered parking spaces on the north side of Courtenay Street (SH45) from 99m 110.5m (11.5m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Create a motorhome parking space on the north side of Courtenay Street (SH45) from 99m to 110.5m (11.5m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

Item 2.2 Courtenay St – outside The Mill

- **Revoke two metered parking spaces on the south side of Courtenay Street (SH45) from 33m to 45m (12m) measured in a westerly direction from the prolongation of the west kerb of Carrington Street.**

- **Create a motorhome parking space on the south side of Courtenay Street (SH45) from 33m to 45m (12m) measured in a westerly direction from the prolongation of the west kerb of Carrington Street.**

Item 2.3 Molesworth Street Carpark

- **Revoke an off-street metered parking space in the Molesworth Carpark as per Diagram 2.3 in Appendix 5 (ECM# 9840878).**

- **Create an off-street motorhome parking space in the Molesworth Carpark as per Diagram 2.3 in Appendix 5 (ECM# 9840878).**

Item 2.4 Gover Street – outside KFC

- **Revoke two metered parking spaces on the west side of Gover Street from 20.5 to 32.5m (12m) measured in a northerly direction from the prolongation of the north kerb of Courtenay Street.**

- **Create a motorhome parking space on the west side of Gover Street from 20.5 to 32.5m (12m) measured in a northerly direction from the north kerb of Courtenay Street.**

<u>Loading Zone</u>

Item 3.1 Devon Street West – outside Garwood

- **Revoke a loading zone on the north side of Devon Street West from 9m to 15.5m (6.5m) measured in an easterly direction from the prolongation of the east kerb of Robe Street.**

Item 3.2 Devon Street West – outside Kingsway Menswear

- **Remove a section of bicycle parking on the north side of Devon Street West from 18.6m to 23.3m (4.7m) measured in an easterly direction from the prolongation of the east kerb of Brougham Street.**

- **Create a loading zone (P5, Goods and Service Vehicles Only) on the north side of Devon Street West from 18.6m to 23.3m (4.7m) measured in an easterly direction from the prolongation of the east kerb of Brougham Street.**

  Note: This would extend the adjacent 6.8m loading zone by 4.7m making it 11.5m long.

Item 3.3 Devon Street East – outside India Today

- **Remove a metered parking space on the south side of Devon Street East from 43.6m to 49.4m (5.8m) measured in a westerly direction from the prolongation of the west kerb of Liardet Street.**

- **Create a loading zone (P5, Goods and Service Vehicles Only) on the south side of Devon Street East from 43.6m to 49.4m (5.8m) measured in a westerly direction from the prolongation of the west kerb of Liardet Street.**

  Note: This would extend the adjacent 5.7m loading zone by 5.8m making it 11.5m long.

Item 3.4 Currie Street – outside The Flight Centre

- **Remove a time restricted (P10) parking space on Currie Street from 24.5m to 30m (5.5m) measured in a northerly direction from the north kerb of Devon Street East.**

- **Create a loading zone (P5, Goods and Service Vehicles Only) on Currie Street from 24.5m to 39m (14.5m) measured in a northerly direction from the north kerb of Devon Street East.**

  Note: This would extend the existing 5.7m loading zone by 5.8m making it 11.5m.

Item 3.5 Devon Street East– outside Swanndri

- **Remove a section of bicycle parking on the north side of Devon Street East from 19.3m to 22.4m (3.1m) measured in an easterly direction from the east kerb of Currie Street.**

- **Create a loading zone (P5, Goods and Service Vehicles Only) on the north side of Devon Street East from 19.3m to 22.4m (3.1m) measured in an easterly direction from the east kerb of Currie Street.**

  Note: This would extend the existing 6.1m loading zone by 3.1m making it 9.2m long.

Item 3.6 Devon Street East– outside Emma Lou Cafe

- **Remove a small section of no stopping on Devon Street East from 14m to 16m (2m) measured in an easterly direction from the east kerb of Liardet Street.**

7.3

- **Create a loading zone (P5, Goods and Service Vehicles Only) on Devon Street East from 14m to 16m (2m) measured in an easterly direction from the east kerb of Liardet Street.**

  Note: This would extend the existing 9.6m loading zone by 2.0m making it 11.6m long.

Item 3.7 Devon Street East – outside PB Tech

- **Revoke a section of no stopping on the south side of Devon Street East from 33.3m to 37.5m (4.5m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Revoke two motorcycle parking spaces on the south side of Devon Street East from 37.2m to 40.5m (3.3m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Create a loading zone (P5, Goods and Service Vehicles Only) on the south side of Devon Street East from 33.3m to 43.3m (10m) measured in a westerly direction from the prolongation of the east kerb of Liardet Street.**

Item 3.8 Devon Street East– outside Cycle Inn

- **Revoke a loading zone on the north side of Devon Street East from 49m to 52.5m (3.5m) measured in a westerly direction from the prolongation of the west kerb of Gover Street.**

- **Create a metered parking space adjacent to Cycle Inn on Devon Street East from 49m to 52.5m (3.5m) measured in a westerly direction from the prolongation of the west kerb of Gover Street.**

Item 3.9 Devon Street East– outside Bella Vita

- **Revoke a loading zone on the north side of Devon Street East from 49m to 52.5m (3.5m) measured in a westerly direction from the prolongation of the west kerb of Gover Street.**

- **Create a metered parking space adjacent to Cycle Inn on Devon Street East from 49m to 52.5m (3.5m) measured in a westerly direction from the prolongation of the west kerb of Gover Street.**

Item 3.10 St Aubyn Street (SH44) – outside The Reef Apartments

- **Remove three time restricted parking spaces (P60) near The Reef Apartments on St Aubyn Street from 52.5m to 68.5m (16m) measured in a westerly direction from the prolongation of the west kerb of Egmont Street.**

- **Create a loading zone (P5, Goods and Service Vehicles Only) near The Reef Apartments on St Aubyn Street from 52.5m to 68.5m (16m) measured in a westerly direction from the prolongation of the west kerb of Egmont Street.**

<u>Time Restricted Parking</u>

Item 4.1 Gill Street – outside NP Club

- **Revoke a time restricted parking space (P10) on the north side of Gill Street from 101.8m to 104.8m (3m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

- **Create a metered parking space on the north side of Gill Street from 101.8m to 104.8m (3m) measured in an easterly direction from the prolongation of the east kerb of Liardet Street.**

Item 4.2 Gill Street – outside BFT New Plymouth

- **Revoke a bus stop on the south side of Gill Street from 47.6m to 59.8m (12.2m) measured in a westerly direction from the prolongation of the west kerb of Gover Street.**

- **Create two metered parking spaces on the south side of Gill Street from 47.6m to 59.8m (12.2m) measured in a westerly direction from the prolongation of the west kerb of Gover Street.**

Item 4.3 Gill Street – outside Rice Bar & Food

- **Revoke two time restricted parking spaces (P10) on the south side of Gill Street from 94.8m to 107m (12.2m) measured in a westerly direction from the prolongation of the west kerb of Gover Street.**

- **Create two metered parking spaces on the south side of Gill Street from 94.8m to 107m (12.2m) measured in a westerly direction from the prolongation of the west kerb of Gover Street.**

Item 4.4 Currie Street - outside Kiwibank

- **Revoke four time restricted parking spaces (P10) on the east side of Curie Street from 19.2m to 45.7m (26.5m) measured in a southerly direction from the prolongation of the south kerb of Ariki Street.**

- **Create four metered parking spaces on the east side of Curie Street from 19.2m to 45.7m (26.5m) measured in a southerly direction from the prolongation of the south kerb of Ariki Street.**

- **Revoke a time restricted parking space (P10) on the east side of Curie Street from 18.4m to 24.5m (6.1m) measured in a northerly direction from the prolongation of the north kerb of Devon Street East.**

- **Create a metered parking space on the east side of Curie Street from 18.4m to 24.5m (6.1m) measured in a northerly direction from the prolongation of the north kerb of Devon Street East.**

Item 4.5 Brougham Street – outside Kingsway

- **Revoke four time restricted parking spaces (P30) on the east side of Brougham Street from 16.7m to 40.7m (24m) measured in a northerly direction from the prolongation of the north kerb of Devon Street East.**

- **Create four metered parking spaces on the east side of Brougham Street from 16.7m to 40.7m (24m) measured in a northerly direction from the prolongation of the north kerb of Devon Street East.**

Item 4.6 King Street – outside Puke Ariki

- **Revoke a time restricted parking space (P30) on the north side of King Street from 6.1m to 12.2m (6.1m) measured in an easterly direction from the prolongation of the east kerb of Egmont Street.**

- **Create a metered parking space on the north side of King Street from 6.1m to 12.2m (6.1m) measured in an easterly direction from the prolongation of the east kerb of Egmont Street.**

- **Revoke five time restricted parking spaces (P30) on the north side of King Street from 39.5m to 69.1m (29.6m) measured in an easterly direction from the prolongation of the east kerb of Egmont Street.**

- **Create five metered parking spaces on the north side of King Street from 39.5m to 69.1m (29.6m) measured in an easterly direction from the prolongation of the east kerb of Egmont Street.**

- **Revoke a time restricted (P30) mobility parking space on the north side of King Street from 69.1m to 77.9m (8.8m) measured in an easterly direction from the prolongation of the east kerb of Egmont Street.**

- **Create a metered mobility parking space on the north side of King Street from 69.1m to 77.9m (8.8m) measured in an easterly direction from the prolongation of the east kerb of Egmont Street.**

Item 4.7 St Aubyn Street (SH44) - near The Reef Apartments

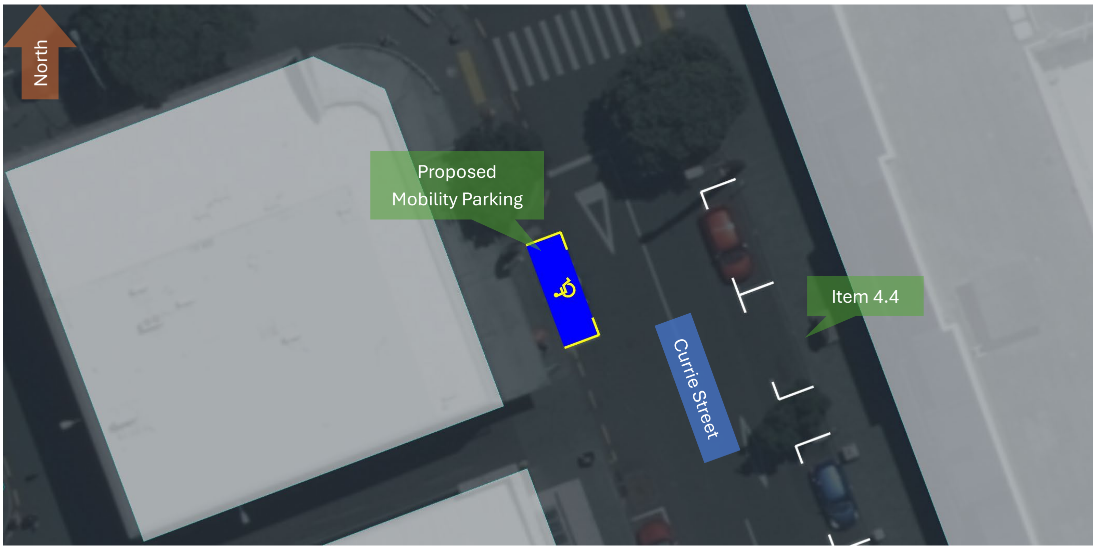
- **Create three time restricted (P60) parking spaces on the south side of St Aubyn Street (SH44) from 26.6m to 44.1m (17.5m) measured in an easterly direction from the prolongation of the east kerb of Egmont Street.**

APPENDIX 5: DIAGRAMS OF PROPOSED OPERATIONAL CHANGES (OPTION 1.1)

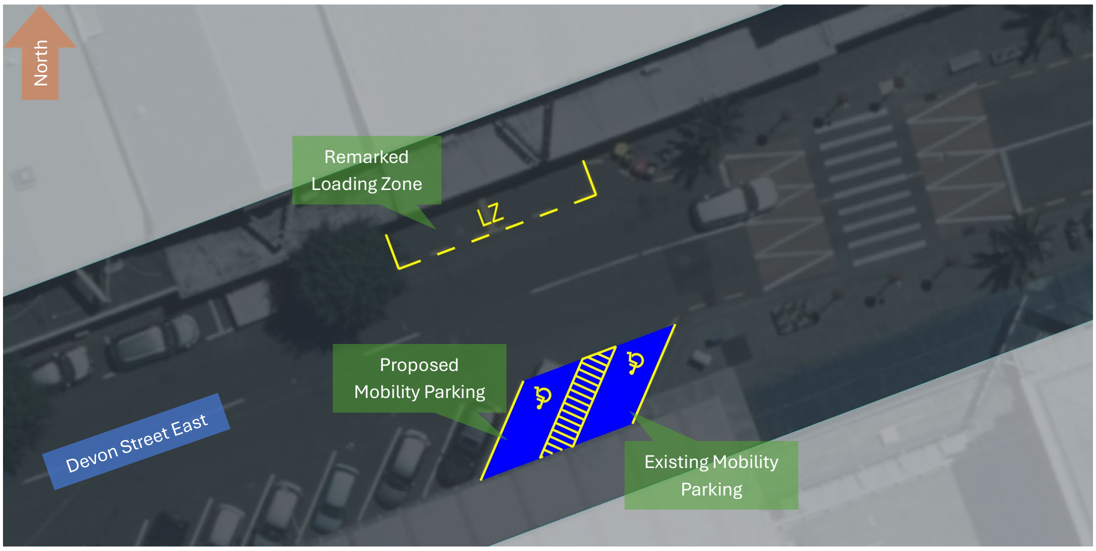
7.4

Mobility Parking

Item 1.1 Currie Street – outside Starbucks

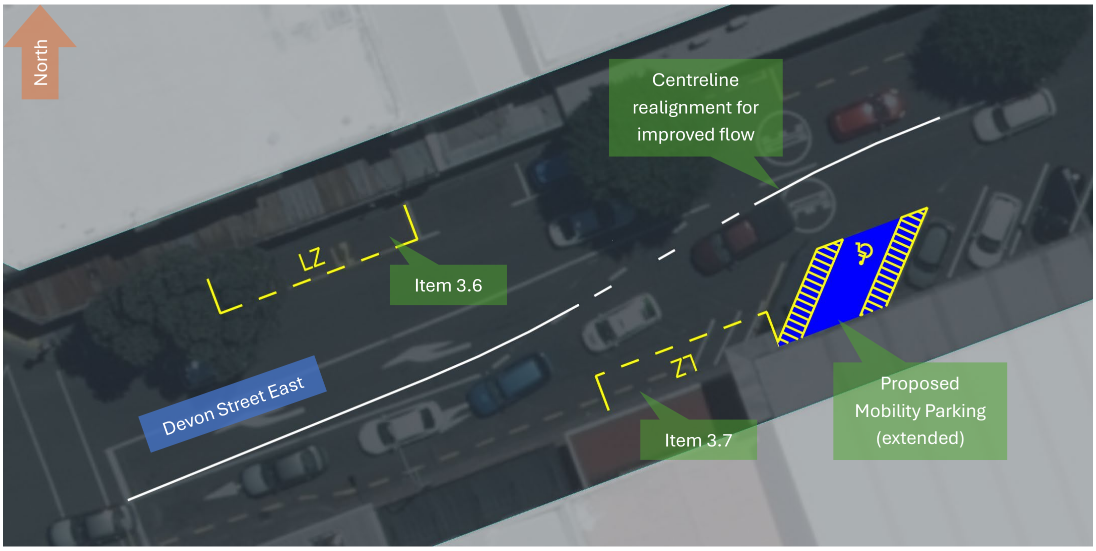


Item 1.2 Devon Street East – outside TSB Bank



7.4

Item 1.3 Devon Street East – outside PB Tech



Item 1.4 Devon Street East – outside TechPalace

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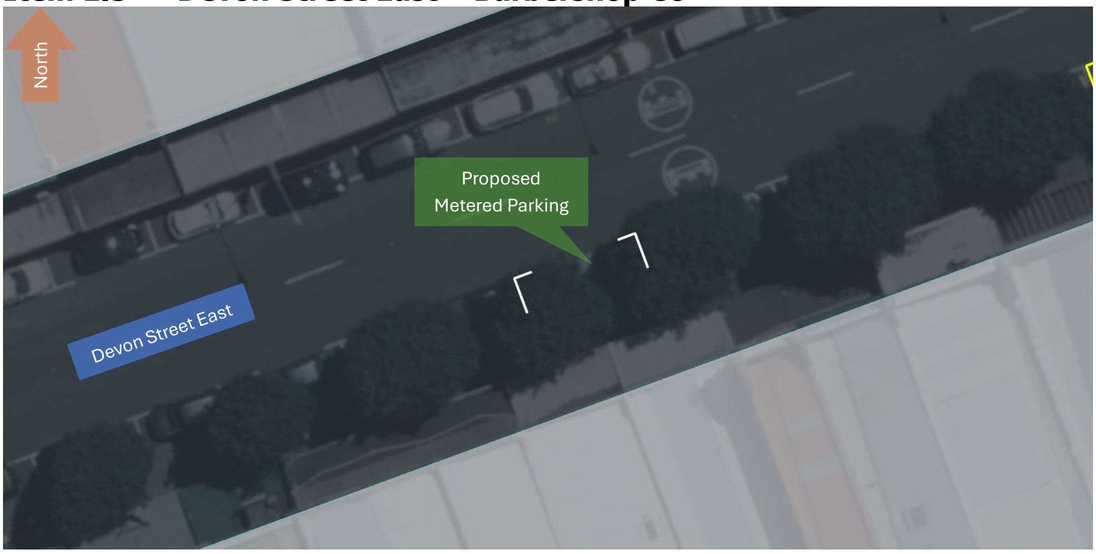
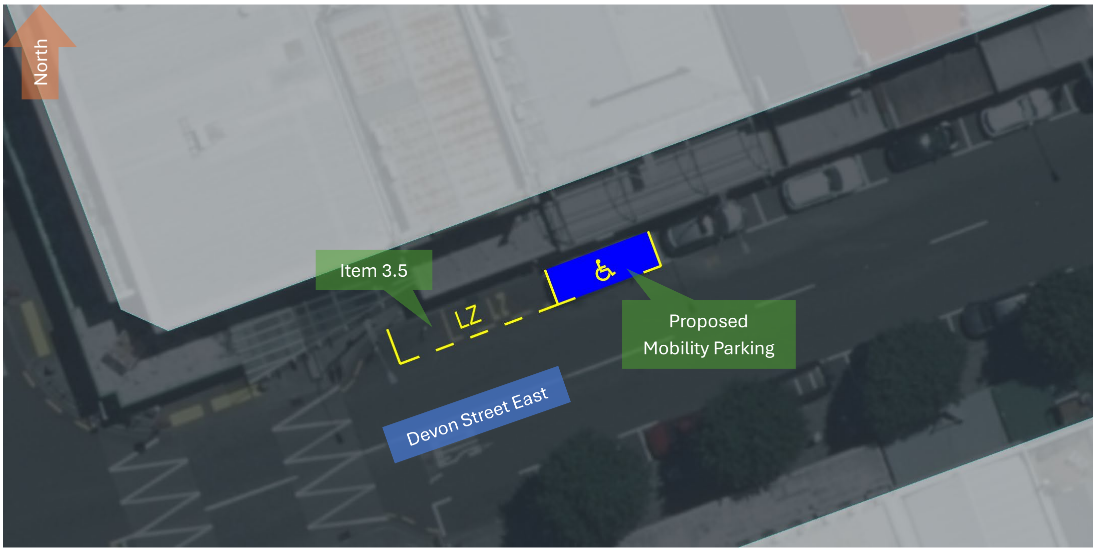
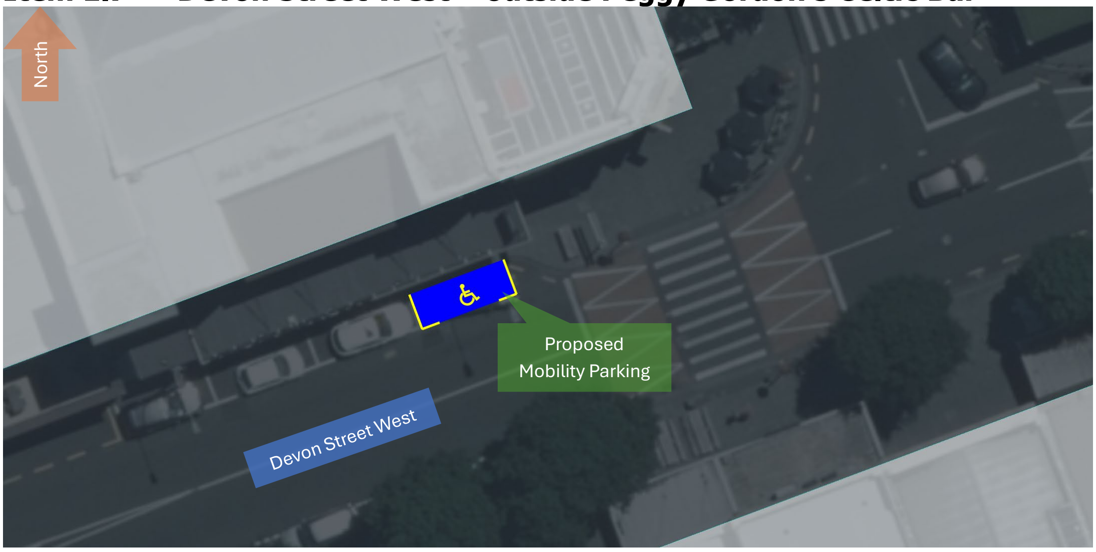
Item 1.5 Devon Street East – Barbershop Co



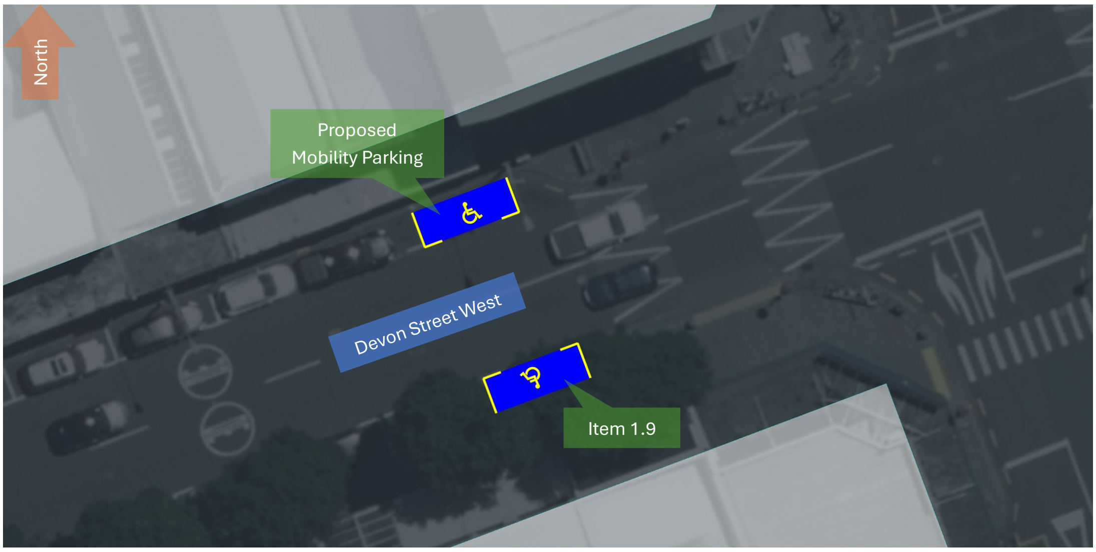
Item 1.6 Devon Street East – outside BNZ



Item 1.7 Devon Street West – outside Peggy Gordon's Celtic Bar



Item 1.8 Devon Street West – outside Venture Taranaki



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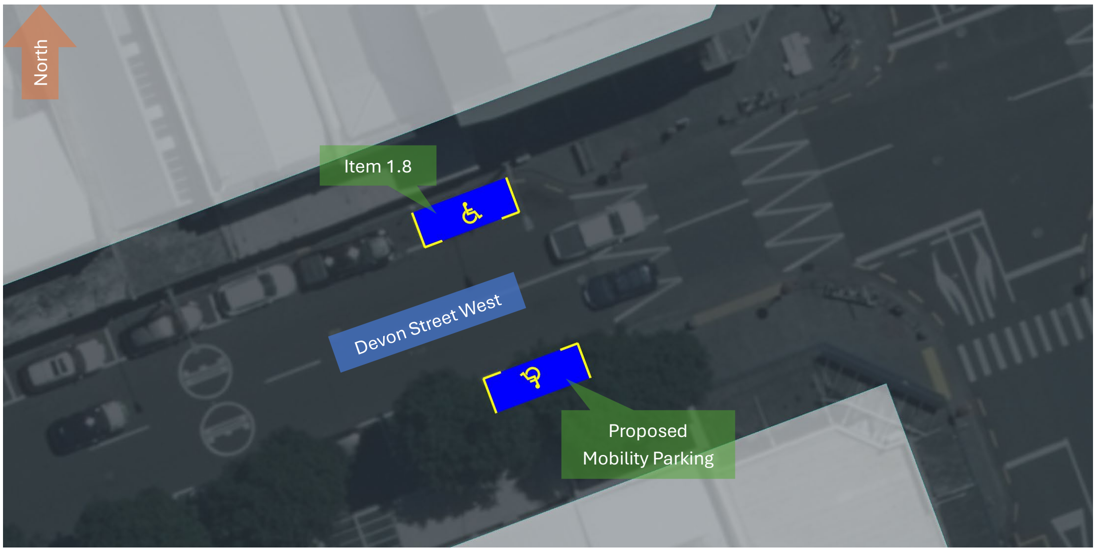
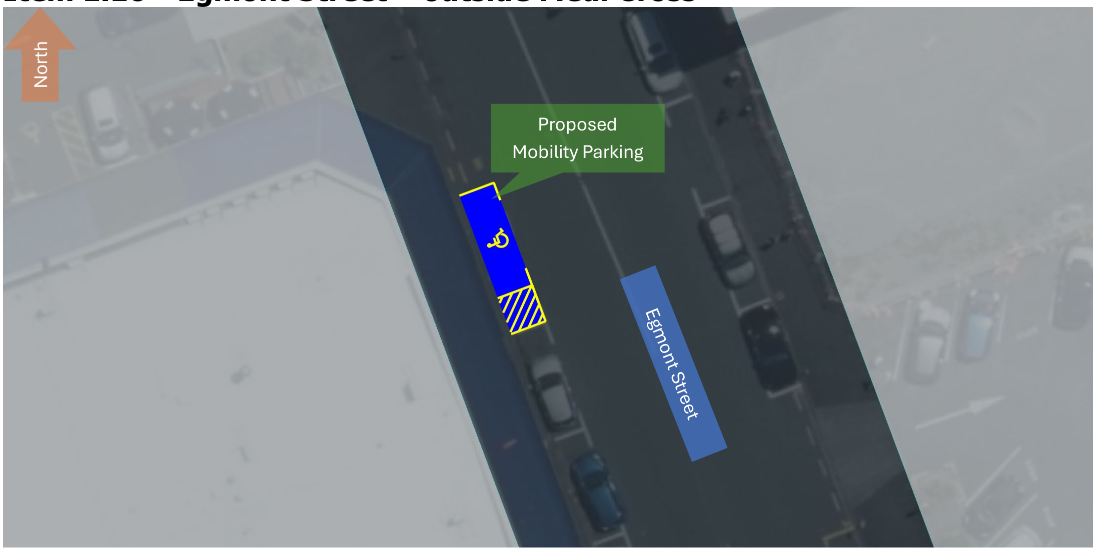
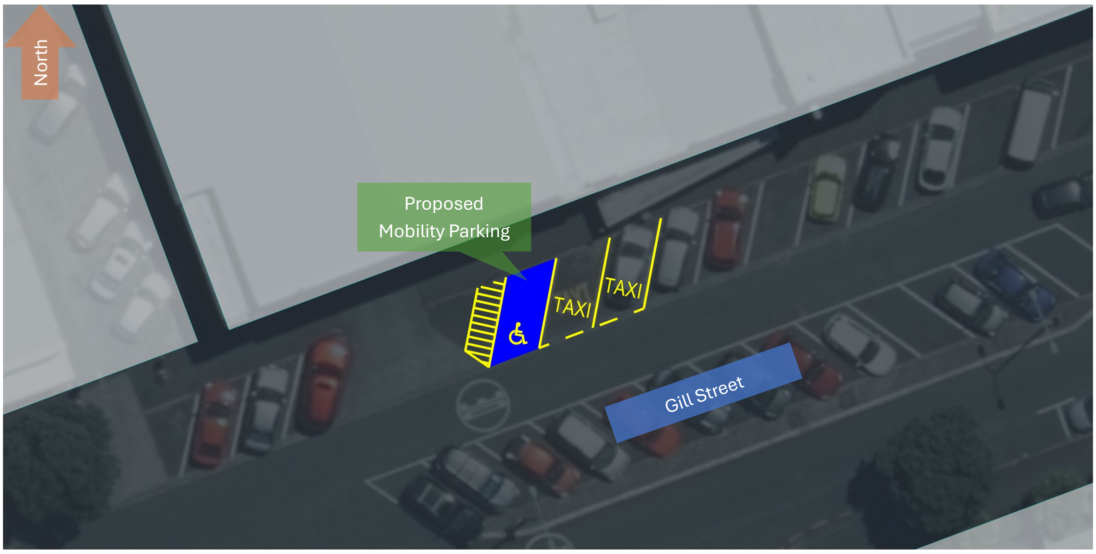
Item 1.9 Devon Street West – outside Noodle Canteen



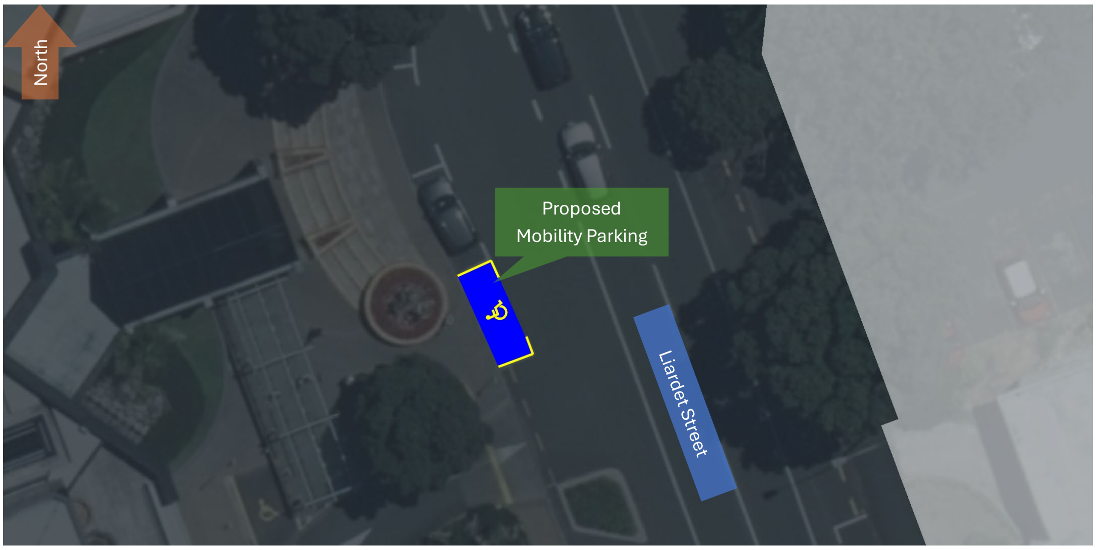
Item 1.10 Egmont Street – outside Medi Cross



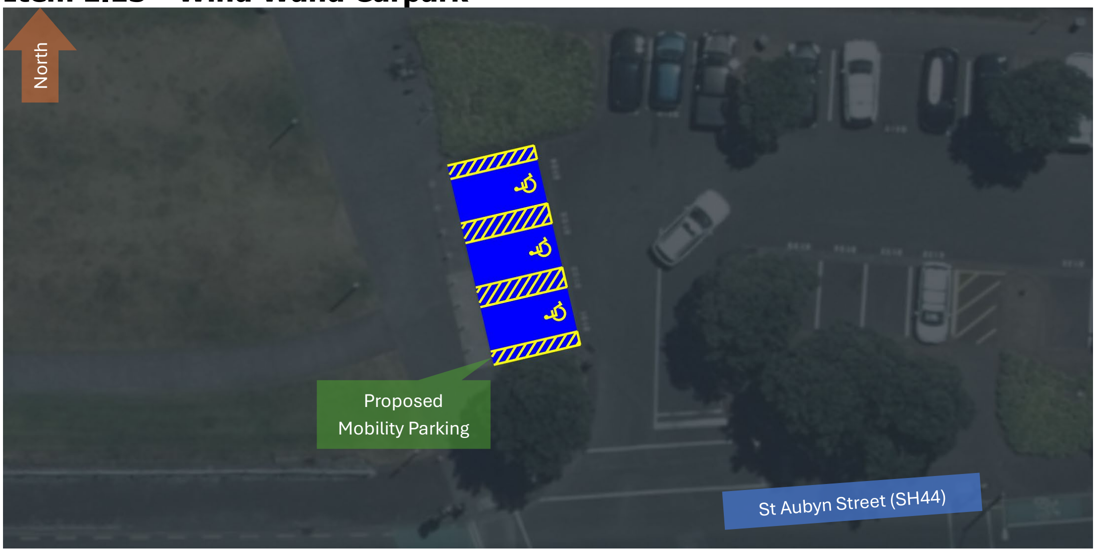
Item 1.11 Gill Street – outside The NP Club



Item 1.12 Liardet Street - outside NPDC

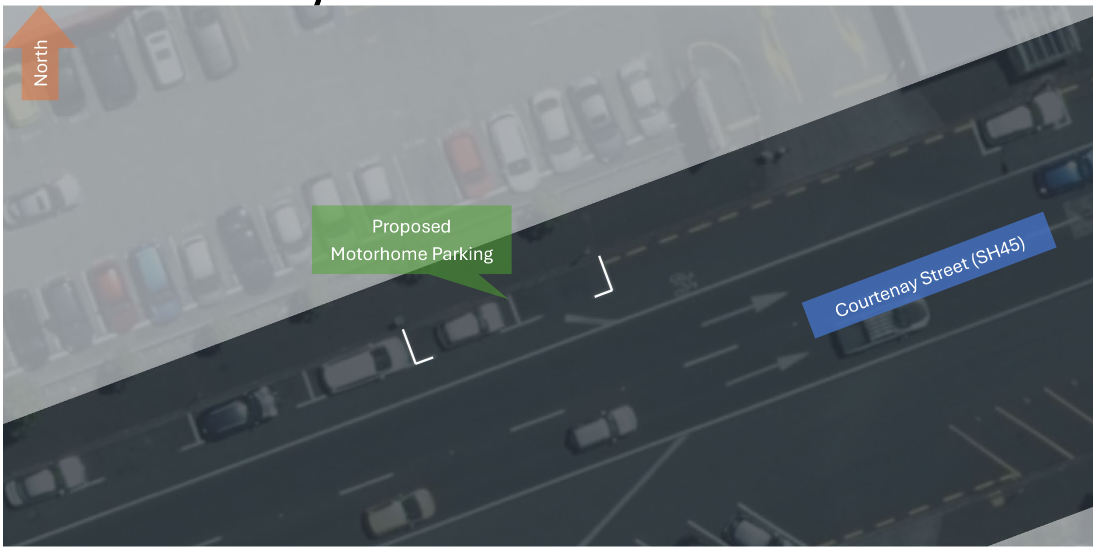


Item 1.13 Wind Wand Carpark

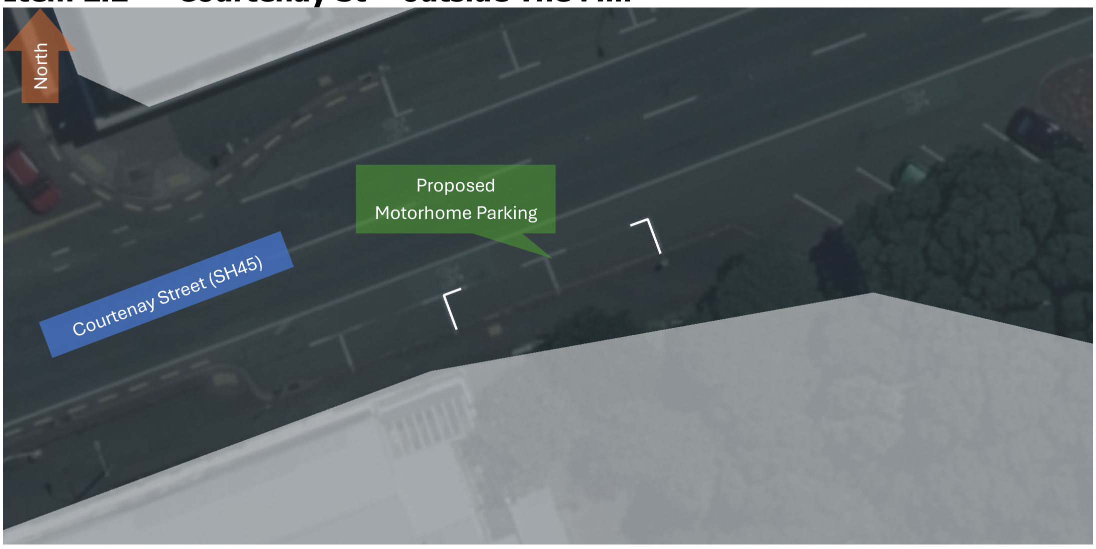


Motorhome Parking

Item 2.1 Courtenay St – outside The Warehouse



Item 2.2 Courtenay St – outside The Mill



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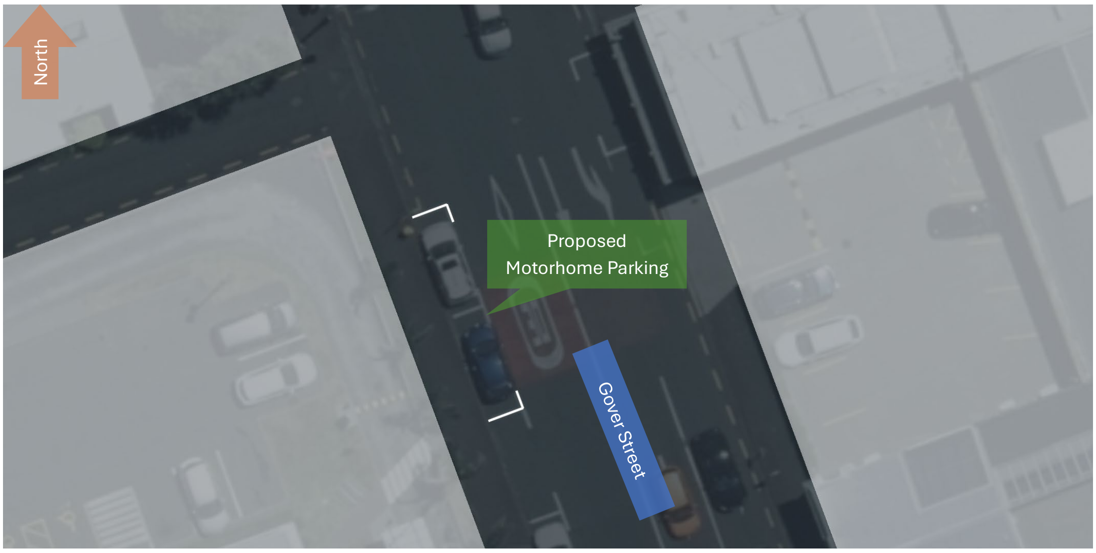
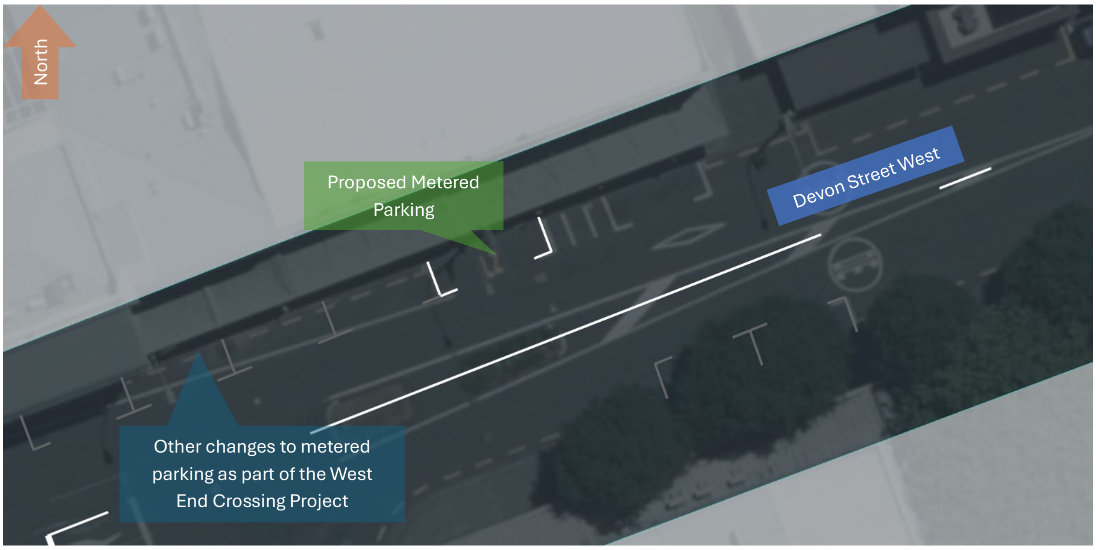
Item 2.3 Molesworth Street Carpark

Item 2.4 Gover Street – Outside KFC

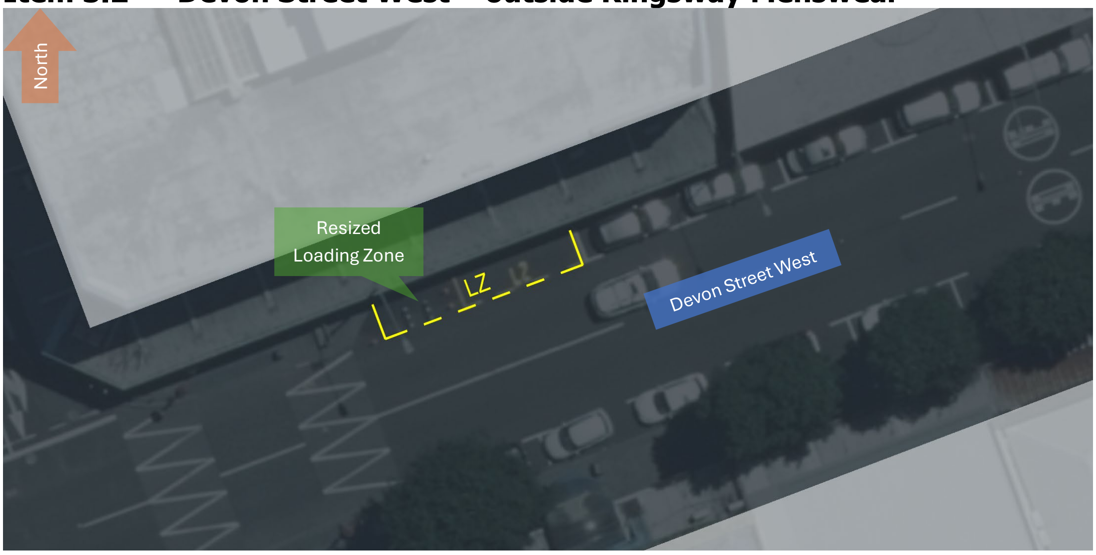


Loading Zone

Item 3.1 Devon Street West – outside Garwood



Item 3.2 Devon Street West – outside Kingsway Menswear



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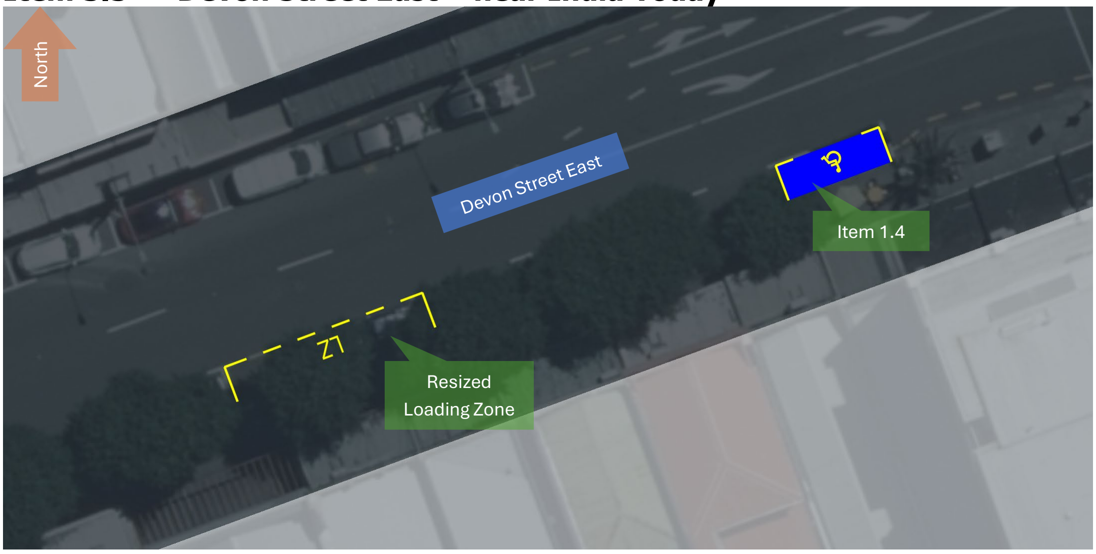
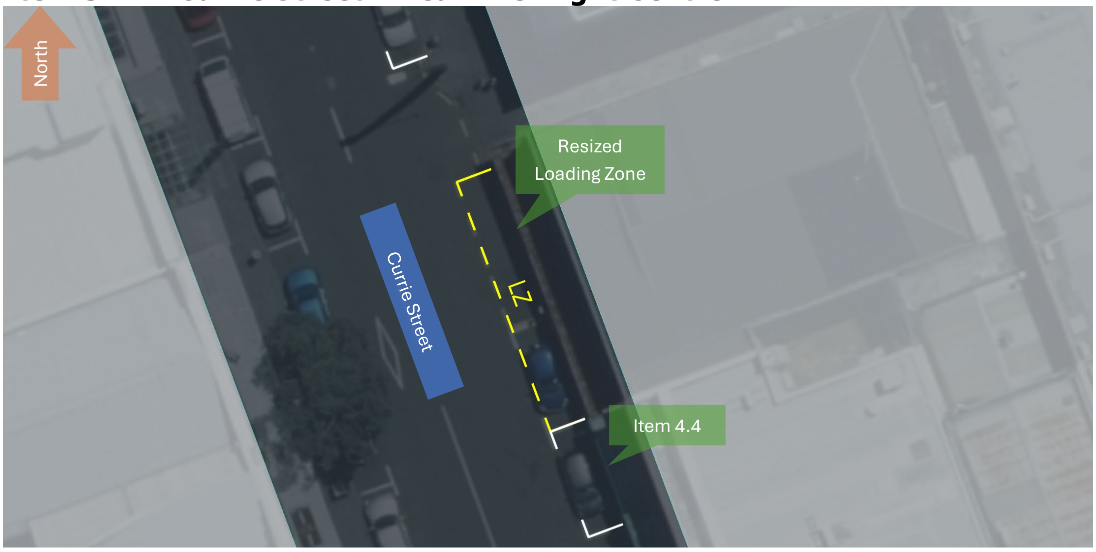
Item 3.3 Devon Street East – near India Today



Item 3.4 Currie Street – near The Flight Centre



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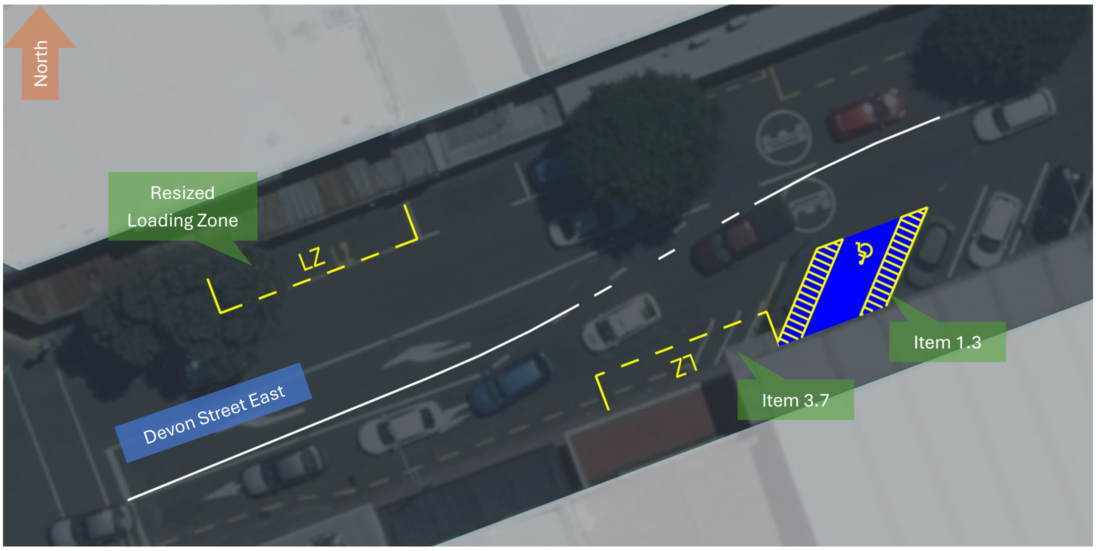
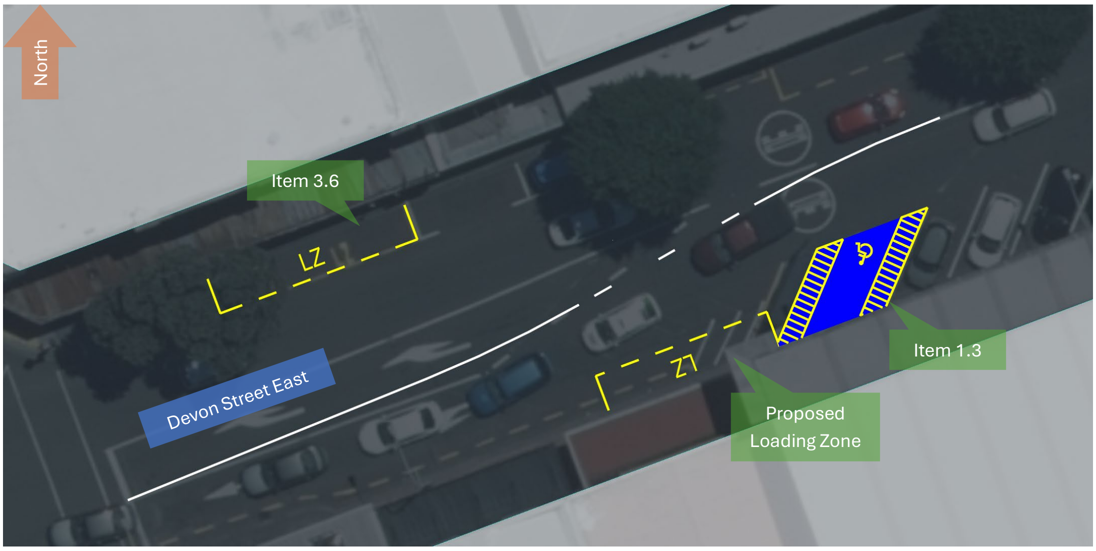
Item 3.5 Devon Street East– near Swanndri

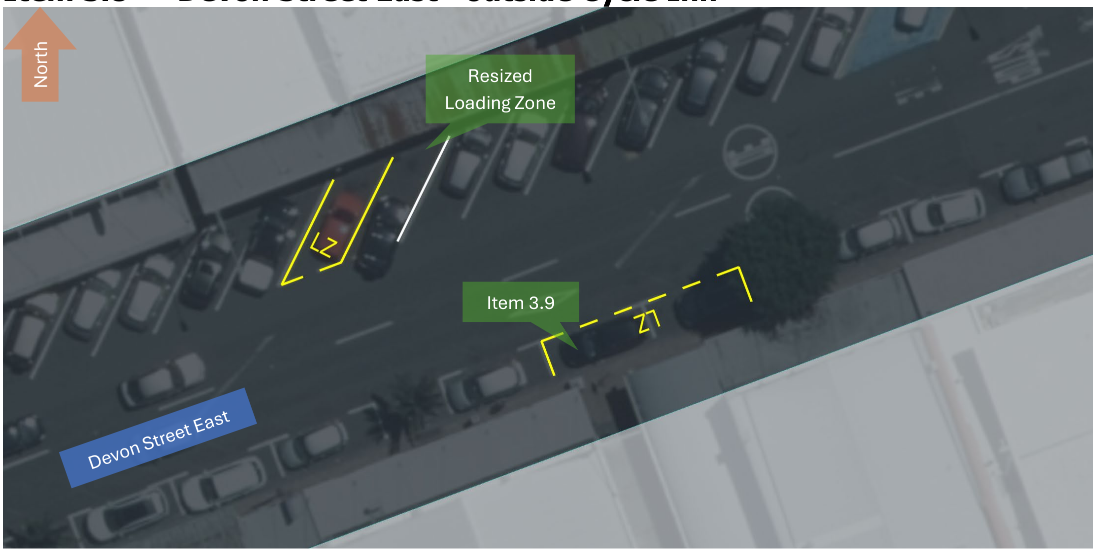
Item 3.6 Devon Street East– near Emma Lou Cafe



Item 3.7 Devon Street East – outside PB Tech



Item 3.8 Devon Street East– outside Cycle Inn



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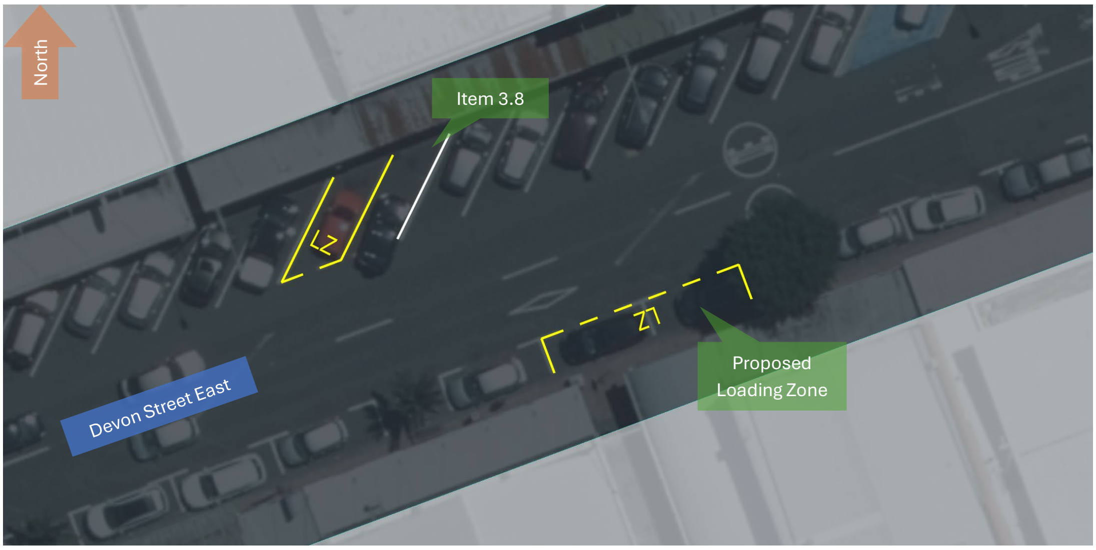
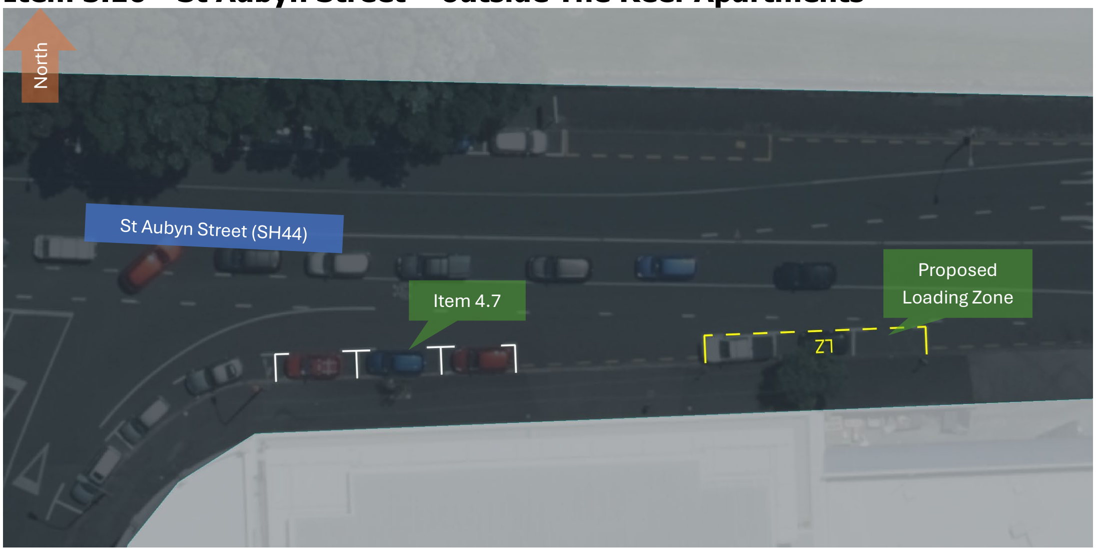
Item 3.9 Devon Street East– outside Belle Vita



Item 3.10 St Aubyn Street – outside The Reef Apartments



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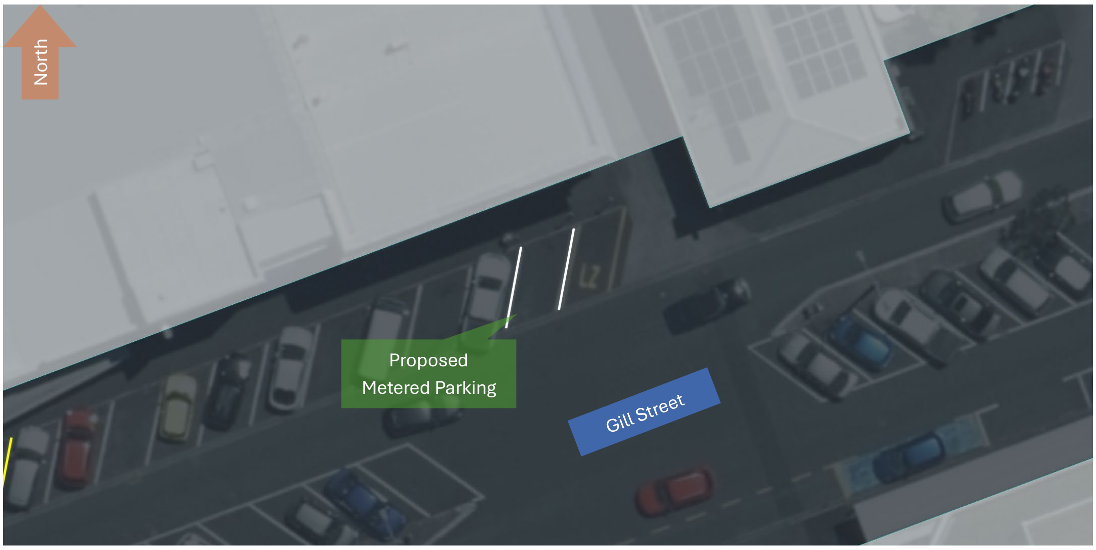
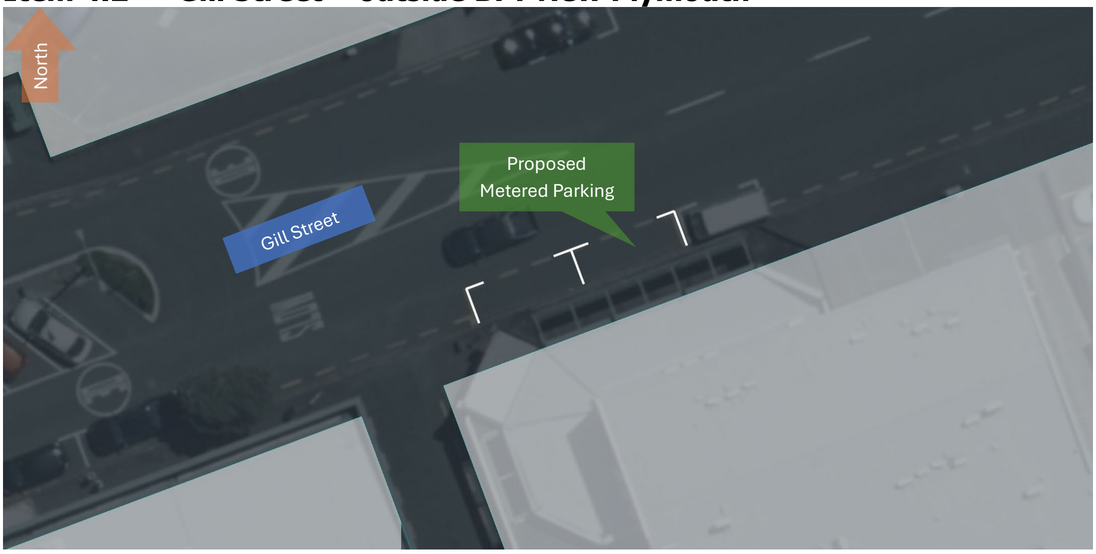
Time Restricted Parking

Item 4.1 Gill Street – outside NP Club



Item 4.2 Gill Street – outside BFT New Plymouth



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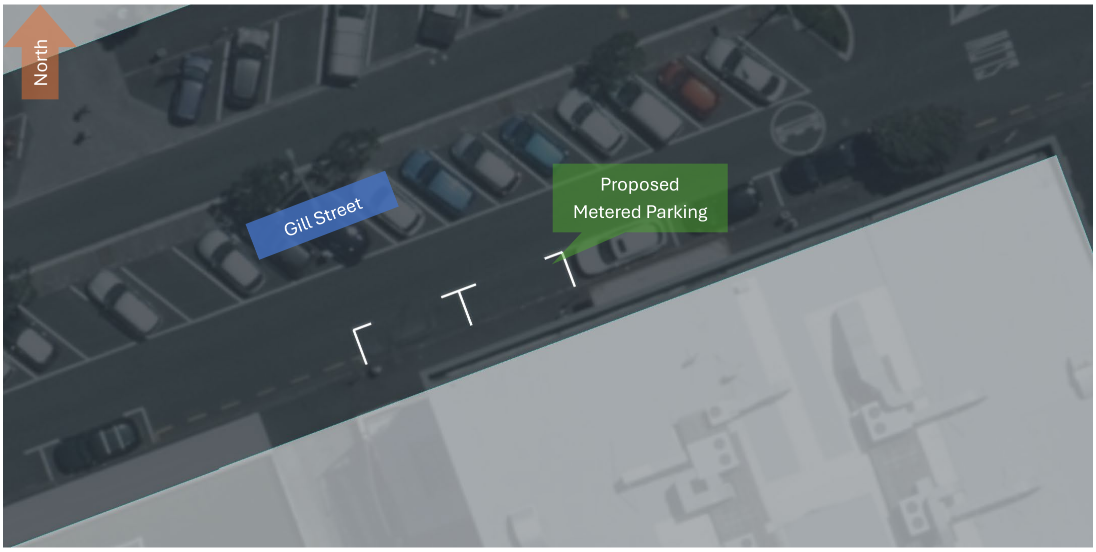
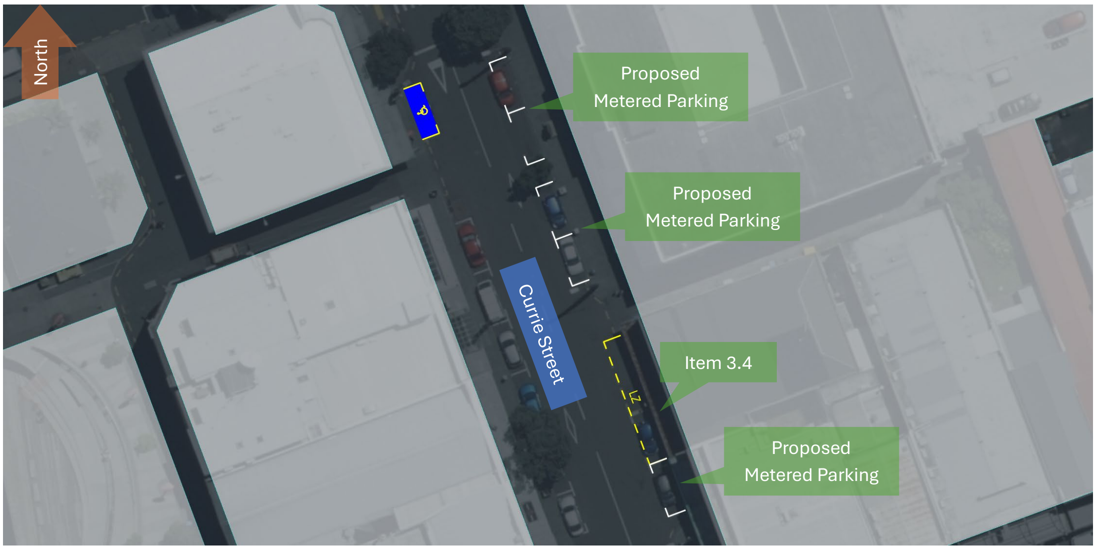
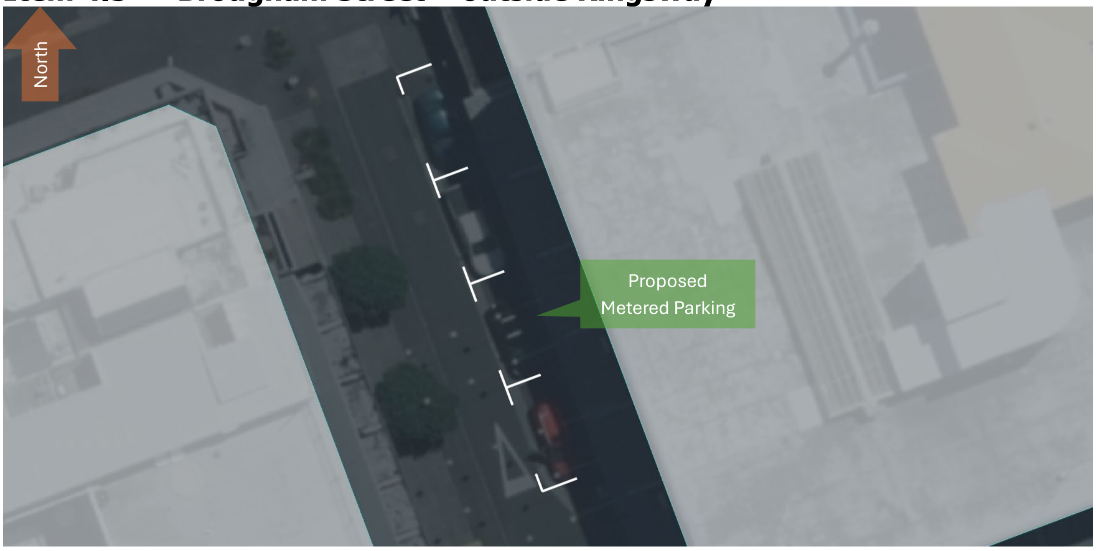
Item 4.3 Gill Street – outside Rice Bar & Food



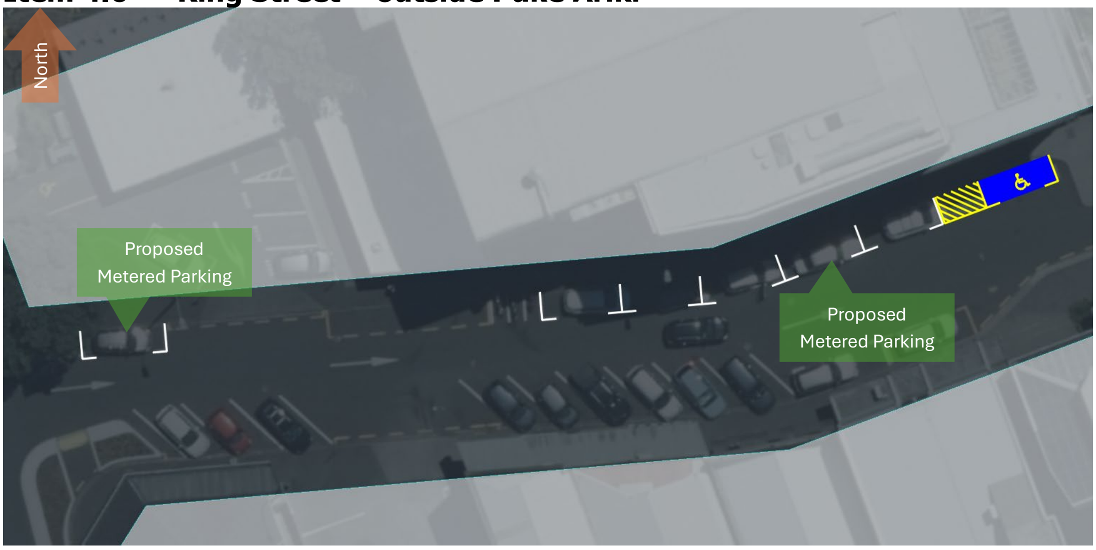
Item 4.4 Currie Street - outside Kiwibank



Item 4.5 Brougham Street – outside Kingsway



Item 4.6 King Street – outside Puke Ariki



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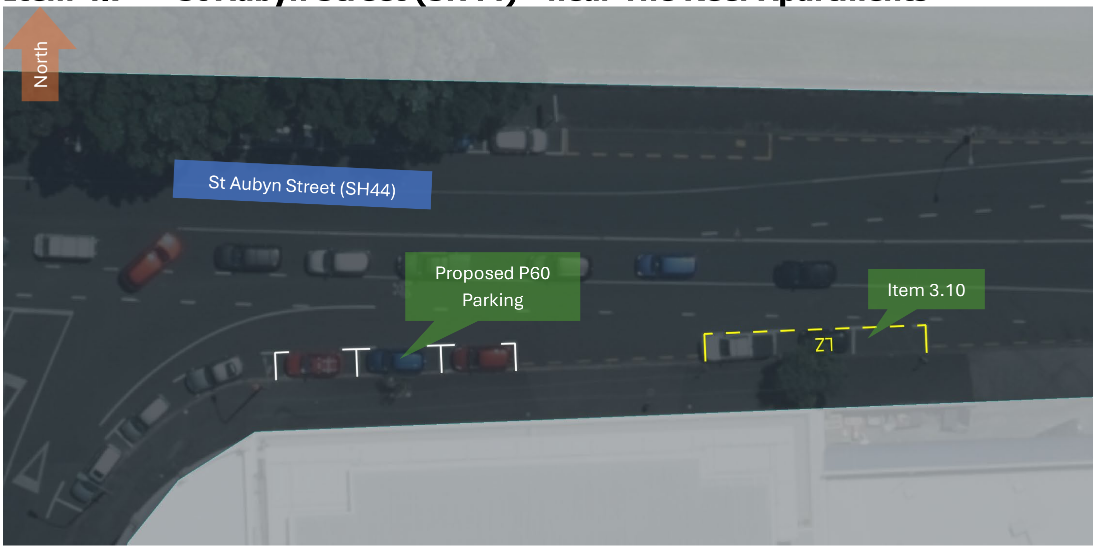
Item 4.7 St Aubyn Street (SH44) - near The Reef Apartments



APPROVAL TO GRANT FIVE TENANCY LEASES AT THE TŪPARIKINO HUB, NEW PLYMOUTH ACTING AS THE ADMINISTERING BODY

MATTER / TE WHĀINGA

1. The matter for consideration by the Council is approval to grant tenancy leases to various community and commercial entities for designated areas at the Tūparikino Hub under Section 54(1)(d) of the Reserves Act 1977.

2. The land on which the Tūparikino Hub sits is recreation reserve which means the decision is to be made in two parts:

   a) A decision by the Council acting in its capacity as the administering body and;

   b) A subsequent decision by the Council to approve the lease, acting under the authority that has been delegated to the Council pursuant to "Instrument of Delegation for Territorial Authorities signed by the then Minister, Hon Dr Nick Smith MP on 12 June 2013". That decision is the subject of a separate report (ECM 9841432).

RECOMMENDATION FOR CONSIDERATION/ NGĀ WHAIKUPU

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

a) Notes the five designated areas available to lease at the Tūparikino Hub:

   i) Community Fitness - Community/Not-for-profit space, ground floor, approx. 480m2

   ii) Movement Education - Community/Not-for-profit space, ground floor, double height, approx. 510m2

   iii) Co-working Administration - Community/Not-for-profit space, level one, approx. 545m2

   iv) Café - Commercial space, ground floor approx. 20m2

   v) EV Charging car parks – Commercial, up to 6 Car parks for EV charging provider

b) Approves, acting as the administering body, the grant of five (5) tenancy leases over designated areas of the Tūparikino Hub (part Lot 1 Deposited Plan 9521), pursuant to section 54(1)(d) of the Reserves Act 1977 on the following terms:

- **i) The leases will commence once the Indoor Arena is opened, currently targeted for March 2028.**
- **ii) Lease term to be five years with up to two further rights of renewal for five years (total lease term if all renewals executed will be up to fifteen years).**
- **iii) Rent shall be set as a base rent with opex costs apportioned to the area occupied.**
- **iv) For the community areas the base tenancy rent will be calculated using a consistent formula (i.e. 2 percent of insured value, pro-rated by area).**
- **v) The opex portion of the rent shall be calculated as a square meter rate, baselined across comparable facilities for the first year and based on actual costs for subsequent years.**
- **vi) For the commercial tenancies, the base rent shall be determined at market value.**
- **vii) Tenants to be responsible for fitout costs and legal fees for drafting the lease agreements.**
- **viii) KPI's will be developed and reviewed annually in order to ensure that the tenants continue to provide broader community outcomes.**

c) Delegates authority to the Chief Executive to negotiate and approve the final lease terms and conditions.

TE HUINGA TAUMATUA RECOMMENDATION

3. Te Huinga Taumatua endorsed the Officers recommendation.

COMPLIANCE/TU TOHA	
Significance	This matter is assessed as being of some importance.
Options	This report identifies and assesses the following reasonably practicable options for addressing the matter: 1. Approves granting five (5) new tenancy leases within the Tūparikino Hub to community and commercial entities. 2. Declines approval to grant new tenancy leases within the Tūparikino Hub to community and commercial entities.

COMPLIANCE/TU TOHA	
Affected persons	The persons who are affected by or interested in this matter are the potential lessees of the Tūparikino Hub, the New Plymouth ratepayers, hapu and Taranaki regional recreational users.
Recommendation	This report recommends **Option 1** for addressing the matter.
Long-Term Plan / Annual Plan Implications	No
Significant Policy and Plan Inconsistencies	Option 1 is inconsistent with the current Community Funding Investment Policy, as the proposed rental will be set at a higher rate than suggested in the community concessional lease schedule.

EXECUTIVE SUMMARY/ WHAKARĀPOPOTOTANGA MATUA

4. Council approved the construction of the Tūparikino Hub (the Hub) in the 2024-2034 Long Term Plan with completion of the indoor arena expected in March 2028.

5. There are five (5) tenant spaces within the Hub that on completion will be available to lease to community and commercial tenants on a long-term basis. The purpose of leasing these spaces is to support community groups that deliver broader outcomes for the community whilst also generating income to contribute to the operation of the facility.

6. This report recommends that the Council approves granting leases for five (5) designated areas within the Hub.

BACKGROUND/ WHAKAPAPA

Project history

7. At the 2024-2034 LTP the Council approved to include the Hub at a Council capital contribution of up to $50m over years 1-10 with a sinking lid for any external funding raised reducing the total.

8. The Council also resolved to include $10.4m operational budget over years 1-10 to go towards the development of the Hub.

9. During LTP deliberations Councillors also resolved to “direct officers to develop a policy for use of the facility which prioritises community use rather than automatic prioritisation of commercial events”.

10. This links to the strategic priorities for the project which are accessibility, inclusion, equity of access and sustainability, with the intended outcome being a fit-for-purpose facility that attracts and enables community participation, delivers an exceptional user experience, and reflects the core values of community wellbeing, environmental sustainability and financial sustainability.

Stage One - Indoor Arena

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11. Stage One of the Hub includes the development of a 6-court indoor arena adjacent to the TSB Stadium, car parking and associated infrastructure.

12. Outdoor facilities are also planned for future development when funding allows as Stage Two of the project.

13. Construction of Stage One is now well underway with an expected completion date of March 2028.

The Land

14. Historically the land was occupied by Ngāti Tūparikino, who are mana whenua over the reserve area, within the Ngāti Te Whiti rohe. Ngāti Tūparikino have gifted the use of their name to describe the recreational precinct as the Tūparikino Hub.

15. The land on which the Hub sits is within the New Plymouth Recreation and Racecourse Reserve, held in fee simple by NPDC as a Reserve for the recreation of the inhabitants of the New Plymouth District.

16. The New Plymouth Recreation and Racecourse Reserve is subject to the Reserves Act 1977 as well as the New Plymouth Recreation and Racecourse Reserve Management Plan (NPRRRMP). Leasing of Reserve Land is provided for in the Reserves Act 1977.

17. Historically the site was occupied by Ngāti Tūparikino, who are mana whenua over the reserve area, within the Ngāti Te Whiti rohe.

LEASE AREAS

18. There are five (5) tenant spaces within the Hub precinct that on completion will be available to lease to community and commercial tenants on a long-term basis.

    a) **Community Fitness space** – Intended to be tenanted by a not-for-profit community organisation, with a strong emphasis on engaging disadvantaged or under-represented groups, helping to reduce barriers to participation and promote equitable access to physical activity opportunities.

b) **Movement Education space** – A double-height, flexible space designed for use by not-for-profit community groups with a gymnastics, trampolining, or aerial focus. This space is intended for skill development, physical literacy, and confidence-building.

c) **Community Co-working space** – A shared, collaborative environment for local sport and active recreation organisations, administrators, and community groups.

d) **Café space** – a small kiosk type café to support the facility users.

e) **EV charging car parks** – electric car charging infrastructure across 4- 6 car parks.

19. These spaces are described in further detail in Table 1.

20. Community-rate leases are proposed for spaces 1–3 to ensure the occupancy and use of these spaces aligns with the strategic priorities of the Hub project outlined in paragraph 7.

21. The criteria for the community spaces (spaces 1-3) to be leased to not-for-profit groups is that they support broader active recreation outcomes for the community.

22. Broader active recreation outcomes that align with the project's strategic priorities include:

    a) Accessible and affordable active recreation opportunities;

    b) Improved physical and mental wellbeing through regular, low-barrier exercise opportunities;

    c) Stronger social connections and reduced isolation by bringing people together in inclusive, community-led settings;

    d) Increased participation across diverse age groups, cultures, and abilities;

    e) The development of healthier lifestyle habits that contribute to long-term public health outcomes;

    f) Programs tailored to targeted groups including:

        i) At risk youth - both tamariki and rangatahi

        ii) Individuals with disabilities

        iii) Health and rehabilitation initiatives

iv) Adults, by providing active recreation opportunities for older members of our community

23. Offering leases at community rates enables organisations that deliver these outcomes to operate from the facility, directly contributing to the project's objectives of accessibility, inclusion and equity of access, while providing a sustainable contribution towards operational costs.

24. It is proposed that the café and EV charging parking spaces will be leased to commercial providers.

25. Figures 1 and 2 depict the lease areas 1 – 4 and their location within the new indoor arena.

26. Figure 3 depicts the potential location for the EV charging car parks (lease area 5).

LEASE AREAS			**NET FLOOR AREA (M^2)**
1. Community	Community Fitness	Ground floor, single story, includes 1 x accessible WC, reception and staff area	480m2
2. Community	Movement Education	Ground floor with small mezzanine, includes a double height ceiling, 1 x accessible toilet, 1 x standard WC	$510m^2$
3. Community	Community Co-working space	First floor space, includes 250m2 of co-working space and 295m2 of meeting/multi-functional space.	545m2
4. Commercial	Café	Servery space on the ground level of the indoor arena. Includes openings into reception area of indoor arena and also an exterior servery window	20m2
5. Commercial	EV Carparks	For an EV charging provider to provide EV charging capability within the newly established car park at the Tūparikino Hub	Up to 6 car parks

Table 1: Description of the proposed lease spaces

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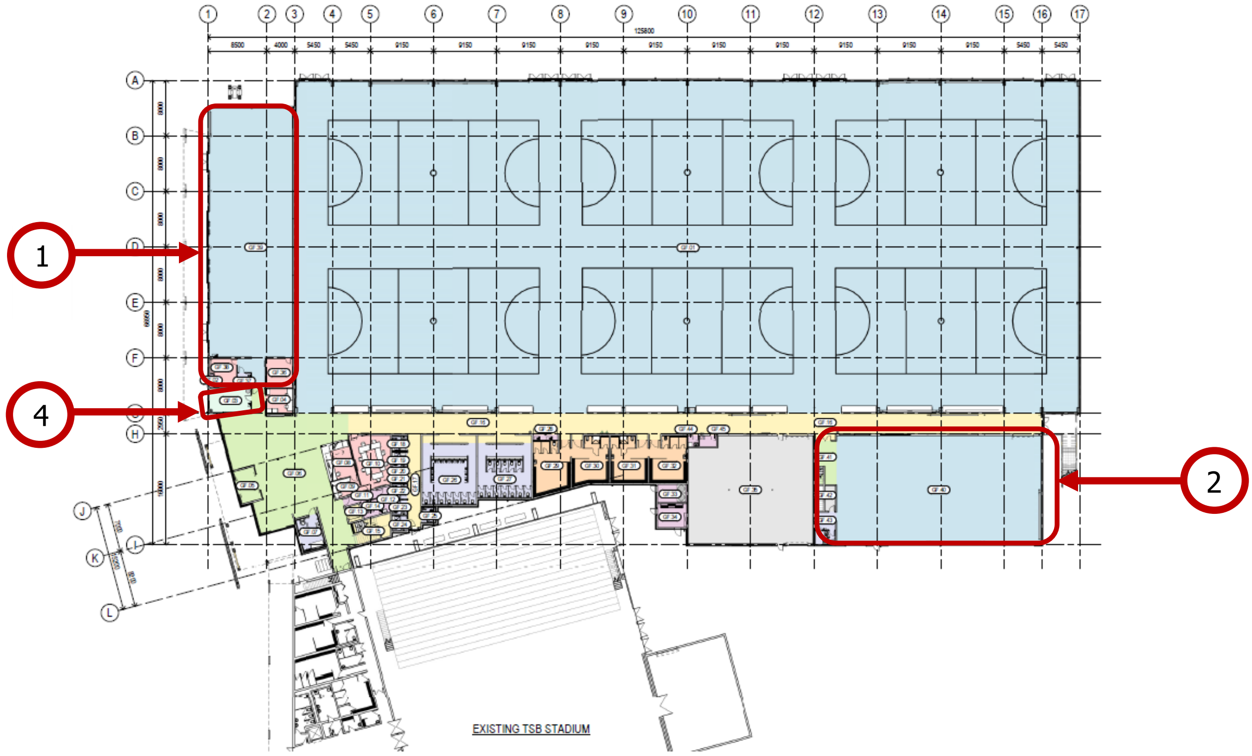

Figure 1. Ground level plan of the new indoor arena at the Tūparikino Hub with lease areas 1 (community fitness), 2 (movement education) and 4 (cafe) shown.

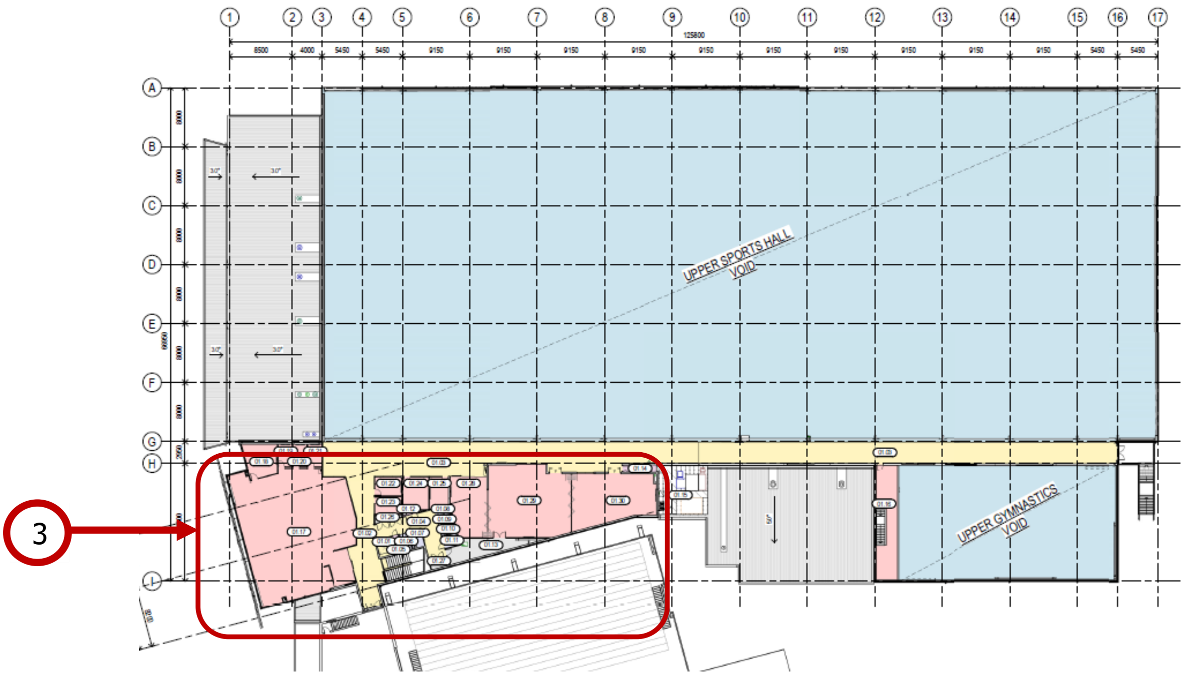

Figure 2. Level one plan of the new indoor arena at the Tūparikino Hub with lease area 3 (co-working space and multi-function rooms) shown.

Figure 3. Site plan – carpark area in relation to TSB Stadium and the new indoor arena, depicting potential lease area 5 (EV charging carparks) location.

Proposed lease terms

27. The proposed lease terms are:

    a) Effective from the opening date of the indoor arena estimated to be March 2028.

    b) Term of five years with up to two rights of renewal for a further term of five years (up to 15 years total if all rights of renewal are exercised).

    c) Rent to be set as a base rent with pro-rated opex costs.

    d) Tenants to pay their own fit-out and legal costs associated with drafting the lease.

    e) Tenants of the community spaces to report annually on the broader community outcomes achieved.

Potential tenants

28. Two requests for information (RFI) have been conducted to gauge the market's appetite to lease space within this facility.

    a) The EV charging RFI was advertised on Tenderlink and received 4 responses, ranging from local to national providers.

b) The combined RFI for the community fitness space and the movement education space was advertised on Tenderlink as well as through the Sport Taranaki email database and received a single response for each of these spaces.

29. The community co-working space is proposed to be facilitated by a community group who would hold the main lease of the co-working space and flexible meeting/multipurpose rooms and co-ordinate hire and bookings of these spaces.

30. The café space has yet to be advertised but would follow a procurement process as per other Council café spaces and in accordance with Council's procurement policy.

Proposed lease rental rates

31. The proposed lease charges are higher than the NPDC community concessional lease policy that is charged to many council facilities but remain below commercial market rates to maintain affordability and promote equitable access for community-focused organisations.

32. The proposed lease charges reflect Council's broader investment in a modern, purpose-built facility designed to support community active recreation, improve access to quality spaces and ensure long-term sustainability.

33. The lease rates for the community spaces (1, 2, and 3) are proposed to be set at a not-for-profit community rate (i.e. a rate of 2 percent of the current fair asset value of the occupied space) with an additional per square metre rate to consider operational costs (opex) benchmarked against similar facilities (e.g. TSB Stadium and Pettigrew Green Arena in Hawkes Bay) for the first year. In subsequent years, actual costs from the Hub will be used.

34. This approach ensures all tenants contribute equitably toward the cost of maintaining the facility, while recognising that the asset is provided for community benefit rather than commercial return. Further, it will provide a transparent, equitable baseline while retaining the flexibility needed to support access and maximise community outcomes.

35. Opex costs relate to the tenant's occupation of the space and include electricity usage, a share of common area cleaning and consumables, servicing of shared building systems such as HVAC, building management systems and operational costs.

36. For the café and EV chargers (spaces 4 and 5), lease rates will be set at market rates plus opex costs reflecting their commercial activity.

37. The total revenue projected to be generated from the lease areas is around 10-20 percent of the operating costs modelled for the facility.

CLIMATE CHANGE IMPACT AND CONSIDERATIONS/ HURINGA ĀHUARANGI

38. Leasing these spaces will have little to no effect on climate change.

39. The indoor arena and car parking area do not overlap with any climate hazard areas known to Council and the area is not low-lying nor in a coastal hazard area.

40. Allowing a lease to establish EV charging infrastructure onsite will align with NPDC's climate change mitigation objectives, including alignment to Council's Emissions Reduction Plan, by helping to reduce the district's greenhouse gas emissions.

NEXT STEPS / HĪKOI I MURI MAI

41. If approved, Council officers will continue the procurement process to select the tenants and negotiate the lease terms, ensuring compliance with statutory requirements working towards signing of leases before the facility opens.

SIGNIFICANCE AND ENGAGEMENT/ KAUPAPA WHAKAHIRAHIRA

42. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of some importance because the Tūparikino Hub will provide a core social and wellness service to the residents of the New Plymouth District.

OPTIONS / KŌWHIRINGA

Option 1 Approves granting five (5) new tenancy leases within the Tūparikino Hub to community and commercial entities.

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

43. Leasing space within the Hub will provide a consistent and diversified revenue stream, assisting Council to offset the operational and maintenance costs associated with the delivery of a community active recreation facility.

44. The ability to lease these spaces supports the efficient and effective use of a new Council facility and promotes community wellbeing. It aligns with Council's strategic framework vision of Thriving Today, Resilient Tomorrow, Matomato i te ao, manawaroa i te pō, by providing a sustainable tenancy model for the new indoor arena.

45. Council will provide the space with the tenant responsible for the fit-out costs of the lease area. The tenant will also be responsible for the preparation costs of a lease.

Risk Analysis / Tātaritanga o Ngā Mōrearea

46. The proposed use of leased spaces is consistent with the Recreation Reserve classification, with tenant organisations required to support or complement active recreation and community wellbeing outcomes. This approach results in a low level of statutory and operational risk to Council.

47. The primary risk associated with this option is a reduction in Council's flexibility to re-purpose leased spaces in the future. This risk can be managed through appropriate lease terms, including lease duration, review provisions, KPI's and use conditions.

48. There is potential for conflict between user groups if shared spaces and activity scheduling are not carefully managed; however, this risk can be mitigated through clear lease conditions, operational policies, and effective facility management.

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

49. Approving the proposed leases will promote the appropriate, efficient, effective, and economic use of Council assets and support positive social, health, and wellbeing outcomes for the community.

50. The additional tenancies will bring vibrancy and activation to the new arena and Hub area.

51. Tenant selection of proposed lease spaces 1, 2, and 3 will be guided by the extent to which organisations contribute to broader community outcomes. Priority will be given to community sport and active recreation providers that support inclusive participation opportunities for a wide range of users, including but not limited to:

    a) Youth programs for both tamariki and rangatahi

    b) Programs for individuals with disabilities

    c) Health and rehabilitation initiatives

    d) Active recreation programmes that support youth development and,

    e) Adult programmes, including providing opportunities for older members of our community

52. This approach recognises the role of active recreation and sport in fostering a healthier, more connected, and resilient community, and will incorporate provisions that promote inclusivity, accessibility, and equitable access.

Statutory Responsibilities / Ngā Haepapa ā-ture

53. Entering into a new lease will meet the statutory requirements of Section 54(1)(d) of the Reserves Act 1977.

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

54. Granting approval for officers to offer leases within the Tūparikino Hub aligns with the 2024-2034 LTP as well as Council's strategic framework specifically the community outcome goal of "communities are connected, heard, and proud to live here". This approach builds strong partnerships with the not-for-profit and active recreation sectors and contributes to district-wide wellbeing and hauora outcomes.

55. Option 1 is inconsistent with the NPDC Commercial Funding and Investment Policy (Concessional Leases), as the proposed lease rates are more than the rates proposed by the community concessional lease schedule.

Participation by Māori / Te Urunga o Ngāi Māori

56. Ngāti Tūparikino and Ngāti Te Whiti are mana whenua over the land where the Hub is located, within the Ngāti Te Whiti rohe which extends from the Herekawe Stream to the Waiwhakaiho River, inland to its headwaters on Taranaki and back to the Herekawe.

57. Ngāti Tūparikino have gifted the use of their name to describe the recreational precinct as the Tūparikino Hub.

58. The Tūparikino Hub is being delivered in accordance with the principles of Te Tiriti o Waitangi and Te Whare Tapa Whā, through a partnership approach with foundation partners including Ngāti Te Whiti, Ngāti Tūparikino, Sport Taranaki, and NPDC.

59. The Tūparikino Hub provides the whenua the opportunity to become a holistic base for wellbeing, a determinant for the hauora of all people and the physical environment.

60. The indoor arena and the surrounding civil infrastructure have been co-designed with mana whenua, giving effect to the principles of partnership and participation by embedding iwi and hapū cultural narratives, values, and identity throughout the hub site.

61. Te Kotahitanga o Te Atiawa and both hapū have been involved in the project at a governance level since its inception, supporting active Māori participation in decision-making.

62. This includes involvement in discussions regarding the allocation, use, and management of leasable spaces within the indoor arena, contributing to outcomes that reflect Māori aspirations and long-term kaitiakitanga of the site.

63. Mana whenua aspirations for activities such as kapa haka, rongoā, and mirimiri to be undertaken within the indoor arena will be further enabled through the provision and appropriate use of the leased spaces.

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

64. The wider community has not been specifically consulted on the leasing of the designated spaces, as the proposed leases do not alter service levels or reduce community access to, or availability of, the indoor arena.

65. Leasing arrangements would be managed to ensure an appropriate balance is maintained between tenancies, community access, and affordability.

Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.

66. Leasing space within the new indoor arena will generate rental revenue for NPDC, contributing to the offsetting of ongoing operational and maintenance costs.

67. The leased spaces will enable a broader and more diverse range of users to access the facility throughout the day, supporting activation beyond peak hours and aligning with the original design intent of the Tūparikino Hub.

68. Diversified income streams will support greater financial resilience and long-term sustainability of the facility.

69. Potential disadvantages include reduced flexibility to reallocate space for future Council or community needs once longer-term lease arrangements are in place.

70. Additional administrative and operational resources will be required to manage lease agreements and tenant relationships.

Option 2 Declines approval to grant new tenancy leases within the Tūparikino Hub to community and commercial entities.

71. Under this option, Council would decline approval to lease the designated spaces within the Hub indoor arena. This would remove the opportunity to generate rental income and could result in spaces remaining underutilised.

72. Option 2 would not support the intended operational model for the facility, whereby tenants contribute to activation, vibrancy, and the achievement of broader outcomes for the community.

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

73. This option would reduce Council's ability to offset ongoing operating and maintenance costs.

Risk Analysis / Tātaritanga o Ngā Mōrearea

74. The primary risk associated with Option 2 is the increased financial and operational exposure for Council, with limited ability to share costs or diversify revenue streams to support the long-term sustainability of the facility.

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

75. Option 2 would not promote the appropriate, efficient, effective, or economic use of Council assets, and would undermine the intended multi-use and community-focused outcomes of the Hub.

76. Option 2 would also not activate the facility fully, decreasing the vibrancy of multiple groups utilising the venue.

Statutory Responsibilities / Ngā Haepapa ā-ture

77. Not entering into leases does not align with the requirements of the Reserves Act 1977.

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

78. Declining approval to lease the designated spaces would be inconsistent with Council's strategic direction and community outcomes, specifically supporting thriving communities, and enabling culture and prosperity through partnerships that contribute to economic and social outcomes.

Participation by Māori / Te Urunga o Ngāi Māori

79. Iwi and hapū have been engaged through the project's governance arrangements, including discussions regarding potential leased spaces within the indoor arena.

80. Declining to grant leases would limit the ability to support mana whenua aspirations and participation outcomes identified through this process.

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

81. The wider community has not been consulted on this option, as leasing the designated spaces would not change service levels or reduce community access to the facility. However, declining these leases may reduce the level of activation and diversity of use experienced by the community.

Advantages and Disadvantages / Ngā Huanga me Ngā Taumahatanga.

82. Declining to approve the granting of leases would result in reduced revenue generation, increased pressure on operational funding, and the potential for under-activation of the Tūparikino Hub indoor arena.

Recommended Option

This report recommends **Option 1** for addressing this matter - Approves granting five (5) tenancy leases within the Tūparikino Hub to community and commercial entities.

Report Details

Prepared By:	Emma Crofskey
Team:	Project Management Office
Approved By:	Catherine Croot
Ward/Community:	New Plymouth City
Date:	2 July 2026
File Reference:	ECM 9839127

---*End of Report* ---

APPROVAL TO GRANT FIVE TENANCY LEASES AT THE TŪPARIKINO HUB, NEW PLYMOUTH HUB - (ACTING UNDER DELEGATED AUTHORITY THROUGH AN INSTRUMENT OF DELEGATION FROM THE MINISTER OF CONSERVATION)

MATTER / TE WHĀINGA

1. The matter for consideration by the Council is approval to grant tenancy leases to various community and commercial entities for designated areas at the Tūparikino Hub.

RECOMMENDATION FOR CONSIDERATION
That having considered all matters raised in the report, Council:

a) Notes the Council resolved, acting as administering body to grant tenancy leases to various community and commercial entities for designated areas at the Tūparikino Hub.

b) Notes the five designated areas available to lease at the Tūparikino Hub:

- **i) Community Fitness – Community/Not-for-profit space, ground floor, approx. 480m2**
- **ii) Movement Education – Community/Not-for-profit space, ground floor, double height, approx. 510m2**
- **iii) Co-working Administration – Community/Not-for-profit space, level one, approx. 545m2**
- **iv) Café - Commercial space, ground floor approx. 20m2**
- **v) EV Charging car parks – Commercial, up to 6 Car parks for EV charging provider**

c) Resolves, acting under delegation from the Minister of Conservation, the grant of five (5) tenancy leases over designated areas of the Tūparikino Hub (part Lot 1 Deposited Plan 9521), with the following terms:

- **i) The leases will commence once the Indoor Arena is opened, currently targeted for March 2028.**
- **ii) Lease term to be five years with up to two further rights of renewal for five years (total lease term if all renewals executed will be up to fifteen years).**

iii) Rent shall be set as a base rent with opex costs apportioned to the area occupied.

iv) For the community areas the base tenancy rent will be calculated using a consistent formula (i.e. 2% of insured value, pro-rated by area).

v) The OPEX portion of the rent shall be calculated as a square meter rate, baselined across comparable facilities for the first year and based on actual costs for subsequent years.

vi) For the commercial tenancies, the base rent shall be determined at market value.

vii) Tenants to be responsible for fitout costs and legal fees for drafting the lease agreements.

viii) KPI's will be developed and reviewed annually in order to ensure that the tenants continue to provide broader community outcomes.

d) Delegates authority to NPDC's Property Manager to negotiate and approve the final lease terms and conditions.

SIGNIFICANCE AND ENGAGEMENT / KAUPAPA WHAKAHIRAHIRA

2. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being of some importance because the Tūparikino Hub will provide a core social and wellness service to the residents of the New Plymouth District.

3. The proposal does not impact on the NPDC's statutory purpose or obligations and has a positive impact on levels of service.

DISCUSSION / KORERO

4. The Council, acting as administering body, has approved granting a lease of Part of lot 1 DP 9521 (tenancies within the Tūparikino Hub) under section 54 (1)(d) of the Reserves Act 1977. The Council must also formally approve the lease acting under the authority that has been delegated to the Council pursuant to the "Instrument of Delegation for Territorial Authorities signed by the then Minister, Hon Dr Nick Smith MP on 12 June 2013". These two processes must be undertaken as discrete resolutions.

5. This report recommends that Council grants approval of the lease acting under the Ministers delegation.

NEXT STEPS / HĪKOI I MURI MAI

6. If approved, Council officers will continue the procurement process to confirm the tenants and negotiate lease terms, ensuring compliance with statutory requirements and working towards having the leases signed before the facility opens.

IMPLICATIONS ASSESSMENT/AROMATAWAI PĀNGA

7. A full options assessment is included in the previous report (ECM 9839127).

Report Details

Prepared By:	Emma Crofskey (Funding and Partnership Coordinator)
Team:	Project Management Office
Approved By:	Catherine Croot
Ward/Community:	New Plymouth
Date:	2 July 2026
File Reference:	ECM 9841432

--*End of Report* ---

WASTE SERVICES JOINT COMMITTEE AGREEMENT AND TERMS OF REFERENCE

PURPOSE/ TE WHĀINGA

1. The matter for consideration by the Council is the establishment of the Waste Services Joint Committee. The report seeks Council's approval of the Waste Services Joint Committee Agreement and the Committee Terms of Reference.

RECOMMENDATION / NGĀ WHAIKUPU

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

a) Approves the Waste Services Joint Committee Agreement (Appendix 1 ECM_9832480).

b) Establishes the Waste Services Joint Committee.

c) Delegates authority to the Chief Executive to sign the Joint Committee Agreement.

d) Adopts the Waste Services Joint Committee Terms of Reference (Appendix 2 ECM_9832479).

e) Delegates authority to the Mayor and Chief Executive to approve any minor amendments to the Joint Committee Agreement and/or the Terms of Reference as a result of other parties' resolutions in establishing the Joint Committee.

f) Notes that the Mayor will formally appoint the New Plymouth District Council representatives (under authority delegated by Council in November 2025).

SIGNIFICANCE AND ENGAGEMENT / TOHUTOHU KAI WHAKAHAERE

2. In accordance with the Council's Significance and Engagement Policy, this matter has been assessed as being administrative.

10

BACKGROUND / WHAKAPAPA

3. Local Authorities have statutory responsibilities for waste management and minimisation under the Waste Minimisation Act 2008, the Local Government Act 2002, and the Resource Management Act 1991.

4. NPDC has been a member of the previous Taranaki Solid Waste Management Joint Committees, administered by the Taranaki Regional Council.

5. In 2024, the Mayoral Forum noted a misalignment between the purpose of the previous Taranaki Solid Waste Management Committee (administered by the Taranaki Regional Council) and the work required. In addition, the Regional Council noted that they do not have any solid waste responsibilities. As a result, the Taranaki Solid Wast Joint Committee was not re-established following the 2025 election.

6. The Mayoral Forum supported a move to a joint committee with membership comprised of the New Plymouth, South Taranaki and Stratford district councils with the purpose of coordinating and overseeing the effective management of solid waste and the implementation of waste reduction initiatives. The proposed Joint Committee facilitates collaboration in finding joint solutions for the collection and disposal of waste where there is efficiency and effectiveness in doing so. This could include identifying disposal location(s).

7. A draft Joint Committee Agreement and Terms of Reference have now been drafted and reviewed by the Mayoral Forum for a Waste Services Joint Committee. The intent of the Joint Committee is to coordinate and oversee the effective management of solid waste and the implementation of waste reduction initiatives.

Accepting a Joint Committee Agreement

8. Prior to establishing a Joint Committee, the participant Councils must enter into Joint Committee Agreement[1] setting out how the parties will work together through a shared committee.

9. The draft agreement is attached as Appendix 1 (ECM9832480).

Committee membership

10. One of the matters specified in a Joint Committee Agreement is the membership of the Committee.

[1] LGA 2002 Sch7 Cl 30A

11. The proposed membership is:

    a) One elected representative plus one alternate from the New Plymouth District Council;

    b) One elected representative plus one alternate from the South Taranaki District Council; and

    c) One elected representative plus one alternate from the Stratford Council; and

    d) One appointed representative plus one alternate as agreed across the eight recognised iwi authorities of Taranaki

12. This reflects the direction provided by the Mayoral Forum.

13. In early June 2026, Minister Simon Watts announced an intention to amend the Local Government (System Improvements) Bill (currently before Parliament) to prohibit the delegation of voting rights to non-elected members. Once passed, councils will have six months to review their delegations and appointments before the law change takes effect. This would affect the voting rights proposed for the representative (and alternate) nominated by the eight iwi of Taranaki.

14. As the Bill has not yet been enacted, this report recommends Council proceed with the Mayoral Forum recommendation.

15. A Mayor is deemed to be a member of all committees[2]. Recognising that Mayors may not always be available to attend committee meetings, the Committee Terms of Reference provide for each Council to appoint an alternate member (in addition to the Mayor). The attendance of an alternate ensures that a Mayors absence does not affect the quorum.

Purpose of Committee

16. Local authorities have statutory responsibilities for waste management and minimisation under the Waste Minimisation Act 2008, the Local Government Act 2002, and the Resource Management Act 1991. Collectively, these legislative frameworks require councils to plan, deliver, and oversee waste services in a manner that protects public health, the environment, and community interests.

17. The purpose of the Joint Committee is to collaborate in the delivery of waste minimisation solutions and disposal of waste where there is efficiency and effectiveness in doing so.

[2] LGA 2002 s41A

CLIMATE CHANGE IMPACT AND CONSIDERATIONS / HURINGA ĀHUARANGI

18. Establishment of a Waste Services Joint Committee is an administrative matter. The work of the Joint Committee provides a significant opportunity to strengthen the region’s response to climate change by leading a coordinated, efficient, effective waste management system now and for the future.

19. A joint committee approach provides a stronger platform to align with national climate and waste policy directions and a unified regional voice may improve access to central government funding and support for climate-aligned initiatives.

NEXT STEPS / HĪKOI I MURI MAI

20. Following approval of the Joint Committee Agreement and formal establishment of the Committee South Taranaki District Council (as administering authority) will call the first meeting.

FINANCIAL AND RESOURCING IMPLICATIONS / NGĀ HĪRAUNGA Ā-PŪTEA, Ā-RAUEMI

21. Remuneration and expenses are the responsibility of the member’s nominating organisation. The Administering Authority will be responsible for the remuneration and expenses of appointed iwi representatives with their relevant policy on remuneration of external members.

IMPLICATIONS ASSESSMENT / HĪRANGA AROMATAWAI

22. This report confirms that the matter concerned has no particular implications and has been dealt with in accordance with the Local Government Act 2002. Specifically:
    - Council staff have identified and assessed all reasonably practicable options for addressing the matter and considered the views and preferences of any interested or affected persons (including Māori), in proportion to the significance of the matter;
    - Council staff have considered how the matter will promote the social, economic, environmental, and cultural well-being of communities in the present and the future.
    - Unless stated above, any decisions made can be addressed through current funding under the Long-Term Plan and Annual Plan;
    - Any decisions made are consistent with the Council's plans and policies; and
    - No decisions have been made that would alter significantly the intended level of service provision for any significant activity undertaken by or on behalf of the Council, or would transfer the ownership or control of a strategic asset to or from the Council.

APPENDICES / NGĀ ĀPITIHANGA

Appendix 1 Waste Services Joint Committee Agreement (ECM9832480)

Appendix 2 Waste Services Joint Committee Terms of Reference (ECM9832479)

Report Details

Prepared By:	Julie Straka (Manager Governance)
Team:	Governance
Approved By:	Jessica Stokes (Manager Delivery Sustainability & Infrastructure)
Ward/Community:	District Wide
Date:	22 June 2026
File Reference:	ECM 9832478

---*End of Report* ---

Waste Services Joint Committee Agreement

10.1

1. Parties

- New Plymouth District Council (NPDC)
- South Taranaki District Council (STDC)
- Stratford District Council (SDC)

2. Purpose

The purpose of the Waste Services Joint Committee (WSJC) is to contribute to the planning, implementation, monitoring, and reviewing of waste management and minimisation services across the participating districts.

3. Responsibilities

Local authorities have statutory responsibilities for waste management and minimisation under the Waste Minimisation Act 2008, the Local Government Act 2002, and the Resource Management Act 1991. Under the Waste Minimisation Act 2008, councils must promote effective and efficient waste management and minimisation within their districts, including the preparation and regular review of Waste Management and Minimisation Plans. The Local Government Act 2002 empowers councils to provide waste services and infrastructure, and make bylaws. The Resource Management Act 1991 requires councils to comply with environmental standards, issue resource consents for waste facilities, and monitor and enforce pollution control measures. Collectively, these legislative frameworks require councils to plan, deliver, and oversee waste services in a manner that protects public health, the environment, and community interests.

Local authorities have statutory responsibilities to enable Māori to participate in council decision-making as set out in the Local Government Act 2002, and the Waste Minimisation Act 2008 requires councils to consult with iwi and the wider Māori community when preparing and reviewing Waste Management and Minimisation Plans. This committee will include representation, collectively nominated by the eight recognised iwi of Taranaki.

4. This Agreement records that:

Waste Services Joint Committee

1. **Establishment**: The WSJC is established with effect from XXXX [date once all Councils have adopted agreement] as a Joint Committee of the Parties in accordance with clause 30A of the Local Government Act 2002.

2. **Functions**: The WSJC's primary function is to make recommendations on all matters impacting the planning and delivery of waste services. Specifically, the WSJC will:
    - Develop and implement strategies to reduce waste generation and improve solid waste management across the participating districts.
    - Advise on service contracts, waste disposal and minimisation strategies, and the implementation of each District Council's Waste Management and Minimisation Plan.
    - Facilitate collaboration among stakeholders, including government bodies, businesses, and community organisations, to achieve shared waste minimisation goals.
    - Identify and adopt innovative technologies and practices that support sustainable waste solutions.
    - Advocate on behalf of Taranaki communities to central government and other agencies on waste management and minimisation matters of common interest.

10.1

5. Voting membership

WSJC will consist of the following voting members:

- One elected representative plus one alternate from the New Plymouth District Council – appointed by NPDC;
- One elected representative plus one alternate from the South Taranaki District Council – appointed by STDC;
- One elected representative plus one alternate from the Stratford Council appointed by SDC; and

One appointed representative, collectively nominated by the eight recognised iwi of Taranaki, plus one alternate – appointed through a process agreed by the iwi entities.
In accordance with the Local Government Act 2002, the Mayor is deemed to be an ex officio member of all committees. Recognising that Mayors may not always be available to attend committee meetings, the Joint Terms of Reference provide for each Council to appoint an alternate member. The attendance of an alternate ensures that the Mayor's absence does not affect the quorum.

Each member will have one vote on all resolutions.

Officer representatives
Each council and recognised iwi of Taranaki (through their Post-Settlement Governance Entities) may nominate up to two staff members to support the Committee by providing technical advice and expertise. These officer representatives will be present at meetings and may be granted speaking rights at the discretion of the Chair.

6. Proceedings

WSJC will operate with the following structure:

Chairperson
A Committee member (elected by WSJC in accordance with the Administrating Authority's Standing Orders) will chair meetings and hold the position of Chair for the three year local government triennium.

Deputy Chair
A Committee member (elected by WSJC in accordance with the Administrating Authority's Standing Orders) will be elected Deputy Chair and hold the position for the three year local government triennium.

Quorum
A quorum will consist of half the members if the number of members (including vacancies) is even or a majority if the number (including vacancies) is odd.

Resolutions
WSJC may make recommendations to the New Plymouth, South Taranaki, and Stratford District Councils. All recommendations shall be determined by resolution of the Committee members at a convened meeting of the Committee.

10.1

Timing
Meetings will be held quarterly and on occasions when a need for decision making occurs.

7. Terms of Reference

The terms of reference of the WSJC are attached to this Agreement.

8. Financial Delegations

WSJC does not hold financial delegation. Any financial commitments, including the allocation or expenditure of funds, must be referred to and approved by the respective member councils, New Plymouth, South Taranaki, and Stratford District Councils. The Committee may make recommendations regarding financial matters, but final decisions and authorisations rest solely with each council in accordance with their own policies and procedures.

9. General

Disestablishment
The Committee may only be disestablished by mutual agreement of all members.

Media or public communication
The Chair of the Committee has the responsibility to liaise with the media on behalf of the Committee.

Remuneration of members
Remuneration and expenses are the responsibility of the member's nominating organisation. The Administrating Authority will be responsible for the remuneration and expenses of appointed iwi representatives with their relevant policy on remuneration of external members.

Review and Amendments
The terms of reference will be reviewed every three years in line with the local government triennium or as required. Each new version will be numbered and dated. Each member's nominating organisation must be provided with the opportunity to review and adopt any new version.

10.1

10. Signatures

Signed on behalf of the **New Plymouth District Council** by:

____
Signature

____
Name/Title

Signed on behalf of the **South Taranaki District Council** by:

____
Signature

____
Name/Title

Signed on behalf of the **Stratford District Council** by:

____
Signature

____
Name/Title

Waste Services Joint Committee

Terms of Reference

1. Purpose

The Waste Services Joint Committee (WSJC) is a joint committee of the, New Plymouth, South Taranaki and Stratford District Councils whose purpose is to coordinate and oversee the effective management of solid waste and the implementation of waste reduction initiatives. WSJC aims to collaborate in the delivery of waste minimisation solutions and disposal of waste where there is efficiency and effectiveness in doing so. 10.2

2. Objectives

- To develop and implement strategies for reducing waste generation and improving solid waste management.
- To advise on the services contracts, waste disposal and minimisation strategies and implementation of the District Councils' Waste Management and Minimisation Plans.
- To facilitate collaboration among stakeholders, including government bodies, businesses, and community organisations.
- To identify and adopt innovative technologies and practices for sustainable waste solutions.
- To advocate on behalf of Taranaki communities to central government and other agencies on waste management and minimisation where there are matters of common interest.

3. Membership

Voting membership
WSJC will consist of the following voting members:

- One elected representative plus one alternate from the New Plymouth District Council;
- One elected representative plus one alternate from the South Taranaki District Council; and
- One elected representative plus one alternate from the Stratford Council; and
- One appointed representative plus one alternate as agreed across the eight recognised iwi authorities of Taranaki.

Each member will have one vote on all resolutions.

Officer representatives
Each council may nominate up to two staff members to support the Committee by providing technical advice and expertise. These officer representatives will be present at meetings and may be granted speaking rights at the discretion of the Chair.

4. Meetings

Administering Authority
The South Taranaki District Council is the administering authority for WSJC. The meetings of the Committee will be run in accordance with the Administrating Authority's Standing Orders, Code of Conduct and the Local Government Official Information and Meetings Act 1987 will apply.

Chairperson
A Committee member (elected by WSJC in accordance with the Administrating Authority's Standing Orders) will chair meetings and hold the position of Chair for the three year local government triennium.

Deputy Chair
A Committee member (elected by WSJC in accordance with the Administrating Authority's Standing Orders) will be elected Deputy Chair and hold the position for the three year local government triennium.

Quorum
A quorum will consist of half the members if the number of members (including vacancies) is even or a majority if the number (including vacancies) is odd.

Timing
Meetings will be held quarterly and on occasions when a need for decision making occurs.

5. Roles and Responsibilities

- Regularly report back to the New Plymouth, South Taranaki and Stratford District Councils and iwi of Taranaki (through Post-Settlement Governance Entities) on matters discussed at WSJC meetings.
- Make recommendations in relation to services contracts, waste disposal and minimisation strategies for consideration by the member's nominating organisation.
- Make recommendations in relation to the District Councils' Waste Management and Minimisation Plans for consideration by the member's nominating organisation.
- Manage and/or disperse monies as provided for by the New Plymouth, South Taranaki or Stratford District Councils.
- Review and monitor the implementation of waste management initiatives.
- Evaluate the effectiveness of waste management programs and make recommended improvements as needed.

6. General

Disestablishment
The Committee may only be disestablished by mutual agreement of all members.

Media or public communication
The Chair of the Committee has the responsibility to liaise with the media on behalf of the Committee.

Remuneration of members

Remuneration and expenses are the responsibility of the member's nominating organisation. The Administrating Authority will be responsible for the remuneration and expenses of the appointed iwi representative within their relevant policy on remuneration of external members.

Review and Amendments

The terms or reference will be as required. Each new version will be numbered and dated. Each member's nominating organisation must be provided with the opportunity to review and adopt any new version.

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) Patterson Road Extension Proposed Delivery

i) The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. This particular interest being protected under section 7(2)(b)(ii) of the Act.

ii) The withholding of the information is necessary to enable the Council to carry out, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). This particular interest being protected under section 7(2)(j) of the Act.

b) Joint Chief Executive KPI's (2026/2027)

i) The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons. This particular interest being protected by section 7(2)(a) of the Act.

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

COMPLIANCE	
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: 1. Exclude the public. 2. Not exclude the public.

Recommendation	This report recommends **Option 1** 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.

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 matters.

Report Details

Prepared By:	Carol Allen (Governance Advisor)
Team:	Governance
Approved By:	Julie Straka (Manager Governance)
Ward/Community:	District Wide
Date:	7 July 2026
File Reference:	ECM 9819276

--*End of Report* ---

CLOSING

The chairperson, or a person authorised by the chairperson, may make a statement to close the meeting.