



A place for everyone

COLLABORATING FOR ACTIVE SPACES & PLACES

Taranaki

A strategy & framework for the provision
of spaces and places for sport, active
recreation, and play in Taranaki

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Acknowledgment and thanks to NPDC, SDC, and STDC for supplying photos for this document.



Foreword

This refreshed Collaborating for Active Spaces and Places Strategy signals a point of maturity in how partners collaborate and work together in Taranaki.

An updated and agreed approach to spaces and places provision for play, active recreation, and sport that is based on evidence and is pragmatic comes at a time when councils, funders, the sport and recreation sector, and ultimately the participant are feeling the burden of an economic downturn. Fiscally prudent decisions and collaborative solutions to facility challenges are more important than ever.

Along with considering the changing needs of the participant, this iteration of the Strategy considers spaces and places that support active recreation, and play alongside sport, seeks to explore mana enhancing relationships with mana whenua, and considers the role the Strategy can play in advocating for better environmental outcomes.

Sport New Zealand Ihi Aotearoa (Sport NZ) aims to inspire New Zealanders to develop a life-long love of participating in play, active recreation, and sport. Above all, we want to see “Every Body Active”. Sport NZ has long been an advocate for locally-led development of spaces and places for play, active recreation, and sport that provide quality experiences for communities. Working alongside our Regional Sport Trust and National Sport and Recreation Organisation partners, we are committed to supporting local government and others involved in the planning, funding, development, and provision of more affordable, well-utilised, and sustainable spaces and places. We know this is a critical enabler for physical activity and community wellbeing.

We also know that levels of physical activity are in decline and yet people want to be more

active and have access to a broader range of physical activity experiences. This is more marked for some communities and age groups than others. The decline in physical activity levels is due to a range of social, economic, technological, political, and environmental factors, only some of which we can influence. Fortunately, providing quality experiences for people in your communities is something we can influence together.

Taranaki continues to lead the way in having community funders at the table alongside councils as key enablers of spaces and places provision and ensuring a complementary network approach. The alignment with the Taranaki Different & Better project further highlights that quality spaces and places provision sits hand-in-hand with a sustainable play, active recreation, and sport delivery system to ensure the participant can access quality physical activity experiences.

The ultimate goal of the Collaborating for Active Spaces and Places Strategy is to ensure all parties are better informed of community needs and have shared vision of best practice provision. It's encouraging to see this new Strategy is further refined and simplified and provides a high-level strategic approach and decision-making framework for spaces and places provision. It promotes a collaborative approach, both strategically and operationally, and a shared understanding of the system pressures, progress, and priorities to help guide Councils and funding agencies in their decision making.

Sport NZ acknowledges and applauds all the Councils, funders, and Sport Taranaki for their continued leadership in this area and we look forward to continuing to support the Strategy implementation.



Julie Morrison

General Manager Strategy, Policy & Investment
Sport New Zealand Ihi Aotearoa / July 2023



1.0 Introduction

Being active is an important part of healthy lifestyles for young and old alike. While the physical benefits of regular activity are widely recognised, the importance of sport, active recreation and play to mental, social, and spiritual health is increasingly acknowledged as making a significant contribution to the wellbeing of individuals and communities. Taranaki has an opportunity to leverage these benefits through its unique environment (Te Taiao) that embraces our mountain (Maunga Taranaki), land (whenua), rivers (awa) and sea (moana).

32% of adults in Taranaki meet the recommended guidelines of 30+ minutes of physical activity, 5 days per week. This ranks Taranaki as the 5th lowest region in NZ for adult physical activity

(Sport NZ, Active NZ survey, 2021)

44.8% of NZ adults 65+ are physically active, however in Taranaki only 35.2% of adults 65+ are physically active

(MoH, NZ Health Survey, 2017-20)

The provision of appropriate facilities - spaces and places - is a critical component in ensuring that we are all able to realise our physical activity aspirations and ambitions, maintain our health, and strengthen our communities.

Challenges in developing and maintaining fit for purpose, sustainable, and accessible spaces and places necessitate the development of new approaches.

Challenges include:

- The duplication of provision exacerbated by a large number of single use facilities,
- Lack of and increased burden on volunteers.

- Changes in traditional sport participation trends and membership models.
- Increasing costs to build and maintain.
- Changing funding environment.
- Aging network.

The funders and enablers, of sport, active recreation and play are increasingly seeking to ensure that the limited resources available are used effectively and efficiently in providing the best possible outcomes for communities and the greater Taranaki region.

Overcoming the challenges requires everyone to work together for the greater good. Enablers, such as councils and funding organisations are encouraged to work together to share information on parks, reserves, active recreation and sport developments, to discuss and agree aspirations, to set priorities and make decisions. Communities and sector organisations need to consider facility solutions that may include “hubbing” with others and/or repurposing of existing facilities.



Commitment from all stakeholders to the strategy and framework is critical to achieving success. As such, this strategy and framework recognises the mandate of individual organisations and provides for their autonomy, their requirements to comply with statutory regulations and their decision making processes, while promoting the greater good across the region.

The purpose of this strategy is to provide a pragmatic process for funders and enablers to share information, understand needs, set priorities, and make decisions on resource allocation. Additionally, it sets out clear processes and key considerations for communities and applicants to develop quality projects and achieve success in addressing their facility challenges.

The processes outlined in the strategy are intended to become the default “go to”, the point of reference for funders, enablers, and the sector in seeking facility solutions. Through implementing this collaborative approach, we will ensure the limited resource and investment available is more effectively applied. This will deliver a more connected sector in Taranaki, a progressive shift from large numbers of single use facilities towards sustainable, multi-use spaces and places, and better meet the needs of communities across the Taranaki region.

By closely aligning Collaborating for Active Spaces and Places Taranaki with the Taranaki Different & Better project, we are in a unique position in Aotearoa New Zealand in being able to deliver an integrated people

and facilities solution for the Taranaki sport, active recreation and play sector.

This review has been developed through input from strategy partners, the sector and wider community in Taranaki. As writers of this strategy we are grateful to all our funders, enablers, sport, active recreation, play and other individuals and organisations for their contribution.

Note: Facilities in the context of this strategy are defined as buildings, spaces and places and environments where sport active recreation and play are planned to occur.



2.0 Background

This strategy, its framework and processes seek to review, refine, and build on the previous iteration - *Taranaki Regional Sports Facilities: A Strategic Approach to Future Planning (2018)*.

The 2018 strategy enabled significant achievements in facility development in Taranaki.

These include:

- Employment of operational resources through the Sport Taranaki Spaces & Places Lead,
- Launching the Taranaki Facilities Steering Group consisting of stakeholder representatives to review and provide feedback on facility proposals
- The development of the Future Focus Fund (through Toi Foundation resourcing) to support sector organisations in exploring the best solutions to their facility challenges.

Note: The 2018 strategy also contains a detailed analysis of specific code needs which remain relevant and are not within the scope of this review. For code by code analysis please refer to the 2018 strategy at <https://sportnz.org.nz/resources/taranaki-regional-sports-facility-strategy/>

Through review and evaluation of existing facility development leadership structures, stakeholder practices, decision making processes and systems, including their alignment to the existing Strategic Approach, this second iteration of a spaces and places strategy for Taranaki seeks to:

- Strengthen spaces and places leadership that engages all stakeholders in collaborating for the greater good of the Taranaki region, while maintaining their organisational autonomy;
- Refine a framework to allow priority projects to be identified and guide decision making to ensure optimal use of resources in providing sustainable sport and active recreation facilities in Taranaki;
- Promote and support sharing of information and development of play strategies across regional, district and local level facilities; and

- Develop processes that are clear, efficient, and effective for funders, enablers, communities, and sector organisations, and ensure support and guidance for these groups.
- Seek to enhance mana whenua partnerships in the provision of spaces and places.

This strategy has been informed by:

- Literature review of local, regional and national documents relating to spaces, places and facility planning and provision for sport and active recreation.
- Interviews with stakeholders, Steering Group members, funders, enablers, and sector organisations;
- Analysis of Taranaki demographics, sport and active recreation sector trends and data,
- Evaluation of current practices, processes and tools; and
- Local knowledge of the consultants.

The scope of this strategy covers spaces and places for sport, active recreation and play and for the purposes of this strategy, the following Sport NZ definitions should be noted;

Sport has institutionalised rules, competition, and conditions of play. It has a formalised structure and a recognised body at a local club, regional, and/ or national level. Participation in sport is typically defined by competition between people or teams.

Active Recreation is non-competitive physical activity for the purposes of wellbeing and enjoyment.

Play is intrinsically motivated, personally directed, freely chosen, fun, accessible, challenging, social and repeatable.

2.1 Let's be Playful – the Place of Play

Play and active recreation contribute significantly to individual and community wellbeing and, unlike sport, generally occur informally and in particular within parks and open spaces. Many of these settings are the responsibility of councils and schools.

This strategy recognises and acknowledges the role of district and regional councils and schools as owners and/or administrators of the majority of settings in which most play and active recreation occurs and their mandate in delivering positive experiences for their communities within regulatory frameworks. There are other existing community processes that establish aspirations and priorities around sport, active recreation and play developed through Reserve Management Plans, Open Space Sport and Recreation Strategies and the like that will inform this strategy and associated decision-making.

The role of play at regional, district and local level will be considered through active sharing of information as strategies are developed and projects that evolve from those strategies are implemented.

In supporting healthy communities, councils are encouraged to develop Parks and Open Spaces (or similar) strategies that prioritise and plan for social infrastructure which will enable and encourage playful environments and active communities.

Such strategies could include (but are not limited to) a focus on:

- Improving the play and active recreation value of amenities, parks, and open spaces;
- Improving accessibility to play and recreation, including neighbourhood “within a walk” opportunities;
- Linking and connection of active recreation and transport corridors in urban and rural communities such as walkways and cycleways;
- Opportunities for cultural expression and integrating mana whenua values and narratives.

While play and much active recreation is primarily in the environment of and the responsibility of councils, all organisations are encouraged to think about and look for ways to integrate, connect or provide new informal physical activity opportunities when working on existing or future facility projects.





2.2 Taranaki Different & Better

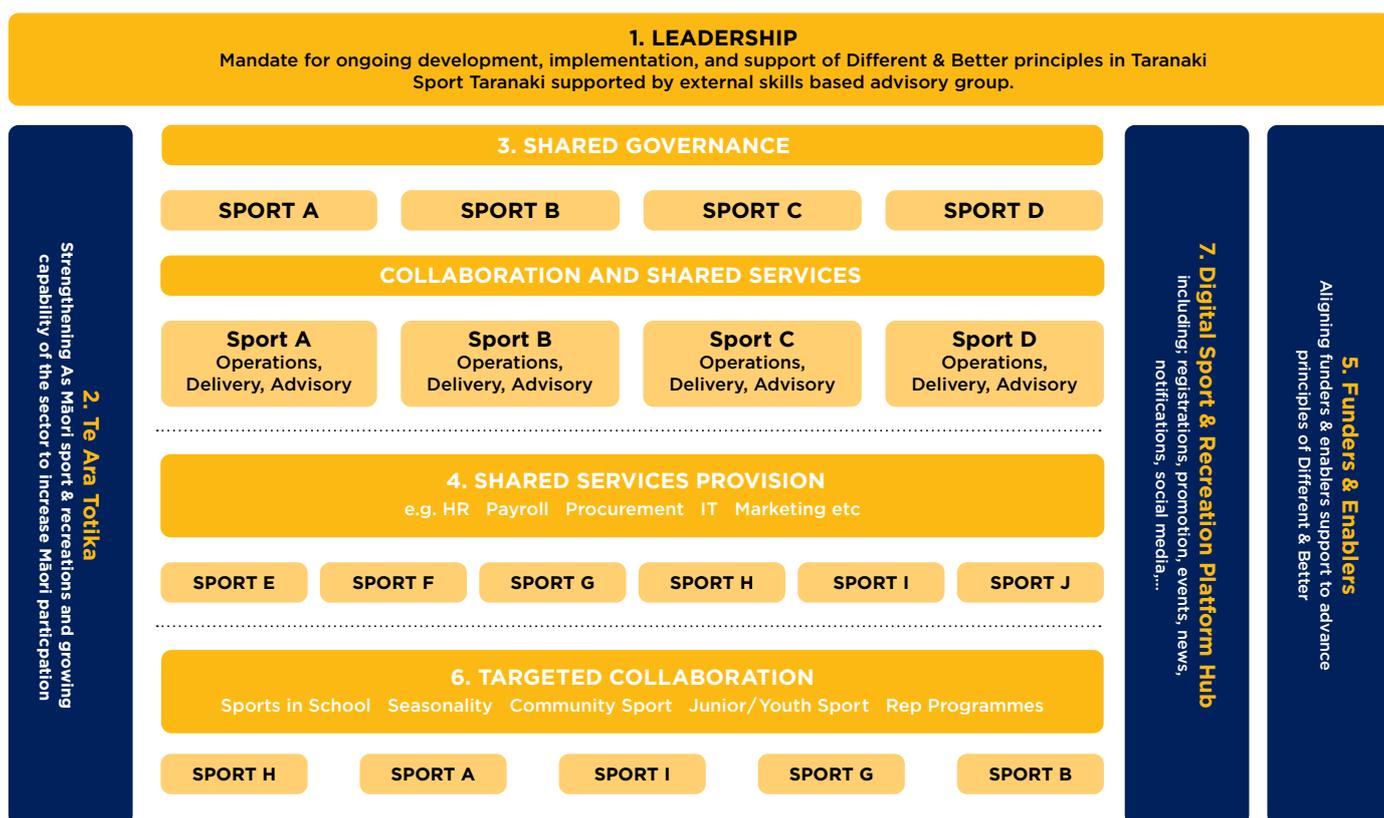
Taranaki Different & Better is a change management project that looks at the ‘people systems’ in sport and active recreation. The project seeks to increase quality experiences by encouraging collaboration between sports codes and developing participant centred programmes and tools.

It is important that when facilities are built or

upgraded the people structures and management systems that run the facility are considered. Ensuring that effective governance and operational structures are implemented will be critical to ensuring that community use is fully optimised.

Taranaki Different & Better consists of seven related workstreams represented in the diagram below.

Taranaki Different & Better



When applied together, Taranaki Different & Better and Collaborating for Active Spaces and Places, Taranaki, present a powerful opportunity to provide integrated people and facility solutions that will

serve the region and our communities well in the future. For more information about the Taranaki Different & Better framework please visit the Sport Taranaki website.



2.3 Quality Spaces and Places Planning

Quality planning is essential to ensuring life-long sustainability and optimal use of sport and active recreation facilities. Often those with facility challenges skip straight to design and build without fully considering the options and opportunities, the feasibility of initial concepts and the operational models essential for delivering the most viable and achievable outcomes for community participation in sport and recreation.

Sport NZ's Sporting Facilities Framework identifies key facility planning and design elements with the aim of achieving a greater proportion of facilities that are affordable, efficient, effective, and sustainable in delivering more sport, active

recreation and play opportunities for New Zealanders.

This strategy embraces these principles and builds on them in the application of the Framework

Sport NZ's Facilities Principles



For more information about the framework go to:
<https://sportnz.org.nz/media/1411/nz-facilities-framework.pdf>



2.3 Quality Spaces and Places Planning

Sport NZ's Facilities Lifecycle



1. CONCEPT



Clearly identify need and provide supporting evidence, including consideration of the wider context of the Taranaki spaces and places network. Explore options including repurposing existing facilities, multi-use and partnering with others. For regional level facilities or facility development projects above \$200,000 it is desirable that an independent feasibility study is undertaken.

2. PLAN



Establish working group, confirm preferred option, develop business case, engage potential partners and funders, consult mana whenua and enablers, identify risks, whole of life costs, ownership, governance and operating models.

3. DESIGN



Develop detailed design and costings, establish funding plan, confirm governance and ownership, obtain consents.

4. BUILD

Construction phase.



5. OPERATE

Manage and maintain the facility, optimising use with effective operating model.



6. IMPROVE

Continually evaluate, build on learnings and respond to emerging needs.



It's vital to consider the Framework Principles in each stage of the facilities lifecycle.

The Sport New Zealand - Facility Planning Tool

The Facilities Planning Tool is a national digital inventory of facility provision that Regional Sports Trusts, Councils, and planning consultants can have access to for planning or updating purposes. This tool supports the regional planning process by

providing the ability to see information and visual mapping of facilities relevant to your customised search requests. The facilities tool is free to use, and it is recommended that partners to the strategy register to have access to the facilities tool to enable access to visual mapping and to maintain accurate up to date information about Taranaki sport, active recreation and play facilities.



2.4 Te Tiriti Partnership Approach

It is critical to identify and engage mana whenua in spaces and places development. The planning process should prioritise the inclusion of Māori perspectives (Te Ao Māori), knowledge (matauranga), practices (tikanga), and wellbeing aspirations as determined by mana whenua.

This can be achieved through:

- From the outset ensuring Māori knowledge is included at every stage of the process. Identifying the right people at the right level(s) and providing for Māori to define for themselves how they want to be involved (which could include not being involved),
- Ensuring the partnership approach is consistently maintained and mana enhancing throughout the project,
- Valuing what mana whenua bring to the project as skilled experts alongside planners, engineers or architects and ensuring their knowledge is sought in good faith.

Note: Councils generally have engagement channels with mana whenua and can provide advice and support to community organisations in this regard.

Consideration should also be given to;

Te Taiao – the natural environment

- Understanding the significance, to Māori, of the relationship between people and land (whenua), water (wai), climate (ahuarangi) and living beings (koiora).
- Acknowledging the significant role that Māori play in the care and protection of the whenua.
- Zero or low impact approaches to energy, water, and waste management,
- Focus on the use of sustainable materials.

Whakapapa – identity and connection

- Recognising and providing for the relationship of mana whenua to mountains (maunga), rivers (awa), and other cultural sites of significance,
- Acknowledging and educating about traditional stories and whakapapa through design, art, and cultural panels,
- Creating spaces that provide for and foster community and whānau togetherness,
- Integrating and making visible mana whenua values and narratives,

Mana Motuhake – Māori self-determination

- Including te reo Māori in names, places, and signage, ensuring they have a deeper meaning beyond a direct translation to ensure the story is reflected in the names.
- Creating spaces that allow for the presence and practice of iwi, hapū, mana whenua.

Manaakitanga – hospitality and mutually beneficial relationships.

- Providing spaces to meet, greet and eat including kitchens and communal spaces,
- Providing defined entrances and gateways.

Wairua – spiritual wellbeing and good health

- Creating an environment that encourages rest and contemplation,
- Providing a space that is spiritually uplifting.

3.0 Taranaki Values & Principles

The values reflected here will guide this strategy towards our common purpose, while the principles guide the way in which partners work to make quality decisions and uphold the integrity of the strategy.

We VALUE processes and facilities that promote:

COLLABORATION

- Engaging early with key stakeholders.
- Seeking partnerships with other organisations.
- Working together in the reduction of duplication and the creation of efficiencies.

ACCESSIBILITY

- Ensuring all people have access to physical activity opportunities.
 - Considering all the demographic and cultural diversities within communities.
- Focusing on programming and activation activities in a way that reduces barriers for users

SUSTAINABILITY

- Understanding of whole of life costs at the outset.
- Implementing environmental sustainability practice.
- Remaining relevant over time as trends and communities change.



The PRINCIPLES that guide our work and inform decision making are:



GREATER GOOD

Greater good drives this mahi.



UNITY IS STRENGTH

Unity is strength, a regional strategy which all funders and enablers endorse and apply in their setting.



COLLABORATION

Collaboration between funders and enablers serves to optimise the use of available resources - the whole is greater than the sum of the parts.



LEADERSHIP

Leadership that supports the sector in the effective development of solutions to spaces and places challenges creates equity and easy pathways for organisations and volunteers.



TE TIRITI PARTNERSHIP

Te Tiriti Partnership Approach recognises the principles by which Māori worldview (Te Ao Māori), knowledge (Matauranga) and tikanga (practices) are included in the planning, design and implementation of Collaborating for Active Spaces and Places - Taranaki.



PRIORITISATION

Prioritisation of spaces and places projects and solutions that:

- address an identified need,
- are well planned,
- environmentally and economically sustainable, and
- accessible to people of all ages, genders, ethnicities, and abilities;
- are well-utilised
- explore repurposing, consolidation, collaboration and sharing with other organisations in developing multi-use facility solutions;
- promote social connection, community resilience and wellbeing through sport, active recreation, and play; and
- contribute to the Taranaki facility network and are aligned to related plans



SIMPLIFICATION

Simplification of the strategy - for funders, enablers, community and sector organisations and their volunteers.



4.0 Leadership

Successful implementation of Collaborating for Active Spaces and Places - Taranaki requires formal leadership at organisational, strategic, and operational levels. It is critical that all stakeholders are committed to, and are engaged in, the leadership of this strategy – its framework and approaches.

4.1 Organisational Leadership. A regional strategy is only effective when all stakeholders, in particular funders and enablers of spaces and places development in Taranaki, endorse and apply the strategy within their individual organisations.

Stakeholders need to adopt the Values, Principles Framework and processes embodied within Collaborating for Active Spaces and Places – Taranaki, and make every endeavour to apply these in their organisational setting and to identify champions / leaders to represent their organisation in the strategy.

4.2 Strategic Leadership. Strategic leadership is a critical factor in achieving the best outcomes for spaces and places development. This function is currently provided by the Taranaki Regional Sport and Recreation Facilities Steering Group (TRSRFSG) which is replaced by the **Taranaki Facilities Consortium (TFC)** in the refreshed strategy.

TFC will comprise of key stakeholders that are party to the Collaborating for Active Spaces and Places Taranaki Memorandum of Understanding (MOU), a position available for iwi representation, at the discretion of Taranaki Iwi Chairs, and a channel for Taranaki Different & Better to inform its work.

Through a terms of reference, TFC will be responsible for receiving Facility Challenge Submissions, the prioritisation of projects and decision making within the framework.

A key component in this strategy is reducing duplication and ensuring the limited funding available is applied sustainably. **The Taranaki Funders Forum (TFF)** will provide greater visibility across projects seeking support throughout Taranaki, in particular for facility challenges that fall outside the triggers for TFC endorsement, and thus further inform the work of TFC.

4.3 Operational Leadership. Many of those charged with meeting facility challenges in the sport, active recreation and play sector are volunteers or administrators with little experience and expertise in facility development. To align with the strategy and achieve best outcomes, they require expert support in navigating the challenges.

The Future Focus Fund, previously resourced by Toi Foundation, administered by Sport Taranaki, and delivered by a network of local consultant expertise, is a good example of successful current practice in addressing the need for practical support of community volunteers and organisations to ensure they are 'fit for facility projects'.

Sport Taranaki, through the Sport Taranaki Spaces & Places Lead, is the organisation best placed to deliver operational leadership and support to funders, enablers, and sector organisations utilising the strategy and framework.



Organisational Leadership

Stakeholder Leads

New Plymouth District Council, Stratford District Council, South Taranaki District Council, Taranaki Regional Council, Toi Foundation, NZ Community Trust, Taranaki Electricity Trust, Sport Taranaki, Sport New Zealand also Venture Taranaki, others as identified



Strategic Leadership

Taranaki Facilities Consortium

New Plymouth District Council, Stratford District Council, South Taranaki District Council, Taranaki Regional Council, Toi Foundation, NZ Community Trust, Taranaki Electricity Trust, Sport Taranaki, Sport New Zealand also Venture Taranaki, Iwi



Taranaki Funders Forum

Toi Foundation, NZ Community Trust, Taranaki Electricity Trust, others as identified

Taranaki Different & Better advisory panel

Operational Leadership

Sport Taranaki

Spaces and Places Lead
Taranaki Different and Better Lead

Partner Organisations



5.0 Taranaki Regional Facilities Framework

The Taranaki Regional Facilities Framework defines a hierarchy of facilities and provides a template that determines how TFC and the sector may determine the best ways forward in meeting facility challenges. The Framework is designed to deliver greater good for the Taranaki region, avoiding duplication, promoting collaboration and sustainability, while acknowledging and providing for the autonomy of stakeholder organisations to work in supporting their individual mandates and communities.

This Framework provides triggers for TFC involvement and / or endorsement in projects and criteria for optimising developments that can be used to inform TFC decision making and prioritisation.

Taken together with the process diagram for securing support for spaces and places projects, the Framework provides a clear pathway and process for both TFC and the sector in developing optimal solutions when faced with facility challenges.

Taranaki Regional Facilities Framework

Hierarchy Levels	Definition	TFC oversight	Prioritisation Criteria	Identified Taranaki Facilities
International	Capable of hosting international championship and spectator events in one or more sport or activity.	TIER 1 <ul style="list-style-type: none"> Requires TFC review Independent Feasibility Study recommended for developments over \$200,000 	Essential <ul style="list-style-type: none"> Identified need Landowner engagement Mana enhancing Hapū / iwi engagement Improved Accessibility Partnering with others / hubbing Impact on the environment Multi-use spaces and optimising utilisation 	See Appendix 1: Identified International, National, Regional facilities in Taranaki for guidance.
National	Capable of hosting national championship or spectator events in one or more sport or activity,			
Regional	Capable of hosting inter-regional events in one or more sport or activity,			
District	In the main, provides a sport, active recreation or play facility for participants across a region or within a regional district.	TIER 2 Triggers for TFC involvement and/or endorsement <ul style="list-style-type: none"> Scale – projects over \$50,000 and not part of an already approved LTP, RMP already completed community consultation or Codes or activities with declining participation or There is potential for collaborating with other groups. Any project that fit the criteria above, requires TFC visibility via a Facilities Challenge Submission.	Desirable <ul style="list-style-type: none"> Alignment with national regional network plan (declining participation) Emerging and growth demographics i.e. Māori youth NSO/ RSO endorsement Grassroots to Elite pathway 	Quality planning for Spaces & Places <ul style="list-style-type: none"> Key planning steps: <ul style="list-style-type: none"> Concept Plan Key project steps: <ul style="list-style-type: none"> Design Build Operate Improve
Local	In the main , provides a sport, active recreation or play facility for participants in a local setting			



6.0 Securing support, guidance and funding for Spaces and Places projects

Endorsement of your project by Taranaki Facilities Consortium (TFC) may be required by funders considering applications for grants supporting your spaces and places project via a Facilities Challenge Submission.

This process is designed to ensure your project has the best chance of success and provide clarity on:

- i) the expectations of funders;
- ii) how to engage with TFC to obtain endorsement; and
- iii) how to access expert support.

TFC will consider your submission and provide advice on the next steps. There is expert support available through TFC to ensure your facility project has the best chance of success.

Included in the process is a Facilities Information Tool (FIT) which provides easy guidance on the information you need to provide when making a Facility Challenge Submission to TFC.

Note: Landowner engagement: It is critical to engage with the appropriate landowner and/or administrator of the land on which your facility will be located prior to developing detailed plans. In many instances the landowner/administrator will be local and/or regional Council. If the land is a park or reserve the landowner may be hapū/iwi (out of Land Settlement legislation) with administration by Council, DOC or Regional Council. Landowner engagement will be a key criteria for TFC in considering your project for further support.

The process diagram below will help you through the required steps for progressing your project.

Do I need to engage with the Taranaki Facilities Consortium (TFC)?



- Is your project associated with an international, national, or regional sport, active recreation or play facility or
- Does your activity have declining participation numbers or
- Is there potential for collaborating with other clubs or groups in your project or
- Is the total cost of your project greater than \$50,000?

NO

If you answered **NO** to **all questions**, proceed directly with the planning, design, and funding of your project. (Note that funders will share details of your application with the Taranaki Funders Forum). Remember, the Spaces and Places Lead at Sport Taranaki is still available to help with advice and guidance.

YES

If you answered **YES** to **one or more questions**, you need to engage with TFC to progress your project with funders and enablers.

If you answered yes to one or more of the above questions, the actions you will need to submit your facility challenge to TFC to access support and endorsement that will give your project the best chance of success with funders and enablers. Use

the Facilities Information Tool (FIT) available through the Sport Taranaki website to do this. The questions on the next page of this section will help you prepare for completing your submission.



After TFC have considered your submission, they will respond outlining the next steps which may:

- ask for more information,
- direct you to the landowner for approval / endorsement of your project,
- require engagement with iwi and/or hapū as mana whenua
- link you with expert advice, to move your project forward,
- require you to undertake more planning (funding may be available on application),
- endorse your project to move to the planning stage with detailed design,
- endorse your project to apply directly to funders,
- not endorse your project and provide reasons for the decision and advise on alternative solutions.

If required, Sport Taranaki, through the Spaces and Places Lead will provide support for you in addressing any of the above requirements from TFC. Once you have appropriately responded to TFC requirements, you will re-submit to TFC who will reconsider your submission and again advise on next steps.

The following questions will help you prepare your initial submission to TFC through the Facilities Information Tool and ensure your submission has the best chance of gaining endorsement.

It's important to note that there are a range of possible solutions to facility challenges that can be explored such as:

Identifying other facilities within the network, partnering or hubbing with schools or other clubs/ activities, modifying delivery models, improving existing facilities, repurposing other facilities, or developing new.

Considering and preparing answers to the following questions will help you provide information required by TFC:

- How have you identified the need for this project? Who will benefit from your project? Have you completed a needs assessment?

- What challenges are you trying to provide solutions for with this project?
- Can you outline the consultation and approval you have received from the appropriate landowner (local or regional authority and/or private landowner)?
- Is your project part of an Adopted LTP and RMP and/or other strategic document - if so reference this?
- Have you identified iwi and/or hapū interest as mana whenua and describe any engagement to date?
- Does your project consider duplication with other facilities or similar organisations nearby?
- What other partners could potentially be involved in benefitting through collaboration, amalgamation, hubbing and repurposing?
- Does your project have the support of any RSO/ NSO or other regional or national body with a mandate for your sport or recreation activity?
- How might you incorporate opportunities for active recreation or play into your facility and this project?
- What opportunities exist for wider community use of your facility that can be included in this project?
- How does your project take into account trends and demographics of your sport, active recreation or play activity in the region?
- What environmental impacts and/or environmental sustainability measures have been considered as part of your project?
- What thinking have you done towards the management and operational models you might implement as part of this project?
- Have you considered the ongoing operational costs associated with your facility and how do you plan to meet these so that the facility is sustainable?

The review outcome does not guarantee funding for the next phase as funders have their own independent funding policies. However, this process allows your project to be seen by local funders simultaneously and your response letter can be used to support funding applications should community funding be needed to progress any stages of the project

7.0 Recommendations

1.0 Organisational Leadership.

It is recommended that;

- 1.1 Key stakeholders, as members of the Taranaki Facilities Consortium, appoint a champion / leader of the strategy within their individual organisations and
- 1.2 This strategy is supported by an MOU / Partnership Agreement between key stakeholders.
- 1.3 Through the MOU, stakeholder organisations adopt and advocate for the Values, Principles and processes embodied in Collaborating for Active Spaces and Places – Taranaki and make every endeavour to apply these in their organisational setting.
- 1.4 Partners to the strategy, register to have access to the Facilities Planning Tool to enable access to visual mapping and to maintain accurate up to date information about Taranaki sport, active recreation and play facilities.

2.0 Strategic Leadership.

It is recommended that;

- 2.1 Taranaki Regional Sport and Recreation Facilities Steering Group (TRSRFSG) be replaced by the Taranaki Facilities Consortium (TFC) consisting of the organisational leaders of individual stakeholder organisations party to the MOU.
- 2.2 TFC members would include; New Plymouth District Council (NPDC), Stratford District Council (SDC), South Taranaki District Council (STDC), Taranaki Regional Council (TRC), Sport Taranaki (ST), Toi Foundation (TF), New Zealand Community Trust (NZCT), Taranaki Electricity Trust (TET), Venture Taranaki (VT) and any other agencies such as Sport NZ as determined by the TFC.
- 2.3 A position on TFC is made available for iwi representation, at the discretion of Taranaki Iwi Chairs Forum.

- 2.4 TFC establish a formal channel for Taranaki Different & Better to connect to and inform its work and achieve effective integrated people and places solutions.
- 2.5 TFC be primarily responsible for receiving facility challenge submissions, the prioritisation of projects and decision making within the strategic framework.
- 2.6 The leadership and implementation of the strategy should be funded through a combination of;
 - 2.6.1 Current and future Sport NZ Spaces & Places investment,
 - 2.6.2 Contributions from partners to the MOU based on a per capita rate to District Councils and set levy to other partners.
- 2.7 TFC develop Terms of Reference to include;
 - 2.7.1 Election of an independent chairperson, and development of independent branding.
 - 2.7.2 A MOU / Partnership Agreement binding TFC partners to the approaches of Collaborating for Active Spaces - Taranaki,
 - 2.7.3 A communication and education plan for the sector including establishing TFC as the first point of engagement for organisations exploring solutions to facility challenges,
 - 2.7.4 Processes for engaging iwi and hapū as mana whenua where appropriate,
 - 2.7.5 Resourcing the work of TFC,
 - 2.7.6 Meeting protocols including receiving reports from Taranaki Funders Forum (TFF),
 - 2.7.7 Explore future funding models for sport, active recreation and play facilities in Taranaki, including maintaining a regional facility rate (see Far North model).





2.8 TFC adopt the Taranaki Facility Framework embedded in Collaborating for Active Spaces and Places – Taranaki to guide prioritisation and decision making.

2.9 Sport Taranaki provide operational and administrative services as required and resourced by TFC partner organisations. Including the development of the Facilities Information Tool to ensure a streamlined Facility Challenge Submission process for organisations

2.10 Development of a comprehensive communication and education programme into the sector through operational support.

2.11 A Taranaki Funders Forum (TFF) is established to inform the work of the TFC and optimise funding outcomes. TFF to include representatives from Toi Foundation, NZCT, TET and other funders as determined from time to time. The TFF would:

2.11.1 share information on facility projects and grant applications, in particular applications under \$50k that fall outside TFC scope, to avoid duplication and maximise funding outcomes,

2.11.2 report to the TFC,

2.11.3 develop and adapt processes to support its function and improve the experience for volunteers and the sector, including common / shared application models or parts thereof.

2.12 Review this strategy in alignment with the next Councils Long Term Planning cycle.

3.0 Operational Leadership. It is recommended that;

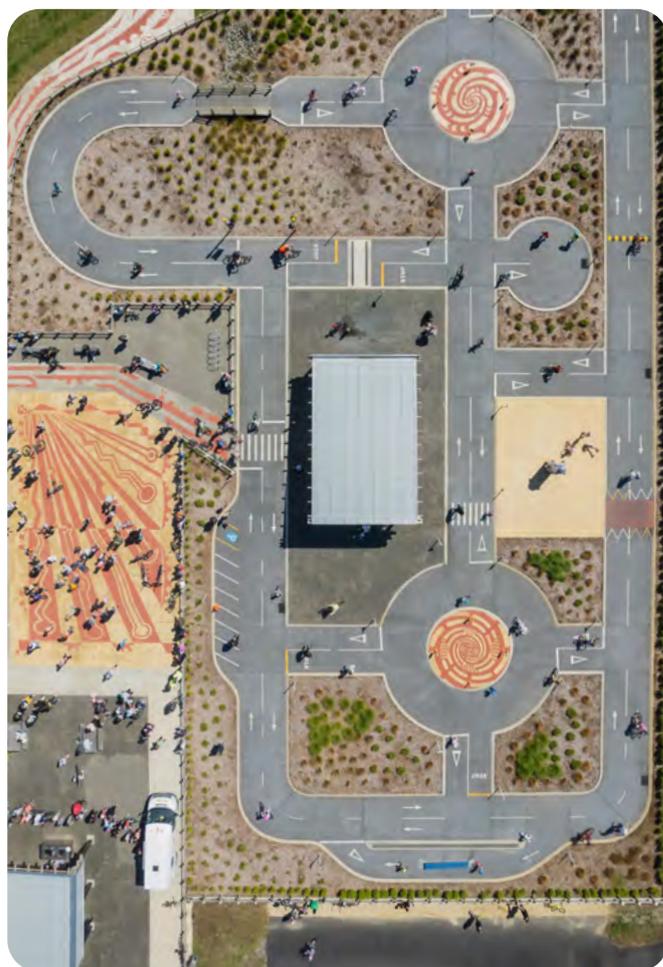
3.1 Sport Taranaki is the organisation best placed to deliver operational leadership and support to funders, enablers, and sector organisations in aligning with the

strategy, including communication and education leadership.

3.2 This operational leadership is delivered through the Sport Taranaki Spaces & Places Lead, including an implementation plan for Collaborating for Active Spaces and Places - Taranaki monitored by TFC.

3.3 The strategy is effectively engaged with the leadership and delivery of Taranaki Different & Better, providing collaborative facility and people solutions.

3.4 The Future Focus Fund, or a similar model as determined by TFC, be retained, strengthened, and resourced.





"This document is about strategic alignment, efficiencies for facility providers and better physical activity outcomes for communities."



Appendix 1

Identified International, National and Regional Facilities in Taranaki

In considering the network of facilities in the region it is important to recognise that each facility has a role to play in meeting a range of different needs as part of the network. The following hierarchy has been identified for use within this strategy and future facility planning in the region.

Facility Hierarchy Definitions

Definition	Explanation	Example
International Championships	A facility with the ability to host international competitions/tournaments (i.e. between multiple nations) Eg. World Championships Event	
International Event	A facility with the ability to host international spectacle events (including professional and semi-professional franchise competitions involving single teams from outside New Zealand) - Eg. New Zealand Vs Australia	TET Multi Sports Centre - Hockey Turf Yarrow Stadium
National Championships	A facility with the ability to host National competitions/tournaments (between multiple regions from across the entire country) - Eg. New Zealand Championships event	Ngamotu Links Golf Course
National Event	A facility with the ability to host National spectacle events (including professional and semi-professional franchise competitions involving single teams from within New Zealand) - Eg. Taranaki Airs Vs Wellington Saints, Taranaki A Vs Wellington A	TSB Stadium
Regional	A facility with the ability to host inter-regional competitions and/or serves as a regional high performance training hub for one or more sports codes. Eg. Lower North Island Championships	Waiwhakaiho Netball Courts
District	A facility with the ability to draw significant numbers of teams/competitors from across an individual or adjacent territorial authority boundaries for either competition or training purposes. Eg. Taranaki Championship event	TSB Hub
Local	A facility with the ability to serve a local catchment's basic sporting needs. This catchment will predominantly be drawn from within an individual town or cluster of suburbs within a local authority.	War Memorial Halls

It is important to recognise that levels within the hierarchy are not exclusive and a single facility may meet the needs of different levels, for example a regional facility will also likely meet local needs. However, it is equally possible for a venue suitable for national spectator events not having the ability to cater for regional tournament provision.

Taranaki Facilities within the hierarchy

Regional and above facilities in Taranaki have been identified to assist with planning, prioritisation and scale of future spaces and places projects.

Facility Type	Location	Facility	Details	Use
Indoor Courts	New Plymouth	TSB Stadium	Line markings for 3x Basketball Courts, 3x Netball, 9x Volleyball, 2 meeting spaces, office space, event catering space, toilets and change rooms, grandstand seating for 2500. Does not meet FIBA requirements for international fixtures or Netball NZ requirements for International / National fixtures.	National Spectator Event For Basketball
Sports Fields	New Plymouth	Yarrow Stadium	1x Artificial Turf with crowd capacity of 22,000 once East Stand is complete. 2x grass fields with 1 additional field to be reinstated at completion of east stand build.	International Spectator Event for Rugby, Rugby League, Football, Touch
	South Taranaki	The Hub	5x full size fields in winter	Regional for Rugby League
Cricket	New Plymouth	^ Pukekura Park	1x grass wicket, 2x training nets owned by Central Districts Cricket, Changing Pavilion (with structural issues) Crowd capacity of 5000 No longer meets criteria of International Cricket Council for international fixtures.	National Spectator Event
Netball courts	New Plymouth	Waiwhakaiho Park Netball Courts	13x full size netball courts, 1x control tower which houses a medical room, playground, 1x pavilion which houses an umpire's room, toilets and changing room, Tuck shop. Host of the North Island Under 16 tournaments	Regional
Athletics Tracks	New Plymouth	TET Stadium Inglewood	Olympic class mondo athletics track, event control tower, access to toilets and change area, throwing cage, shot put, Disc 2x long jump pits, inner grass surface covered grandstand with 1050 capacity	National Championship
Golf	New Plymouth	New Plymouth Golf Club (Ngamotu Links)	18-hole destination golf course, putting green and with 2 additional practice areas. Clubrooms, bar and café/function space and onsite golf shop.	National Championship
BMX	New Plymouth	Hickford Park, Bell Block – BMX Track	Facility incorporates starting gates, slope, 3 turns and jumps within the straights. Has control tower onsite.	National Championship +

Facility Type / Location / Facility			Details	Use
Bowls	New Plymouth	Paritutu Bowling Club	Paritutu or Westend identified as the headquarters of a national event, alongside other bowls clubs across the region as identified by the national body.	National Championship
Equestrian	South Taranaki	*Egmont A&P Showgrounds	Indoor Arena – 65m x 35m, stabling for 317 horses, 200 under cover and 117 open yards, Outdoor sand arena – 40m x 40m.	Regional
Motor Sport	Stratford	Stratford Speedway	Located within the Stratford A&P showgrounds. 1x Speedway track, access to toilets, parking, Involved in current facility upgrade and collaboration project (Stratford Park)	National Championships
Artificial Turfs	Stratford	TET Multi Sport Centre	1x Full size artificial hockey turf, competition level lighting, access to change and toilet facilities, access to bar and restaurant, open air grandstand seating.	International Spectator Event For Hockey
Roller Sports	New Plymouth	New Plymouth Roller Sport Arena	2x large indoor areas, one 50 x 25 metres plus seating, bathrooms and walkways and another area 18 x 28 metres with a mezzanine floor providing viewing over both areas.	Regional
Motocross	New Plymouth	MACH 1 Motorcycle Park - Taranaki Motorcycle Club	2x Clay based tracks – 1x Junior track, 1x Senior track. Track consists of a combination of tabletop jumps and rhythm sections. The follow facilities onsite: Clubrooms with kitchen and bar facilities, male, female and disability toilets, 2x timing huts, track maintenance storage shed. Host of national ATV and Senior and Junior titles – average one national event per year.	National Championships

* Current as at the time of writing. Still under review as part of the National and Taranaki Equestrian Regional Facilities Strategy.

^ At time of writing Pukekura Park is currently under review for upgrades by New Plymouth District Council.

+ Hickford Park BMX Track have secured hosting rights for the Oceania Championships in 2025

• Aquatic Facilities were excluded due to the intention to deliver a Regional Aquatics plan in 2024.

All other facilities considered to be either providers of District or Local provision.

Information pulled from the following sources:

- Taranaki Regional Sports Facilities: A Strategic Approach to Future Planning (2018)
- National sport facility strategies
- Sports websites
- Conversations with national and regional sports administrators

Appendix 2

For further reference:

Best Practice Case Study:

[Kaitake Community Sports Hub](#)

Sport New Zealand:

[Spaces and Places Resources](#)





“We need to elevate the status of this leadership group. The strategy needs to be the understood and the automatic go to for facility challenges”





A place for everyone

COLLABORATING FOR ACTIVE SPACES & PLACES

Taranaki

PARTNER ORGANISATIONS



CONSULTANTS

