



Ministry for the
Environment
Manatū Mō Te Taiao

PROACTIVE RELEASE COVERSHEET

Minister	Hon Chris Bishop	Portfolio	Resource Management Reform / Environment
Name of package	Planning System Transformation Gateway reports	Date to be published	26 August 2026

List of documents that have been proactively released

Date	Title	Author
24 October 2025	Gateway Review Report: Resource Management System Transformation Programme – Gate 0 Strategic Assessment (<i>Partial release – cover page, review conclusion and Delivery Confidence Assessment Part 1.1 only</i>)	Gateway Review Team
1 April 2026	Gateway Review – Assurance of Action Plan (AAP) Report: Resource Management System Transformation Programme (Partial release – Cover page and Section 1 only)	Gateway Review Team

Release approach

This package is being proactively released in part. It is a partial release of the reports listed above, using a structured summary release approach aligned with Inland Revenue's Gateway review proactive release approach. Under this approach, the following elements are included in the release:

- Cover pages
- Review conclusions
- Delivery Confidence Assessments (DCA)
- Overall ratings

High-level recommendation areas are referenced where appropriate; however, detailed recommendations including those within Section 1.2 of the Gate 0 report have not been included in this proactive release version.

This proactive release provides visibility of the overall programme status, key findings, and delivery confidence.

This approach supports transparency while recognising that Gateway reviews are designed to enable candid, internal assessment and advice.

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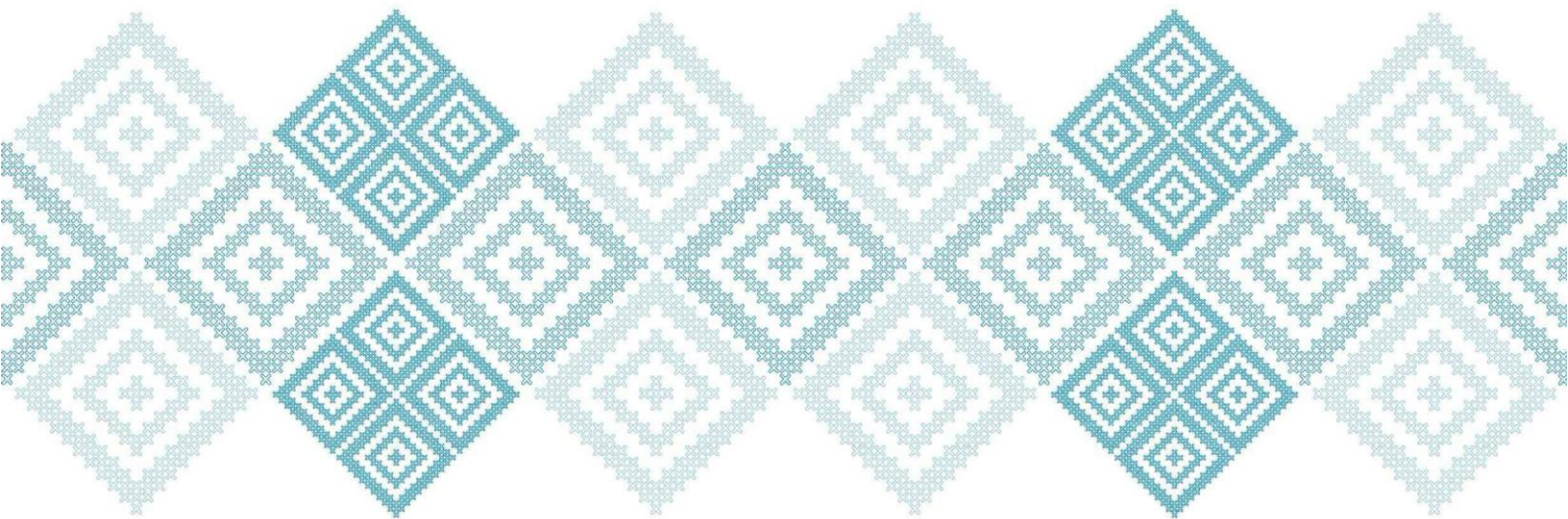


GATEWAY REVIEW REPORT

Resource Management System Transformation Programme

Gate 0: Strategic Assessment

October 2025



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1. Review Conclusions

1.1 Delivery Confidence Assessment

Delivery Confidence Assessment	RED/AMBER
The Gateway Review Team finds that the case for change is strong, and the Ministry is asking the right questions, including looking for opportunities to learn from other transformation programmes. However, there are major risks and issues that will need to be promptly addressed for the Programme to be successful. The reforms will have an extraordinarily wide and deep impact across Aotearoa New Zealand, as everyone is affected by how land is used, natural resources are allocated, and the environment is protected. The Programme's scale and complexity will require enhanced functions from the Ministry, and an industrial-strength transformation response. The Ministry has successfully run a complex policy programme at pace and is close to finalising legislation. The limited engagement that has been possible to date will create uncertainty in the next phase; by leveraging existing relationships and with the judicious use of advisory groups, the Ministry has maintained connection into the Programme from some key stakeholders. The Programme Business Case is still at an early draft stage and requires a more cohesive narrative to present a clear pathway to the anticipated benefits, with well-articulated and quantified costs and options. The options analysis is not yet robust and requires greater clarity on the incremental benefits of different options. Importantly, the Commercial Case appears to underestimate the scale of the transformation required, and this is also reflected in the Management Case. For the next stage of the Programme it will be critical to gain the support, engagement and ownership of a wide range of external stakeholders. This will necessitate strong leadership from the centre, including Ministers, to successfully engage with stakeholders. Advice has been sought from KPMG on the implementation approach with a focus on governance and programme management. This advice provides direction and a good starting point for implementation, but there are gaps in the approach that would be expected in a mobilisation stage of a Programme of this scale. To ensure the Programme is set up for success, the next stage should be established as <i>The Mobilisation and Building Foundations Stage</i>, during which capabilities and strategic programmes required to deliver the Programme will need to be refined. Establishing appropriate governance and Programme capability will be critical to successfully delivering this stage. Te Pūrengi should form the Programme Governance Board for this stage, with the addition of independent transformational change and digital transformation expertise. The SRO should be established as a full-time dedicated leader, supported by a highly experienced Programme Director. These individuals will form the nucleus of the new Programme team, along with experienced leaders for strategic change, digital system, data system, and procurement. The Review Team has identified 10 recommendations which it considers will help clarify the shape and scale of the necessary change.	

The Delivery Confidence assessment colour status uses the definitions below:

Colour	Criteria Description
Green	Successful delivery to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.
Green/Amber Amber/Green	Successful delivery appears probable, however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
Amber	Successful delivery appears feasible, but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not impact delivery or benefits realisation
Amber/Red Red/Amber	Successful delivery is in doubt, with major risks or issues apparent in a number of key areas. Prompt action is needed to address these, and whether resolution is feasible.
Red	Successful delivery appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The programme may need re-baselining and/or overall viability re-assessed.

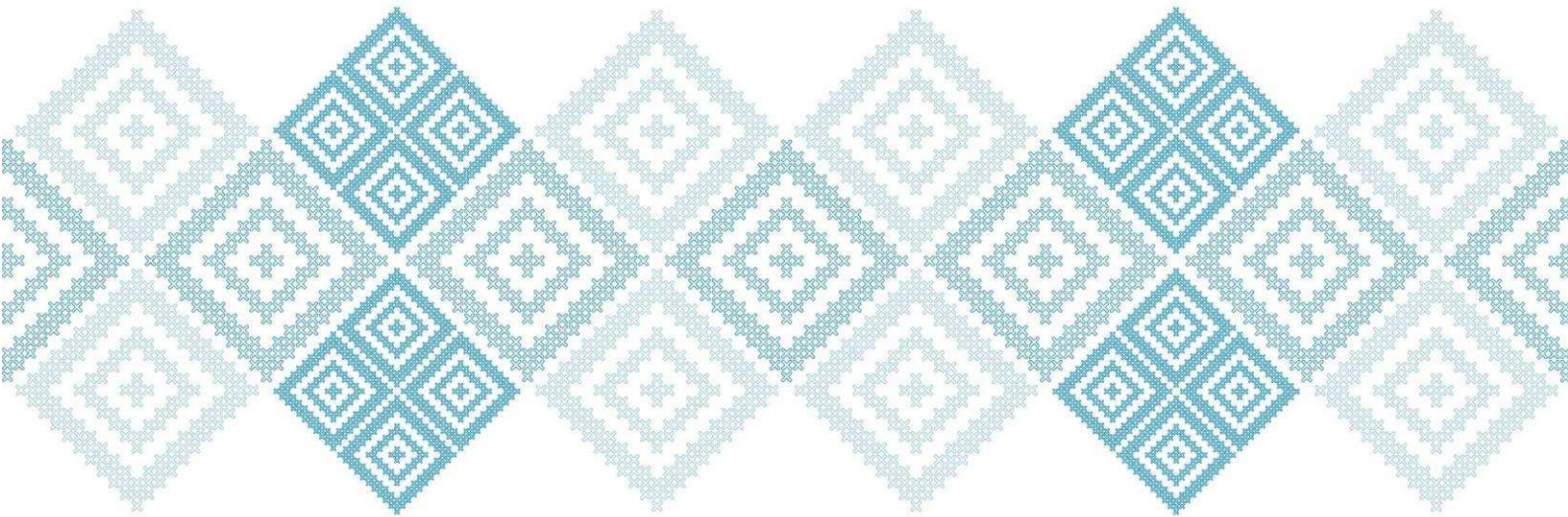


INVESTMENT REVIEW REPORT

Resource Management System Transformation Programme

Assurance of Action Plan

March-April 2026



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1. Review Conclusions

1.1 Summary

This Assurance of Action Plan (**AAP**) Review addresses progress made against recommendations made by the Gate 0: Strategic Assessment carried out from 20-24 October 2025.

The AAP Review Team has seen evidence that the Programme Team has made significant progress against all of the recommendations of the Gate 0 Review. The Review Team has incorporated the remaining aspects of these and next steps in related areas into seven new recommendations.

It was also evident that a huge amount of effort had gone into responding to the challenge of elevating this from a “large change programme” to one that would require an “industrial strength” strategy. The changes made to resourcing, governance, and programme management disciplines have established a sound basis for the Programme to progress with confidence. The early appointment of a full-time SRO with appropriate skills has increased confidence among Ministers and stakeholders. A lot of progress has been made filling key roles, including getting suitably qualified independent advisors on board. While a couple of key roles are still to be filled, recruitment to date and progress on the Programme suggests the Team is well placed.

The Gate 0 Review identified four “Blockers”, two of which remain relevant (insufficient investment to ensure effective implementation and delivery, and potential legal action).

There is a high degree of confidence that local government reform is well aligned to the Programme and no longer a blocker, and in fact has been specifically designed to support the desired resource management system transformation.

The upcoming establishment of the new Ministry of Cities, Environment, Regions and Transport (**MCERT**) from 1 July 2026 will bring significant change for the Ministry. However, early confirmation that the Planning System Reform Group with a Tier 2 leader will be moved (as it stands at the transfer date) into the new organisation has reinforced the priority being given to the reforms and has provided greater certainty for most of the people working on the reforms.

Once the new leadership team for MCERT is established, the Review Team recommends the Programme’s governance be reviewed to ensure it remains fit for purpose.

As MCERT is brought together, we anticipate that new organisational policies will be developed and mandated. The Review Team recommends the new leadership allows for the particular demands of the Programme to be accommodated (or exempted) in a timely manner within these new policies (for example, the need to secure particular skills at market rates which diverge from standard public service pay bands).

1.2 Revised Delivery Confidence Assessment

Delivery Confidence Assessment	AMBER
The Gateway Review Team finds that the Programme is in good shape for this stage of its implementation. Successful delivery appears feasible, but as expected, significant issues exist which will require ongoing focus and attention. The Amber delivery confidence assessment reflects the fact that this is a large, complex change programme involving significant system change and is a positive result at this stage of programme development. The Review Team considers the Programme Team is well positioned to support the next phase of the reform.	

The Delivery Confidence assessment colour status uses the definitions below:

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Green/Amber Amber/Green	Successful delivery appears probable, however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.
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