

Notice of Meeting:

I hereby give notice that an ordinary meeting of the Te Pae Māori Committee will be held on:

Date: Monday 24 August 2026
Time: 10:00 am
Venue: Council Chamber, Dunedin Public Art Gallery, Octagon, Dunedin
YouTube Link: https://youtube.com/live/6v_zYGjFRcc?feature=share

Sandy Graham
Chief Executive Officer

Te Pae Māori Committee
PUBLIC AGENDA

MEMBERSHIP

Co-Chairs	Mayor Sophie Barker	Mr Matapura Ellison
Members	Mr Edward Ellison Cr Cherry Lucas Ms Paulette Tamati-Elliffe Cr Mickey Treadwell	Cr Marie Laufiso Cr Mandy Mayhem Ms Vicky Totoro Prof Emma Wyeth
Senior Officer	Sandy Graham, Chief Executive Officer;	
Governance Support Officer	Rebecca Murray	

Rebecca Murray
Governance Support Officer

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Note: Reports and recommendations contained in this agenda are not to be considered as Council policy until adopted.

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1 KARAKIA TIMATANGA

The hui will open with a Karakia Timatanga.

2 NGĀ MATE

An opportunity to reflect on and acknowledge those who have passed since the previous meeting, honouring their memory and recognising the legacy they leave within their communities.

3 APOLOGIES

At the close of the agenda no apologies had been received.

4 CONFIRMATION OF AGENDA

Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

DECLARATION OF INTEREST

EXECUTIVE SUMMARY

1. Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected or independent representative and any private or other external interest they might have.
2. Elected or independent members are reminded to update their register of interests as soon as practicable, including amending the register at this meeting if necessary.

RECOMMENDATIONS

That the Committee:

- a) **Notes/Amends** if necessary the Elected or Independent Members' Interest Register attached as Attachment A; and
- b) **Confirms/Amends** the proposed management plan for Elected or Independent Members' Interests.

Attachments

	Title	Page
↓A	Te Pae Māori Committee Register of Interest	6

Te Pae Māori Committee Interest Register 19 August 2026				
Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
Mayor Sophie Barker	Shareholder	Ayrmed Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Shareholder	Various publicly listed companies	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Property Owner	Residential Property Owner - Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Beneficiary	Sans Peur Trust (Larnach Castle)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Mentor	Business Mentors NZ	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Vegetable Growers Club	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Alexander McMillan Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Patron	New Zealand International Science Festival	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Patron	Dunedin Horticultural Society	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Institute of Directors	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Dunedin Heritage Fund (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Grow Dunedin Partnership (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Heritage Advisory Group (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Local Government New Zealand (Zone 6) (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Co-Chair	Ōtepoti Dunedin Destination Management Plan Advisory Panel (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Mr Edward Ellison	Family Member	Family Member employed at Wilkinson Rogers	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Tertiary Precinct Planning Group (Council Appointment)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chair	New Zealand Conservation Authority	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chair	Māori Heritage Council, Heritage NZ Pouhere Taonga	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Deputy Chair	Heritage New Zealand Pouhere Taonga Board	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	LINZ External Advisory Board	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Remarkables Station National Trust	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Weller Ltd	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
Mr Edward Ellison (cont)	Trustee	Erihana Farm Ltd	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Farm property at Ōtākou	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Taieri Block B Ahawhenua Trust	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Co-chair	Mana to Mana re Kāi Tahu and Otago Regional Council	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Co-chair	Te Rōpu, forum of Otago Mayors, Regional Councils and rūnaka Chairs	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Te Au Roa o Te Rakihouia (South-East Coast Marine Forum)	No conflict Identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Mr Matapura Ellison		To be advised		
Cr Marie Laufiso	Property Owner	Residential Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Moray Place Community Building Trust - which owns property 111 Moray Place	Duty to Trust may conflict with duties of Council Office	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Women of Ōtepoti Recognition Initiative	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Corso Ōtepoti Dunedin Trust	Potential grants recipient	Withdraw from discussion and leave the table. If in public excluded leave the room. Seek advice prior to the meeting.
	Dunedin Branch Treasurer	P.A.C.I.F.I.C.A Inc	Potential grants recipient	Withdraw from discussion and leave the table. If in public excluded leave the room. Seek advice prior to the meeting.
	Expert Panel Member	Health Coalition Aotearoa Public Health Infrastructure Committee	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	The Ōtepoti Community Builders Charitable Trust	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee/Secretary	Refugee Support Group	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Abrahamic Interfaith Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Saddle Hill Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Former Refugee Steering Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Puketāi Residential Centre Liaison Committee (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Social Wellbeing Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Cherry Lucas	Trustee	Otago Farmers Market	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Partner	Southway Enterprises	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Trustee	Henderson Lucas Family Trust - Residential Dunedin Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	NZ Institute of Chartered Accountants	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Shanghai Association (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
Cr Cherry Lucas (cont)	Member	Local Government New Zealand (Zone 6) (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Tūhura Otago Museum Trust Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Ōtepoti Dunedin Destination Management Plan Advisory Panel (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Taieri Airport Trust (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Tertiary Precinct Planning Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Deputy Lead	Infrastructure Portfolio (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Te Poāri a Pukekura (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Mosgiel-Taieri Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Ms Paulette Tamati-Eliff		To be advised		
Cr Mandy Mayhem	Chairperson	Waitati Hall Society Inc	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Chairperson	Keep Ōtepoti Dunedin Beautiful	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Co-ordinator	Emergency Response Group, Blueskin area	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Blueskin Bay Amenities Society	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Cr Mandy Mayhem (cont)	Member	Blueskin A & P Society	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Zone Representative and Board Member	Keep New Zealand Beautiful	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Coastal Community Cycleway Network	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Waitati Music Festival Committee	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Property Owner	Residential Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Disability Issues Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Gasworks Museum Trust (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Keep Dunedin Beautiful (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Creative New Zealand Grants Advisory Panel (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Performing Arts Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Blueskin Bay Watch	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Social Wellbeing Advisory Group (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

Name	Responsibility (i.e. Chairperson etc)	Declaration of Interests	Nature of Potential Interest	Member's Proposed Management Plan
Ms Vicky Totoro		To be advised		
Cr Micky Treadwell	Director	Atawhai Interactive Tapui Ltd	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Contractor	Otago Polytechnic	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Co-owner	Residential Property	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Green Party of Aotearoa	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Dunedin Otaru Sister City Society (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Ice Sports Dunedin Incorporated (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Ōtepoti Dunedin Live Music Advisory Panel (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Te Ao Tūroa Partnership (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Otago Peninsula Community Board (Council Appointment)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
Prof Emma Wyeth	Trustee and Chair	WellSouth Primary Health Network	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director & Deputy Chair	Te Tauraki Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Executive member & Deputy Chair, Registered member	Kāti Huirapa Rūnaka ki Puketeraki	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director	Dunedin After Hours Doctors Limited	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	New Dunedin Hospital Project Steering Group	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Representative	Kāti Huirapa Rūnaka ki Puketeraki – Te Rūnanga o Ngāi Tahu	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Member	Te Pae Māori	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Board member	Health Research Council of New Zealand	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Shareholder	Tumu Korero Ltd (consultancy)	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Employee	University of Canterbury	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	Residential property in Ōpoho, Dunedin	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Owner	bare rural land in Karitāne	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Director and Chair	South Island Health Partnership	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.
	Registered member	Te Rūnanga o Ōtākou	No conflict identified	Seek advice prior to the meeting if actual or perceived conflict of interest arises.

CONFIRMATION OF MINUTES

TE PAE MĀORI COMMITTEE MEETING - 9 APRIL 2026

RECOMMENDATIONS

That the Committee:

- a) **Confirms** the minutes of the Te Pae Māori Committee meeting held on 09 April 2026 as a correct record.

Attachments

	Title	Page
A↓	Minutes of Te Pae Māori Committee meeting held on 9 April 2026	11

Te Pae Māori Committee MINUTES

Minutes of an ordinary meeting of the Te Pae Māori Committee held in the Council Chamber, Dunedin Public Art Gallery, Octagon, Dunedin on Thursday 09 April 2026, commencing at 9:05 am

PRESENT

Co-Chairs	Mayor Sophie Barker	Mr Edward Ellison
Members	Mr Matapura Ellison Cr Mandy Mayhem Cr Mickey Treadwell	Cr Cherry Lucas Ms Paulette Tamati-Elliffe via Zoom

IN ATTENDANCE

Sandy Graham (Chief Executive Officer), Nicola Morand (Manahautū – General Manager Community and Strategy), Caron Solomon (Kaiwhakahaere O Mana Ruruku) and Jesse Matheson (Kaitatari Māori - Policy Analyst Māori)

Governance Support Officer Rebecca Murray

1 KARAKIA TIMATANGA

Mr Edward Ellison opened the hui with a Karakia Timatanga.

2 NGĀ MATE

Mr Edward Ellison acknowledged the passing of Jimmy Russell, an iwi elder, and Mikaele Filipo Laufiso, father of Cr Marie Laufiso.

3 PUBLIC FORUM

There was no Public Forum.

4 APOLOGIES

An apology was received from Professor Emma Wyeth.

Moved (Mayor Sophie Barker/Cr Cherry Lucas):

That the Committee:

Accepts the apology from Professor Emma Wyeth.

Motion carried (TPMCC/2026/001)

Procedural Matters:

Chief Executive, Sandy Graham, outlined procedural arrangements for the Te Pāe Māori Committee for the current triennium. It was noted that the membership was structured to provide equal representation, ensuring a balanced participation for mana to mana.

5 CONFIRMATION OF AGENDA

Moved (Mayor Sophie Barker/Cr Cherry Lucas):

That the Committee:

Confirms the agenda without addition or alteration.

Motion carried (TPMCC/2026/002)

6 DECLARATIONS OF INTEREST

Members were reminded of the need to stand aside from decision-making when a conflict arose between their role as an elected representative and any private or other external interest they might have.

Register of interest updates have been received from Mr Edward Ellison and Professor Emma Wreth.

Moved (Mayor Sophie Barker/Cr Cherry Lucas):

That the Committee:

- a) **Amends** the Elected or Independent Members' Interest Register; and
- b) **Confirms** the proposed management plan for Elected or Independent Members' Interests.

Motion carried (TPMCC/2026/003)

PART A REPORTS**7 ACTIVITY REPORT**

A report from Mana Ruruku provided an update on the progress across activities within the Te Pae Māori Committee forward work programme. It also summarised the work undertaken by Mana Ruruku for the past six months.

The Manahautū – General Manager Community and Strategy (Nicola Morand) and the Kaiwhakahaere O Mana Ruruku (Caron Solomon) responded to questions.

Members acknowledged the report and emphasised the importance of earlier and more proactive engagement with mana whenua in the development of council work programmes. It was noted that Te Pae Māori plays a key role as a forum for strategic input and advice, and that existing meeting frequency may limit timely engagement on some matters. The need for additional mechanisms to support mana whenua-specific issues was noted.

Paulette Tamati-Elliffe entered the meeting via Zoom at 9.20am.

The Committee discussed alignment between Te Pae Māori priorities, council work programmes, and engagement through Aukaha. It was confirmed that engagement approaches will be considered as part of the forthcoming review of the Relationship Framework, and that agreed mana whenua priorities will help guide future engagement and planning.

Updates were also provided on:

- Early engagement with mana whenua for the upcoming 10-year plan;
- Existing engagement processes associated with bylaws and policy development; and
- Ongoing work to align delegations, levels of service, and committee processes.

The Committee reaffirmed the value of Te Pae Māori as a forum for mana whenua to raise ideas, opportunities, and strategic perspectives.

Moved (Mayor Sophie Barker/Mr Edward Ellison):

That the Committee:

- a) **Notes** the Activity Report
- b) **Approves** the development of a process for engagement with Aukaha Ltd
- c) **Notes** mana whenua and mataawaka representatives will invite expressions of interest from the Māori community and appoint a mataawaka representative to Te Pae Māori.

Motion carried (TPMCC/2026/004)

8 KEY PRIORITY AREAS FOR MANA WHENUA

Mana whenua raised a number of priority issues requiring clarification or future updates.

Members discussed the importance of infrastructure to mana whenua, with particular reference to water, housing, and local government reforms.

Clarification was sought on the current status and reporting pathway for the previously developed Future Development Strategy, including transparency and transition matters, with specific concerns noted regarding the Northern Water Scheme.

The Peninsula Connection project was identified as critical long-term infrastructure, with safety concerns highlighted and support expressed for Council maintaining its commitment. It was noted that the project is staged and that timing will be confirmed.

Concerns were raised regarding self-seeded pine encroachment on coastal reserve land in the Waikouaiti / Karitāne area.

Members acknowledged positive collaboration on cultural initiatives, including Puaka Matariki and future major events. It was agreed that longer-term Treaty commemorations are best considered through events planning.

The Otago Harbour was reaffirmed as a matter of ongoing strategic importance, alongside interest in northern wastewater infrastructure and climate change preparedness. Updates will be provided through future reporting.

CDEM engagement with mana whenua was acknowledged, noting existing formal structures and the importance of iwi networks in community resilience.

Several matters from the previous Māori Participation Working Party were revisited, including provision for Māori burial areas within cemeteries.

Homelessness in the city was raised as an ongoing concern, with further information on services welcomed as the matter progresses to Council.

9 KARAKIA WHAKAMUTUNGA

Mr Edward Ellison closed the hui with a Karakia Whakamutunga.

The meeting concluded at 10.19am.

.....
CHAIRPERSON

PART A REPORTS

ACTIVITY REPORT

Department: Mana Ruruku

EXECUTIVE SUMMARY

- 1 This report provides an update on progress across activities within the Te Pae Māori forward work programme and summarises work undertaken by Dunedin City Council over the past four months (Attachment A).
- 2 It also seeks feedback on the Te Pae Māori priority areas in relation to Council mahi, as discussed at the previous Te Pae Māori hui.
- 3 The report provides an opportunity for further discussion and amendment to the list of priorities, which can be readdressed if and when required.

RECOMMENDATIONS

That the Committee:

- a) **Notes** the Activity Report.
- b) **Provides** feedback on the priorities area and activities outlined in the report.

BACKGROUND

- 4 This report outlines progress in key strategic areas and supports Te Pae Māori in its strategic oversight and advisory role. It includes:
 - a) Updates on key strategic areas related to Te Pae Māori priorities,
 - b) Contributions by Mana Ruruku across Council activities,
 - c) Work requiring committee input,
- 5 Since the adoption and implementation of Te Taki Haruru, Council's engagement with mana whenua has increased significantly. This is a positive shift in DCC's 'Business as usual' practices, with staff gradually becoming more comfortable with engaging with mana whenua and mātāwaka.
- 6 With this increase in understanding the necessity of engagement, balance needs to be struck between what DCC would like mana whenua to engage on, and what mana whenua have capacity to engage on.

- 7 To help address kaupapa that matter most and guide teams effectively on when to engage, the previous Te Pae Māori hui allowed for discussion from mana whenua on matters that were most important.
- 8 In broad summary, the priorities covered a range of kaupapa such as water, housing, local government reform, environmental concerns, climate change and emergency management.

DISCUSSION

9. Te Pae Māori provides strategic oversight and advice to support informed Council decision-making in relation to Māori outcomes. Its role includes:
 - Strategic Context and Foresight of priorities
 - Te Taki Haruru Progress, Alignment and Delivery
 - Advice to Council and Chief Executive

Strategic Context and Current Activity

10. Key strategic areas currently within scope include:
 - Long Term Plan 2027-2037
 - Levels of Service
 - Aukaha Work Programme
- 11 Mana Ruruku continues to contribute to a range of Council work, including policies, plans, bylaws, submissions, and cross-team advisory support.

Long Term Plan

- 12 Council's 10 Year Plan is being developed in parallel with its inaugural Water Services Strategy 2027-37. The development of the documents will be challenging, primarily due to the scale and pace of ongoing legislative reform. Details of major proposals, including rate capping, regulatory changes, and amalgamation, are not yet confirmed or enacted, creating substantial uncertainty for long-term planning.
- 13 Despite the uncertainty, the Council is required to develop and adopt a 10 Year Plan and Water Services Strategy under the Local Government Act 2002 and Local Government (Water Services) Act 2025 respectively.
- 14 The documents describe what the Council aims to deliver for the community over the 10-year period from 1 July 2027 to 30 June 2037 and set out services and activities the Council will provide, the community outcomes those services and activities are intended to achieve, how much they will cost and how they will be paid for. The documents are a basis for accountability and transparency to the community. They provide information about how decisions were made and enable the community to hold the Council to account for those decisions.
- 15 Previously, water services information was included as part of a council's Long-Term Plan, where relevant. However, from 1 July 2027, detailed water services information will not be included in the 10-year plan but must instead be covered in a separate Water Services Strategy document.

16 Decision making process and milestones:

Milestone	Date
Budget options reports are presented to Council in order to build an early version of the budget for discussion at the December Council budget meeting	Now-Sep 2026
Council budget meeting where the draft budget will be confirmed for community consultation	7-10 December 2026
Community consultation period (one month)	April 2027
Hearings	May 2027
Council consideration of community feedback and final deliberations	May 2027
Adoption of the 10 Year Plan 2027-37 and Water Services Strategy 2027-37	By 30 June 2027

Levels of Service

- 17 The Treaty Partnership Level of Service adopted by Council on 19 March 2026 is attached for Te Pae Māori's information (Attachment B).

Aukaha Work Programme

- 18 Mana Ruruku has started to develop an initial work programme with Aukaha, based on the Te Pae Māori priorities outlined in the last meeting. A key piece of work that is being initiated and we wish to raise your attention on is:

- Housing and Business Development Capacity Assessment (HBA)
 - a. This assessment requires DCC and ORC to jointly prepare under the National Policy Statement on Urban Development.
 - b. The assessment includes a Māori housing assessment component. Aukaha is being contracted to deliver qualitative research on demand, issues and aspirations for housing for Māori in Dunedin.
 - c. As part of this research, interviews will be conducted with housing providers, social agencies, papatipu rūnaka, kaupapa Māori entities and a selected group of whānau Māori.

Mana Ruruku Activity

- 19 Mana Ruruku has contributed to a range of cross Council initiatives between April and July 2026 under its three operational pou, Tū Kotahi, Tū Ake and Tū Hono.
- 20 Policy development, submissions, and advisory work is detailed in Attachment A. This work supports Council decision-making by providing input on potential impacts, alignment with strategic priorities, and opportunities for improved engagement.
- 21 Upcoming items
- a. Te Reo Māori Policy,
 - b. Naming Policy.

22. Tū Kotahi continues to work closely with staff across Council in increasing confidence in cultural capability and understanding of te ao Māori. Below are the numbers of those who have completed each Tū Kotahi programme within the 25/26 financial year.

- a. Whakaohoooho Programme: 205 participants
- b. Whakamārama Programme: 133 participants
- c. Kaiāwhina Whanake Programme: 52 participants
- d. He Toka Tū Moana Programme: 34 participants

Te Pae Māori Priorities

23. From the specific priorities provided by mana whenua from the April Te Pae Māori hui, Mana Ruruku has grouped these priorities into four overarching priority areas – Infrastructure, Planning/Policy, Ecological and Community.

Priority Areas	Priority Category	Programmes/Projects/Kaupapa
Infrastructure	Water	Northern Water Scheme
	Housing	Healthy Homes
	Transport	Peninsula Connection
Planning/Policy	Long Term Plan	
	Local Government Reform	
	Future Development Strategy	Regional Spatial Planning
Ecological	Self-seeded Pines - coastal reserve land	
	Otago Harbour	
	Climate Change	
Community	Events Planning	Puaka Matariki Festival
		Te Tiriti Commemorations
	Homelessness	
	Civil Emergency Responsiveness	
	Urupa	Provision of Māori burial areas

24. These priority areas will allow Council to have an understanding of what is most important to mana whenua, and highlight kaupapa mana whenua will have a high interest in being engaged or involved in.

25. In turn, the hope is to aid in DCC kaimahi expectations of kaupapa mana whenua are likely to have capacity to engage or collaborate, versus others where informing or consulting may be more appropriate forms of engagement.

Additional or future mahi that align with these priorities

- 26 Below are additional pieces of work within the Council’s current work programme that have been identified that align with the current priorities:
- a. Infrastructure
 - i. Water (Water Services Strategy)
 - ii. Housing (Housing Demand Assessment)
 - iii. Transport (Princes Street)
 - b. Ecological
 - i. Climate Change (South Dunedin Futures, City-Wide Climate Adaptation)
 - ii. Avian Bird Flu Response
 - iii. Kettle Park Remediation

OPTIONS

- 27 While Te Pae Māori is not a decision-making forum for Council, discussion of these priority areas is beneficial for Council operations and assists Mana Ruruku in providing advice across Council activities.
- 28 At this time, feedback is sought from mana whenua and mātāwaka representatives of Te Pae Māori on whether these priority areas accurately reflect current priorities and whether any amendments are required.
- 29 The priority areas may be reviewed and amended over time as priorities change.

Option One – Priority areas remain unchanged

- 30 That Te Pae Māori supports the list of priority areas as presented.

Advantages

- Provides Council with an endorsed list of priorities to use when considering engagement with mana whenua.
- Strengthens the relationship and understanding between Council and mana whenua.

Disadvantages

- No disadvantages are identified.

Option Two – Amend priorities for endorsement at next Te Pae Māori hui

- 31 If mana whenua priorities are endorsed, Mana Ruruku will continue to work with these priorities in mind when communicating with other DCC teams. This will aid in providing better internal advice on what mana whenua want to actively engage on within DCC’s Work Programme.

- 32 If mana whenua priorities are amended, Mana Ruruku will make the necessary changes in how these align with DCC's Work Programme and provide an updated report at the next Te Pae Māori hui.

NEXT STEPS

- 33 If mana whenua priorities are endorsed, Mana Ruruku will continue to work with these priorities in mind when communicating with other DCC teams. This will aid in providing better internal advice on what mana whenua want to actively engage on within DCC's Work Programme.
- 34 If mana whenua priorities are amended, Mana Ruruku will make the necessary changes in how these align with DCC's Work Programme and provide an updated report at the next Te Pae Māori hui.

Signatories

Author:	Caron Solomon - Kaiwhakahaere o Mana Ruruku
Authoriser:	Nicola Morand - Manahautū (General Manager Community and Strategy)

Attachments

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Te Pae Māori Committee Activity Report

Reporting period: April to July 2026

Purpose: To inform the Te Pae Māori Committee of engagement activity occurring across the organisation that supports Te Pae Māori, strengthens partnerships with mana whenua and Māori communities, and embeds culturally appropriate practice.

This combined update reflects varying levels of engagement maturity across the organisation, from established business-as-usual processes to complex, relationship-sensitive projects. Several activities are intentionally at early or formative stages to support kaupapa-led engagement. The Committee's guidance is welcomed where strengthened oversight, sequencing, or clarity of expectations would support enduring partnership outcomes.

Engagement Updates (All Divisions)

Division / Group	Engagement Partner(s)	Kaupapa / Focus Areas	Engagement Summary	Te Taki Haruru Outcomes
Community & Strategy				
Community Partnerships	Māori Social Service Kaimahi	Community Engagement with Māori kaimahi across the social services/govt sector	A network of Māori and Pacific service providers across the social services and government sectors that collaborates to coordinate efforts and ensure resources are distributed effectively to communities. The network meets every six weeks, with each hui hosted by a different organisation, and is attended by around 30 kaimahi.	Autūroa, Auora, Autakata The Community Partnerships team supports a broad range of Te Taki Haruru outcomes by enabling Māori leadership and participation, advancing social equity and wellbeing, and strengthening connected communities that uphold Māori cultural values, practices, and aspirations.
	South Dunedin Community	Māori and Pacifica Engagement	The Drop-In Workshops at South Dunedin Library provide a friendly and accessible space where community members can get information, support, and help to connect with local services. Primarily serving Māori and Pacific community members, the workshops support adults, whānau and residents navigating DCC services including housing, wellbeing, and other community resources. By reducing barriers to support and strengthening relationships with local services, these	

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	Māori Community	Task Force Green • Puaka Matariki Event • Firewood Scheme • Community Mahi	sessions foster community connection and enhance DCC engagement in South Dunedin. Task Force Green volunteers support a range of community projects and initiatives across Dunedin. Their contributions include assisting with the Puaka Matariki event, delivering firewood to Māori whānau in need, and undertaking projects of significance to mana whenua such as peninsula planting, pest control, and environmental clean-ups. Approximately 30% of Task Force Green volunteers whakapapa Māori, strengthening Māori participation in community and environmental initiatives.	
	Kā Rūnaka	Trees for Families and the Keep Dunedin Beautiful Awards	Keep Dunedin Beautiful engaged with rūnaka to organise mihi whakatau for Trees for Families and the Keep Dunedin Beautiful Awards.	
	Kā Rūnaka Aukaha	Welcome Dunedin Refugees Video-Former	Working with Aukaha to complete the welcome video with welcome from Kati Huirapa and Ōtākou.	
Corporate Policy	Mana Whenua Reps via Mayoral Forum, and letter to CE from TRONT	Local Government Reform	Staff referred to the feedback from Mana Whenua and TRONT and inputted that into the Council’s joint Headstart proposal with Queenstown Lakes District Council.	Autikaka, Auora, Autūroa Communities are protected through responsible regularity measures, whanau are thriving, Māori are demonstrating leadership in the community.
	Te Kāika, Araiteuru Marae	Local Alcohol Policy (LAP)	Staff engaged with Te Kāika for early input to develop a draft LAP. Araiteuru provided feedback on the draft.	
Communications	No engagement activity to report this period			
Customer Services	No engagement activity to report this period			
Housing	No engagement activity to report this period			

3 Waters, Property & Urban Development				
3 Waters	Aukaha	Northern Wastewater Scheme Middlemarch Wastewater Scheme Bioresources Facility Rossville, Cedar Farm & Sullivan's Dams – Decommissioning Study Servicing Assessment Archaeological Authorities Resource Consents	The team have met with Aukaha to review and signal potential work programme over the next year.	Autūroa, Autikaka Ensuring correct processes and resourcing is maintained to enable working in partnership.
Property Services	Aukaha	General work programme	The team have been keeping in touch with Mana Ahurea on upcoming work programmes.	Autūroa, Autikaka Ensuring correct processes and resourcing is maintained to enable working in partnership.
City Growth & Advisory Services	No engagement activity to report this period			
City Development	Kā Rūnaka, Aukaha	North Dunedin Spatial Plan Māori Housing Demand Assessment	The team engaged with Kā Rūnaka to invite participation on the plan. In partnership with ORC, Aukaha have been scoping how mana whenua leads this research.	Autūroa, Autikaka Ensuring correct processes and resourcing is maintained to enable working in partnership.
City Services				
Waste & Environmental Solutions	Te Rūnanga o Ōtākou	Green Island Landfill and Resource Recovery Park	Continued engagement regarding the Landfill Closure Consents, Resource Recovery Park development and	Autūroa, Auora, Autikaka

	Aukaha		consents and Consent-Condition Governance & Long-term Partnership.	Partnering with mana whenua on ecological enhancements, including native species planting, to achieve CIA outcomes around the landfill site.
Transport	Aukaha	Saint Clair–Saint Kilda Coastal Management	Engagement with Aukaha, mana whenua, and the wider Māori community has informed the development of the Saint Clair–Saint Kilda Coastal Management Plan, ensuring mana whenua values, aspirations, and perspectives are considered. Ongoing engagement will be required as coastal hazard management options are refined and implemented, supporting continued collaboration and the integration of mātauraka Māori into future planning and decision-making.	Autūroa, Auora, Autikaka Mana whenua partnership and leadership in the management of our natural resources and built environment.
	Te Rūnanga o Ōtākou	Peninsula Road Safety Improvements	The team have met with rūnaka representatives to provide progress update on projects in Portobello and Fisheries Wharf section.	
Climate Adaptation & Resilience	Te Rūnanga o Ōtākou (Panel) Aukaha	Long term climate adaptation planning for South Dunedin.	A mana whenua panel initially provided strategic directions for the SDF programme; with Aukaha contracted to support the panel and provide technical analysis and advice. This has included a mana whenua risk assessment and developing cultural and technical narratives for proposed adaptation futures.	Autūroa, Auora, Autikaka, Autakata To reflect the cross-cutting nature of climate change, all Te Taki Hararu values and principles are reflected in the SDF programme strategy.
	Aukaha Kāti Huirapa ki Puketeraki Te Rūnanga o Ōtākou	Citywide Climate Resilience Framework Citywide Climate Risk Assessment	The Citywide Climate Adaptation and Resilience programme continues to work with Aukaha and the Te Pae Māori Mana Whenua Panel to ensure climate adaptation planning reflects mana whenua values, mātauraka Māori, and the interconnected wellbeing of people, whenua, wai	Autūroa Mana whenua partnership and leadership in climate adaptation. Auora

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	Te Pae Māori Mana Whenua Panel	Citywide Adaptation Plan Local adaptation plans	and ecosystems. This includes integrating these perspectives into the Climate Resilience Framework, climate risk assessment, adaptation planning for South Dunedin and future adaptation planning and decision-making.	Protecting and enhancing the mauri of people and place. Autikaka: Safeguarding cultural values and long-term resilience. Autakata: Embedding whakapapa and place-based perspectives in adaptation planning. To reflect the cross-cutting nature of climate change, all Te Taki Hararu values and principles are also reflected in the SDF programme strategy.
Zero carbon	No engagement activity to report this period			
Parks & Recreation	Aukaha	Marlow Park Destination Playground upgrade Reserve Management Plans	Continued work on the co-design of this project. Hereweka – ongoing, draft due to go to Council next month for approval for public consultation.	Autūroa, Autakata Reinforcing the importance of Kāi Tahu identity and whakapapa is visible within the city.
Arts, Culture & Economic Development				
Enterprise Dunedin	Kā Rūnaka Aukaha Kāi Tahu and Māori businesses,	Events and Economic development engagement Grant allocations	Puaka Matariki 2026: Mana whenua and Māori community engagement across festival delivery and community grant allocations, with work underway on an ongoing partnership approach for kaupapa Māori events.	Autūroa, Autakata, Auora – Strengthened mana whenua partnerships and Māori participation in events, international

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	community organisations, Performers & Artists Kokiri Training Centre		Waitangi Day: Continued partnership with Puketeraki following Waitangi Day 2026, with early engagement with Puketeraki and Ōtākou underway for 2027. Five Nations Hockey Tournament: Procurement and coordination of mihi whakatau. World Surfing League: Initial engagement with WSL and mana whenua on how to work together. Wider engagement: Working with Māori businesses, artists, performers and community organisations through event delivery and procurement; Hapori Fund 2026 selection with mana whenua input; and engagement with Kōkiri Training Centre on the food sector development. Engagement with mana whenua through Project China and inclusion in Sister City MOU. Hosting annual Powhiri for international students with mana whenua on marae.	relations and economic activity. Greater visibility and integration of Māori culture and tikanga in event delivery. Improved alignment of events and economic development activity with mana whenua priorities. Building pathway through training into jobs and new businesses through plans for food sector development.
Library Services	No engagement activity to report this period			
Creative Partnerships	No engagement activity to report this period			
DPAG, Toitū, Lan Yuan, Olveston	Aukaha, Te Rūnaka o Ōtākou, Kāti Huīarapa Rūnaka ki Puketeraki.	Partnerships on exhibition outcomes at DPAG and Toitū.	Cultural facilities staff have worked in partnership with Aukaha on the development of <i>Te Awa: The River of Many Journeys</i> at Toitū. The exhibition <i>Unutai E! Unutai E!</i>, documenting degradation of wai in Te Waipounamu, which was developed at the DPAG in partnership with Te Kura	Autūroa Māori will participate and demonstrate leadership in the community. Auora, Autakata

			Takapini, Te Rūnaka o Ōtākou, and the artist Anne Noble, is due to open at Te Papa Tongarewa in 2027.	Māori heritage and culture are visible, celebrated, protected and future proofed.
City of Literature	No engagement activity to report this period			
Corporate & Regulatory Services				
Compliance Solutions	Kā rūnaka	Keeping of Animals Bylaw review	Provided information on this review and asked for feedback during early engagement and formal consultation. Assessed by Mana Ruruku and mana whenua as low priority.	Autikaka (Cultural)
	Kā rūnaka	Alcohol (Control of Alcohol in Public Places) Bylaw	Provided information on this review and asked for feedback during early engagement. Assessed by Mana Ruruku and mana whenua as low priority.	Autikaka (Cultural) Hauora in general
Resource Consents	No engagement activity to report this period			
Finance				
Commercial Services	Kāti Huirapa ki Puketeraki, KUMA	Access to DCC contracts for Māori businesses.	Head of Commercial Services has met with the chair of Kāti Huirapa ki Puketeraki to discuss opportunities for Māori business to gain access to DCC contracts. The commercial services team also met with KUMA to discuss the same topic. Would welcome contact from Ōtākou also if interested.	Autūroa Equitable access for Māori Businesses to DCC contracts.
	Aukaha	Ngā Puna Pūkenga programme	DCC and Aukaha have been actively collaborating to ensure the Ngā Puna Pūkenga programme is successful by Aukaha providing pastoral care to your Māori where required.	Through the Ngā Puna Pūkenga programme DCC supports the aim of reducing the number of people receiving a benefit and supports young Māori.
Assurance	No engagement activity to report this period			
Corporate Planning	No engagement activity to report this period			

Mana Ruruku - Service Mahi

Below is a table summarising the mahi Mana Ruruku has completed and currently working on with other teams across Council between April and July 2026.

This is a summary of long-term projects and does not include BAU or enquiries to Mana Ruruku.

Kaupapa	Team	Input/Outcome	Status
National Monitoring System (NMS) report for MfE	Resource Consents	Provided updated information for the iwi/hapū capacity in resource consents and policy/planning in Local Government.	Complete (29/07)
Āraiteuru Rates Check	Community Partnerships	Reviewing Āraiteuru rates category.	Complete (23/07)
Grants Management Policy Review	Corporate Policy	Provided general feedback and suggestions on integrating TTH into the policy.	Complete (20/07)
Edgar Centre Report	Property Services	Wrote the initial draft for the Māori Impact Statement.	Complete (07/07)
National Conservation Policy Statement	Corporate Policy	Advised CP if there are any points DCC would submit on from a Mana Ruruku lens.	Complete (03/07)
Ōtepoti Pathways Strategy	Transport	Provided general feedback and suggestions on integrating TTH into the strategy.	Complete (26/06)
Policy Review Template	Corporate Policy	Provided feedback on the template, pertaining to implement Te Taki Haruru.	Complete (14/05)
North Dunedin Spatial Plan Work	City Development/ Corporate Policy	Advised the need for DCC to include ethnicity questions in a survey going to tertiary students. Connected planning team directly to rūnaka for further engagement.	Complete (29/04)
Orange Sky Pod Opening	Housing	Advised who to contact, and how, at rūnaka to assist with the mihi whakatau.	Complete (20/04)
Traffic and Parking Bylaw	Transport	Proofread consultation and feedback email to rūnaka	Complete (16/04)
New Years Eve Report	Events	Completed first full draft of Māori Impact Statement for Council report	Complete (14/04)
Te Puawai Implementation Report	Dunedin Public Libraries	Completed Implementation report advising recommended beginning actions for DPL to implement Te Puawai.	Complete (02/04)
Te Tiriti & Te Taki Haruru Integration	People & Capability	Support provided for JD, Contract and PDR processes to incorporate Te Taki Haruru considerations, and provision of employment focussed Te Tiriti Training.	Complete (05/08)
AI Policy	Business Information Services	Ensuring the policy is aligned with the Treaty and TTH – to protect Māori IP.	Underway (N/A)
Shanghai MoU	Enterprise Dunedin	Reviewing and editing MoU to include TTH and opportunities to work with rūnaka.	Underway (N/A)

Rates Remission and Postponement Policy	Assurance and Rates	Providing feedback about the policy, with an additional focus on how the policy works for Māori Freehold Land.	Underway (N/A)
Housing and Business Demand and Capacity Assessment	City Development	Assisting to complete analysis for the Māori Housing Assessment. Potentially will complete TTH analysis of overall document.	Underway (Oct 2026)
Alcohol Bylaw	Compliance Solutions	Reviewing documentation generally and with TTH lens.	Underway (Dec 2026)
DCC CCO Statements of Intent	Corporate Planning/ Treasury	Creating clear TTH and Treaty-based actions within the Sols.	Underway (Dec 2026)
Keeping of Animals Bylaw	Compliance Solutions	Reviewing documentation generally and with TTH lens.	Underway (Feb 2027)
Long Term Plan	Finance	Meetings to feed into Long Term Planning process, reports templates and engagement.	Underway (2027)
Climate Resilience Project	Climate Adaptation and Resilience	Reviewing and providing feedback on policies, proposals, and briefs. Aiding in engaging with Aukaha and mana whenua. Representation on project steering group.	Ongoing
Destination Playground – Marlow Park	Parks & Recreation	Representation on project steering group	Ongoing
Avian Bird Flu response	Parks & Recreation		
South Dunedin Future	Climate Adaptation and Resilience	Reviewing and providing feedback on reports.	Ongoing
Koha Policy and Guidelines	Assurance/Finance	Ongoing monitoring of Koha policy with Finance to ensure compliance and clear understanding. This has required updates for staff to understand the difference between genuine koha and payment for cultural services.	Ongoing

TREATY PARTNERSHIP

The Council actively works as a treaty partner by integrating Te Taki Haruru (TTH) into its strategic and operational processes, ensuring it is embedded as a standard practice throughout Council activities			
	Measure: Number of strategies, policies, plans and projects that include TTH	Target: ≥6	HY 2025/26: 6 <i>New measure</i>
	Measure: Percentage of staff familiar with TTH and are capable of applying it to their work	Target: 10%	HY 2025/26: N/A <i>New measure</i> Results reported at year end
Mana whenua are actively engaged as partners and decision makers in projects they determine are a priority			
	Measure: Number of programmes identified as a priority for mana whenua where they are engaged at all phases of development	Target: 5	HY 2025/26: 6 <i>New measure</i>
Cultural capability and knowledge are strengthened across Council to ensure effective and respectful engagement with the Māori community, contributing to inclusive service delivery for the benefit of the wider community			
	Measure: Number of Council officers participating in Tū Ake, Tū Kotahi and Tū Hono	Target: 130	HY 2025/26: 126 <i>New measure</i> 22% of staff have completed Tū Kotahi Whakaohoho cultural capability programme. Next training cohort starting in March 2026.
The Council invests in initiatives and events that are of cultural significance that support both the Māori community and wider economy, fostering cultural enrichment and economic growth for the benefit of residents			
	Measure: Number of models of partnership with mana whenua are explored and developed	Target: 2	HY 2025/26: 5 <i>New measure</i>

 Measure: Number of co-investment opportunities are explored and developed	Target: 1	HY 2025/26: N/A	<i>New measure</i> Results reported at year end
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KEY

 Achieved for 2025/26	 On track to achieve	 Not on track	 Not achieved for 2025/26	 N/A
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KEY PRIORITY AREAS FOR MANA WHENUA

- 1 Mana whenua will update Te Pae Māori on current priority areas and matters of significance.
 - Local Government Reform has been identified by Mr Edward Ellison as a key priority area. The *Ngāi Tahu Head Start Proposal* has been provided for members' information and to inform discussion (Attachment A).

Attachments

	Title	Page
↓A	Ngāi Tahu Head Start Proposal	33



Te Rūnanga o **NGĀI TAHU**



Te Rūnanga o Ngāi Tahu

HEAD START PROPOSAL
AUGUST 2026

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Introductory Remarks

Local government is one of the most important institutions in New Zealand, shaping the communities we live in, the infrastructure we depend on, and the environmental legacy we leave to future generations. However, the current local government system is under strain and is not well placed to carry our communities into a more prosperous and resilient future. It is fragmented, expensive to sustain, and often too slow to respond to the challenges now facing our communities.

Technically, Ngāi Tahu cannot submit a Head Start proposal. That role sits with mayors and councillors as the elected representatives of their communities. Nevertheless, across our takiwā, Ngāi Tahu has been deeply engaged in the discussion and debate through our Papatipu Rūnanga and Te Rūnanga o Ngāi Tahu. We consider this issue too important for us to stand quietly to one side. This document sets out our contribution to the conversation, our (Not a) Head Start Proposal.

As an iwi with a takiwā that extends across most of Te Waipounamu, we have the benefit of being able to step back, look across the vastness of the South Island down to Rakiura, and think about what we need from local government, both in the short term and for generations into the future.

Te Waipounamu faces a future of uneven population growth, rising infrastructure costs, and increasing climate and natural hazard risks. Some communities will grow rapidly, while others will struggle to maintain services with smaller rating bases. These interconnected challenges cannot be managed effectively through fragmented planning, capability, and investment.

The South Island plays a critical role in New Zealand's prosperity, but economic contribution does not automatically translate into political influence or investment. A stronger and more coordinated local government sector would give Te Waipounamu greater capacity to establish shared priorities and speak with real weight on matters affecting our communities.

The experience of Ngāi Tahu post-settlement shows that scale can sit alongside local voice and authority, and that collective strength is at its best when it remains connected to place. We also know that centralisation is not an end in itself. The right model is one that allows different parts

of the system to hold their own responsibilities, while working together for the good of the whole. That is the philosophy that underpins our proposal. It seeks to hold together what should not be separated.

Local communities need a real voice in decisions affecting their towns, districts, economic futures, and daily lives. That includes rural communities whose prosperity depends on land, water, and the critical infrastructure that keeps local economies working. At the same time, Te Waipounamu needs greater shared capacity and scale, so we can plan, invest, protect, and make sure no community is left behind. Decisions about water, infrastructure, environmental pressures, and natural hazards also need to be framed by the natural systems that connect them. To achieve this, council boundaries should, as far as possible, follow the river catchments and natural features of Te Waipounamu. They should also recognise that the Ngāi Tahu Takiwā is not an incidental line on a map, but a legal, political, and practical reality in the South Island.

Our work is not finished. These ideas will need to be tested, refined, and strengthened through further discussion with councils, communities, Papatipu Rūnanga, and the Crown. But we believe the opportunity is real. Ngāi Tahu is ready to contribute to that work.

No doubt some will seek to frame this proposal, and the contribution of Ngāi Tahu in general, as a push for co-governance or tribal rule over the South Island. Those voices have been around for generations. They were wrong about our intent during the Treaty Settlement process, and they will be wrong again about this. My hope is that people will look beyond the shallow rhetoric and engage with the substance of the proposal on its own merits. We are putting these ideas forward in good faith because we believe they have real potential to strengthen governance in Te Waipounamu.

The decisions made in the coming months will have implications for generations to come. They should be approached with ambition, rigour, and a clear focus on what will best serve the communities who call Te Waipounamu home.

Justin Tipa
Kaiwhakahaere
Te Rūnanga o Ngāi Tahu

Guiding Principles

Through our collective discussions, four core principles have emerged to guide a coherent, future-focused approach to local government reform within the Ngāi Tahu Takiwā¹ (tribal area):

1. **The Ngāi Tahu Takiwā is a natural contour for local government boundaries in Te Waipounamu.** The takiwā is fundamental to the Ngāi Tahu settlement and creates unique efficiencies, economies of scale, and strategic advantages for the South Island. It also provides a clear and coherent framework for Crown engagement, helping to ensure legal responsibilities are met.
2. **River catchments provide the most logical basis for new unitary council boundaries within the Ngāi Tahu Takiwā.** Decisions about water, infrastructure, environmental pressures, and natural hazards need to be framed by the natural systems that connect them.
3. **A joint Takiwā/South Island Shared Services Entity** to provide back-office and specialist functions on behalf of new unitary councils would improve service levels, efficiency and cost-effectiveness across varied regional contexts. We recognise the need to reduce duplication and increase efficiency.
4. Future arrangements should incorporate **genuine cooperation between councils and Papatipu Rūnanga**². We want a system that ensures there is efficiencies but also allows for local decision making. The connections, relationships, and voice of our Papatipu Rūnanga across the takiwā are fundamental to the success and credibility of the new system.

These principles provide a robust foundation for a future system that honours our settlement, strengthens local democracy, and delivers the scale and efficiency required for the decades ahead.

We are confident that governance arrangements developed in accordance with these principles would produce an outcome that meets the Government's expectations for Head Start while delivering lasting benefits for communities across Te Waipounamu.

¹ The Ngāi Tahu Takiwā is described in section 5 of the Te Rūnanga o Ngāi Tahu Act 1996.

² As promised in the apology to Ngāi Tahu as part of the Ngāi Tahu Claims Settlement Act 1998.

Ngāi Tahu Proposal

Based on the principles set out above, our proposal is made up of three key components:



UNITARY COUNCILS

The first component is the creation of new Unitary Councils to replace the twenty-four that currently exist in the Ngāi Tahu Takiwā. Applying our principles, river catchments would be the basis for council boundaries, ensuring the new arrangements respect the integrity of the Ngāi Tahu Takiwā. This would result in five Unitary Councils - Te Tai Poutini West Coast, Murihiku Southland, Otago, South Canterbury, and North Canterbury, as shown in figure 1 below.

These five councils would be ultimately responsible for the functions that currently sit with regional councils and territorial authorities. They would be able to delegate prescribed decision-making functions to Local Boards to ensure local voices are reflected where appropriate, while assigning responsibility for some services to a Shared Services Entity to improve system-wide efficiency. Councils of this size will have a rating base that ensures financial sustainability in the long-term. They will also provide consistency in how councils engage with Ngāi Tahu and fulfil their responsibilities arising from Te Tiriti o Waitangi and settlement legislation.



LOCAL BOARDS

The second component is the creation of Local Boards which would provide governance, advocacy, and accountability over local facilities and services within Unitary Council boundaries. Local Boards would be decision-making governance entities, with greater powers than Auckland's Local Boards – giving more clarity to their purpose. We are not seeking to create a rigid system which takes away local voices. In fact the opposite is true. We want to ensure local regions have clearly defined responsibilities set out in new legislation. These powers could include creating a Local Plan and responsibility for halls, reserves, libraries, playgrounds, and pools, as well as meaningful influence over how arts, heritage, footpaths, streetscapes, town activation and events are delivered in their area. This component is essential to the success of the future model, ensuring an enduring and credible social licence for decisions that affect local communities.



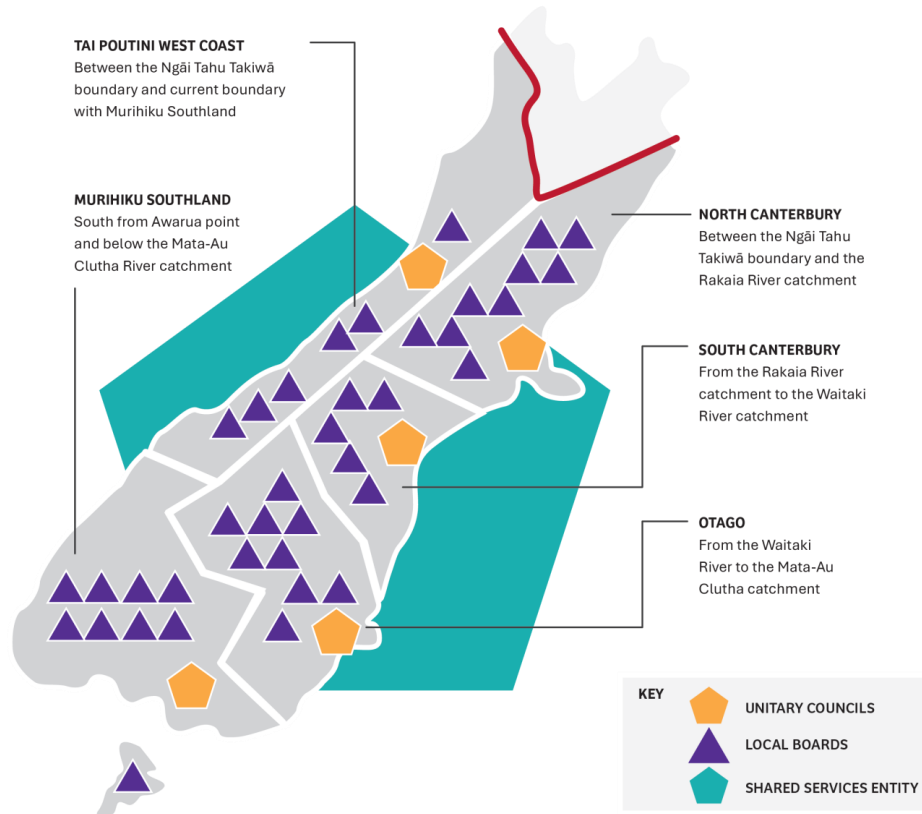
SHARED SERVICES ENTITY

The third component of the new system would be a Shared Services Entity that sits below and in service to the five Unitary Councils. The Te Waipounamu Shared Services Entity (TWSSE) would deliver services and functions on behalf of the five councils (or possibly six if Te Tau Ihu was included). These would be services and functions that benefit from scale and expertise and are not inherently tied to catchments, local environmental issues, or place-based decision-making. This would include basic shared services to avoid the duplication of cost and improve service levels. It could also include retaining and accessing specialist staff, simplifying and improving service delivery, water services, disaster response planning and preparedness, procuring complex infrastructure, and providing a consistent customer experience at the same or lower cost than five separate councils could achieve alone.

The purpose of the TWSSE is not to create an additional layer of government, but to remove duplication and enable specialist expertise to be provided once for the benefit of all participating councils.

Ngāi Tahu considers that a whole of Te Waipounamu approach may be considered pragmatic and sensible. However, where Ngāi Tahu is expected to play a significant role in governance or decision-making within such arrangements, representation should reflect the scale and breadth of Ngāi Tahu interests and involvement across the proposed unitary councils.

Figure 1 – Summary of the new Local Government system



The table below provides more detail on the purpose, powers and functions, governance, funding, and the role of Ngāi Tahu in each component of the system.

Figure 2 – Features of each component of the new system

	Unitary Councils	Local Boards	Shared Services Entity
Purpose	Strategic governance at the scale to safeguard financial sustainability	Provide local governance and decision-making for local facilities and areas	Provide consistent and efficient delivery of South Island services
Powers and functions	Responsible for delivering all functions currently split across Regional Councils and Territorial Authorities Delegates decision-making for place-based functions to Local Boards, according to local circumstances Delegates some functions to the Shared Services Entity to deliver selected services	Has decision-making and governance responsibilities delegated by its Unitary Council for place-based functions and other functions where appropriate. e.g. libraries, playgrounds, and pools. Depending on the needs and characteristics of particular areas, the scope of delegated powers may differ.	Delivers services delegated by the Unitary Councils Creates efficiency, reduces duplication, and holds expertise. Reports to member councils through: • an annual Statement of Intent and/or Statement of Performance Expectations, agreed with councils in advance; • regular financial reporting; and • service delivery and management plans for each function it delivers
Governance	Regional Mayor elected at large Council members are elected by ward Papatipu representatives are elected by Rūnanga	Local Mayor Elected at large. Board members are elected Papatipu representatives are elected by Rūnanga	Governed by a predominantly skills-based board appointed by the Unitary Councils in cooperation with Te Rūnanga o Ngāi Tahu
Funding	Collects funding directly through capital value property rates, fees and charges, subsidies and grants, and investment income	Funded through targeted rates collected by the Unitary Council and separately identified in council accounts	Funded by the Unitary Councils with scope for direct funding for services from households and users Uses a population-centered funding formula as a base
Ngāi Tahu	Cooperative relationship between the new Unitary Councils and Papatipu Rūnanga, supported by Te Rūnanga o Ngāi Tahu	Cooperative relationship agreement between Local Board and Papatipu Rūnanga. Māori reserve land may have its own Local Board	Ngāi Tahu cooperation in constitution drafting, board appointments, and ongoing delivery of services alongside Unitary Councils

While the governance functions for the new Boards, Councils and TWSSE would commence at the 2028 local government elections, it will take time to transition functions into the new organisations. That means the staff and functions of existing councils would remain in place initially, with responsibilities transferred progressively over a period of up to five years. Ngāi Tahu is willing and ready to support that transition.

Our proposal supports the Government's criteria by simplifying local government structures, reducing duplication, and enabling more coordinated regional decision-making. It aligns with the new spatial planning system by better integrating growth, infrastructure, transport, and environmental management, while retaining a strong local voice through elected local boards or similar arrangements. Larger unitary authorities would provide the scale needed to support coordinated infrastructure investment and economic development, strengthen capability and service delivery, reduce regulatory duplication, and improve planning certainty, while supporting a practical and achievable transition by building on existing council, iwi, and community relationships.

Figure 3 – Assessment against government criteria

Government Criterion	Status	How the Proposal Meets the Criterion
Supports the new planning system	✓	A regional approach aligns with the new spatial planning system by improving integration of growth, infrastructure, transport, and environmental management.
Simplifies local government structures	✓	Larger unitary authorities reduce duplication and enable more coordinated regional decision-making.
Maintains local representation and accountability	✓	Elected local boards or similar arrangements ensure local communities continue to have a strong voice on local issues.
Improves efficiency, capability, and service delivery	✓	Larger authorities deliver economies of scale, strengthen organisational capability, and support more effective service delivery.
Is practical and achievable	✓	The proposal builds on existing council, iwi, and community relationships, providing a realistic and achievable transition pathway.

Our view is that this proposal sets out a pathway for a strong and efficient Te Waipounamu that delivers better outcomes for our environment, local communities, and all New Zealanders.

Matters for the detailed design process

Matters not yet settled in this document include:

- final elected member numbers;
- how Papatipu and councils will cooperate;
- the specific powers of the Regional Mayor role;
- workforce and asset transfer arrangements from the twenty-six outgoing councils, and other operational matters, are to be worked through the detailed design process, drawing on New Zealand and international best practice;
- the size and location of each Local Board;
- the full list of functions to be delegated to the TWSSE;
- new funding opportunities for councils including mineral extraction royalties, new buildings GST, tourism levies, and road or bridge tolling;
- an elected leader from across the five unitary areas on the TWSSE;
- any participation of the Top of the South councils (Te Tau Ihu);
- future devolution of Central Government functions to the South Island.

Next steps

Successful implementation will require active partnership between local government, Ngāi Tahu, and central government. Enabling legislation, transition funding, technical support, and alignment with related reforms, particularly planning, transport, water, and regulatory reform programmes, are essential. Early engagement with agencies such as the Department of Internal Affairs, the Ministry for the Environment, New Zealand Transport Agency Waka Kotahi, the Ministry for Cities, Environment, Regions and Transport, and Taumata Arowai will support detailed design and implementation planning.

Ngāi Tahu is willing and ready to play an active role in supporting the next phase of detailed design and implementation.

KARAKIA WHAKAMUTUNGA

The hui will close with a Karakia Whakamutunga.