



Kia Tū Pakari ai Tātou

SmartGrowth Combined Tāngata Whenua Forum Agenda

Date: 10 December 2025

Time: 09:00am – 12:30pm

Venue: Western Bay of Plenty District Council
1484 Cameron Road
Tauranga

Combined Tāngata Whenua Forum Membership		
Co-Chairperson		
	Matire Duncan	
	tbd	
CTWF representatives to SmartGrowth Leadership Group (SLG)		
	Matire Duncan	Te Rangapū Mana Whenua o Tauranga Moana
	Whitiora McLeod	Te Rangapū Mana Whenua o Tauranga Moana
	tbd	Te Ihu o te Waka o Te Arawa
	Riki Nelson	Te Kāhui Mana Whenua o Tauranga Moana
	tbd	Alternate
Te Rangapū Mana Whenua o Tauranga Moana		
	Destiny Leef	Te Rūnanga o Ngāti Ranginui
	Des Heke	Te Rūnanga o Ngāti Ranginui - Alternate
	Pare Kuka	Ngāti Kahu
	Rana Witeri	Ngāti Kahu - Alternate
	Cheryl Hayes	Ngāti Hangarau
	Linden Morris	Ngāti Hangarau - Alternate
	Kura Martin	Ngāi Tamarāwaho
	Des Tata	Ngāi Tamarāwaho – Alternate 1
	Terrence Tata	Ngāi Tamarāwaho – Alternate 2
	Neville Walker	Ngāti Ruahine
	Alison Flavell	Ngāti Ruahine - Alternate
	Irene Walker	Ngāi Te Ahi
	Te Pio Kawe	Ngāi Te Ahi – Alternate 1
	Rondell Reihana	Ngāi Te Ahi – Alternate 2
	Whitiora McLeod	Te Rūnanga o Ngāi Te Rangi
	Tamairangi Henry	Ngāi Tūkairangi
	Eru Kaiawha-Heke	Ngāi Tūkairangi - Alternate
	Nathan James	Ngāti Kuku
	Puhirake Ihaka	Ngāti Tapu
	Regan Williams	Ngāti Tapu - Alternate
	Spencer Webster	Ngā Pōtiki
	Arthur Flintoff	Ngā Pōtiki - Alternate
	Pine McLeod	Ngāti Kaahu
	Priscilla Nepia	Ngāti Kaahu - Alternate
	Josie Ririnui	Ngāti Hē
	Anthony Ririnui	Ngāti Hē - Alternate



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	Buddy Mikaere	Ngāti Pūkenga
	Kylie Smallman	Ngāti Pūkenga – Alternate 1
	Rehua Smallman	Ngāti Pūkenga – Alternate 2
	Darlene Dinsdale	Te Rūnanga o Ngāti Whakaue ki Maketu
	Manu Pene	Te Rūnanga o Ngāti Whakaue ki Maketu - Alternate
	Noel Mahia	Te Kapu o Waitaha
	Ray Wihapi	Te Kapu o Waitaha - Alternate
	Helen Biel	Tapuika Iwi Authority Trust
Te Kāhui Mana Whenua o Tauranga Moana		
	Reon Tuanau	Te Whānau ā Tauwhao ki Otawhiwhi
	Riki Nelson	Ngāti Te Wai
	Te Uta Roretana	Ngāi Tamawhariua ki Matakana
	Nessie Kuka	Ngāi Tūwhiwhia
	Charnaye Walker	Ngāti Ruahine
	Kelly Waaka	Ngāti Ruahine - Alternate
	Buddy Mikaere	Ngāti Pūkenga
	Destiny Leef	Te Rūnanga o Ngāti Ranginui
	Nicholas Leef	Ngāti Taka
	Paretaihinu Samuels-Hudson	Ngāi Tamawhariua - Te Rereatukāhia
	Jacqui Rolleston-Steed	Pirirākau
	Ngawa Hall	Pirirākau - Alternate
	Kylie Willison	Ngāi Tamarāwaho
Te Ihu o te Waka o Te Arawa		
	Petera Tapsell	Ngāti Whakaue
	Alfred Potiki	Ngāti Moko
	Helen Biel	Tapuika Iwi Authority
	Vance Skudder	Ngāti Marukukere
	Rawiri Biel	Ngāti Kurī Te Matai Pā
	TBC	Ngāti Tuheke
	Ray Wihapi	Te Kapu o Waitaha
	TBC	Te Rūnanga o Ngāti Whakaue
	Manu Pene	Te Rūnanga o Ngāti Whakaue - Alternate
	Hakopa Tapiata	Tūhourangi
	Roland Kingi	Ngāti Pikiao
	Tania Turner	Ngāti Whakahemo
SmartGrowth Partner Organisations		
	Te Pio Kawe	Tū Pakari - Pou Ārahi Strategic Advisor
	Elisha Rolleston	Tū Pakari - Kai Ārahi Technical Advisor
	Craig Batchelar	SmartGrowth Strategic Advisor
	Nichola Lennard	SmartGrowth Technical Advisor
	Eileen Mares	SmartGrowth Coordinator
	Rawiri Bhana	BoPRC
	Keren Paekau	TCC
	Chris Nepia	WBoPDC
Meeting Frequency		
		Quarterly



Kia Tū Pakari ai Tātou

Agenda

Procedural Matters		Who	Page
09:00	Mihimihi & Karakia		
09:05	DRAFT Minutes from hui held 16 July 2025 Apologies Conflicts of Interest PAPER A	Matire Duncan	7 - 14
CTWF Outcomes Performance Framework and Measures			
09:15	Discussion and endorsement of CTWF Outcomes Performance Measures Framework Report PAPER B	Tū Pakari	15 - 27
WBOP City and Regional Deal			
10:00	WBOP City and Regional Deal Update VERBAL	Rangi Ririnui, Chris Joblin, & Tim Allen	-
Tū Pakari Update			
10:30	Tū Pakari Update PAPER C	Tū Pakari	28 - 53
Conclusion			
	Mihimihi & Karakia Whakamutunga		-

Next Meeting: tbd



Kia Tū Pakari ai Tātou

If you have any questions or queries about this Forum meeting, please email SmartGrowth via administration@smartgrowthbop.org.nz

Frequently Used Acronyms	
DSG	Developers Sector Group
FDS	Future Development Plan
IFP	Implementation and Funding Plan
MHUD	Ministry of Housing and Urban Development
PDA	Priority Development Areas
SMG	Senior Managers Group
SGIG	SmartGrowth Implementation Group
SLG	SmartGrowth Leadership Group
UFTI	Urban Form & Transport Initiative



Te Tūāpapa mō te Rōpū Tū Pakari

The Foundation for the Combined Tāngata Whenua Forum



OUR COLLECTIVE VISION

Kia tū pakari ai tātou
Together, we thrive



OUR ROLE IN DELIVERING THE VISION

We are responsible for ensuring the rangatiratanga of hapū and iwi (particularly tāngata whenua values, principles, traditions and customs) are incorporated throughout SmartGrowth strategies, plans, projects, processes and decisions.

We are responsible for supporting future hapū and iwi growth management and development needs.



OUR GUIDING PRINCIPLES

Rangatiratanga/Mana
Whānaungatanga
Tipuranga
Kaitiakitanga
Manaakitanga
Auahatanga



OUR COLLECTIVE OUTCOMES

TE WHENUA

Our people are enabled to occupy, develop and use multiple owned Māori Land and Treaty Settlement Land.

TE NGĀKAU

Our marae communities are connected to social and health services, education and sporting facilities, and where practical, public transport.

TE TAIAO

The health and wellbeing of our natural environment is not compromised further as a result of land use and development.

NGĀ WĀHI TŪPUNA

Our sites and areas of cultural significance are cared for and protected from further degradation and loss.

TE MANAWAROA

Our communities and cultural infrastructure are resilient to a changing climate.



“Kia Tū Pakari ai Tātou”

SmartGrowth Combined Tāngata Whenua Forum

Minutes

Date: 7 October 2025

Time: 9:00am – 12:30pm

Venue: Western Bay of Plenty District Council
1484 Cameron Road, Greerton, Tauranga, 3112

Combined Tāngata Whenua Forum Membership		
Co-Chairperson		
In attendance	Matire Duncan	
In attendance	Matemoana McDonald	
CTWF representatives to SmartGrowth Leadership Group (SLG)		
In attendance	Matire Duncan	Te Rangapū Mana Whenua o Tauranga Moana
In attendance	Whitiora McLeod	Te Rangapū Mana Whenua o Tauranga Moana
Apologies	Darlene Dinsdale	Te Ihu o te Waka o Te Arawa
In attendance	Riki Nelson	Te Kāhui Mana Whenua o Tauranga Moana
In attendance	Matemoana McDonald	Bay of Plenty Regional Council - Alternate
Te Rangapū Mana Whenua o Tauranga Moana		
	Destiny Leef	Te Rūnanga o Ngāti Ranginui
	Pare Kuka	Ngāti Kahu
In attendance	Cheryl Hayes	Ngāti Hangarau
	Kura Martin	Ngāi Tamarāwaho
	Neville Walker	Ngāti Ruahine
	Josie Ririnui	Ngāti Hē
	Irene Walker	Ngāi Te Ahi
In attendance	Whitiora McLeod	Te Rūnanga o Ngāi Te Rangi
Online	Nathan James	Ngāti Kuku
	Puhirake Ihaka	Ngāti Tapu
	Pine McLeod	Ngāti Kaahu
	Spencer Webster	Ngā Pōtiki
In attendance	Arthur Flintoff	Ngā Pōtiki (alternate)
Online	Buddy Mikaere	Ngāti Pūkenga (member)
In attendance	Kylie Smallman	Ngāti Pūkenga (alternate) – buddy present, no rem payable)
	Darlene Dinsdale	Te Rūnanga o Ngāti Whakaue ki Maketu
In attendance	Noel Mahia	Te Kapu o Waitaha
Online	Helen Biel	Tapuika Iwi Authority Trust
In attendance	Manu Pene	Te Runanga o Ngāti Whakaue ki Maketu
Te Kāhui Mana Whenua o Tauranga Moana		
	Reon Tuanau	Te Whānau ā Tauwhao ki Ōtāwhiwhi
In attendance	Riki Nelson	Ngāti Te Wai
	Te Uta Roretana	Ngāi Tamawhariua ki Matakana
	Nessie Kuka	Ngāi Tūwhiwhia
Online	Charnaye Walker	Ngāti Ruahine
Online	Buddy Mikaere	Ngāti Pūkenga
	Destiny Leef	Te Rūnanga o Ngāti Ranginui



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	Nicholas Leef	Ngāti Taka
	Paretaihinu Samuels-Hudson	Ngāi Tamawhariua - Te Rereatukāhia
	Jacqui Rolleston-Steed	Pirirākau
	Kylie Willison	Ngāi Tamarāwaho
Te Ihu o te Waka o Te Arawa		
	Vance Skudder	Ngāti Marukukere
	Rawiri Biel	Ngāti Kuri Te Matai Pā
Apologies	Elva Conroy	Ngāti Tuheke
	Roland Kingi	Ngāti Pikiao
In attendance	Alfred Potiki	Ngāti Moko
	Vance Skudder	Tapuika Iwi Authority
	Ray Wihapi	Te Kapu o Waitaha
	Petera Tapsell	Ngāti Whakaue
Apologies	Darlene Dinsdale	Te Rūnanga o Ngāti Whakaue
	Tania Turner	Ngāti Whakahemo
In attendance	Hakopa Tapiata	Tūhourangi
SmartGrowth Partner Organisations		
In attendance	Te Pio Kawe	Tū Pakari - Pou Ārahi Strategic Advisor
In attendance	Elisha Rolleston	Tū Pakari - Kai Ārahi Technical Advisor
In attendance	Craig Batchelar	SmartGrowth Strategic Advisor
Apologies	Nichola Lennard	SmartGrowth Technical Advisor
In attendance	Juanita Assink	SmartGrowth Coordinator
	Rawiri Bhana	BoPRC
	Keren Paekau	TCC
Online	Cynthia Hamel	TCC
In attendance	Chris Nepia	WBoPDC
Online	Chaquan Nepia	WBoPDC
Online	Tracey Miller	WBoPDC
In attendance	Mayor James Denyer	WBoPDC
In attendance	Todd Muller	Priority One
In attendance	Kathryn Scholes	Priority One
In attendance	Tim Allan	Priority One
In attendance	Chris Joblin	Valuence Advisors
In attendance	Rangi Ririnui	Ngāti He/ Ngai Te Ahi
Meeting Frequency		
		Quarterly

Manu Pene & Chris Nepia opened the meeting with a mihi and karakia.

Matire Duncan welcomed attendees to the Western Bay of Plenty District Council.

Apologies were received from: Darlene Dinsdale, Elva Conroy and Nichola Lennard.

That it be resolved

Apologies for absence be received.

Moved: Ngā Pōtiki – Arthur Flintoff
Seconded: Ngāti Hangarau – Cheryl Hayes

CARRIED



“Kia Tū Pakari ai Tātou”

2. Conflicts of Interest

- No conflicts were declared.

3. Previous Minutes

The minutes of the previous meeting held 16 July 2025 were accepted as a true and correct record.

Moved: Ngāti Moko – Alfred Potiki

Seconded: Ngāti Hangarau - Cheryl Hayes

That it be resolved

- Conflicts of Interest and Previous Minutes were accepted.

CARRIED

4. Actions from Previous Meeting (reference to Paper B)

No.	Meeting Date	Action	Who	Status
33	11/12/24	Clarity of responsibilities sought on 11 (f) – Meeting with marae / Māori land trust project control groups (PCG) to support and progress the planning and construction phases to obtain code of compliance.	Tū Pakari	Te Pio Kawe – Framework for housing workstream and Project Control Group explained. When a business proposal is submitted a marae or Māori land trust establish their own PCG comprised of planners, engineers etc. The PCG then meets with JAG for support and advice to improve or amend their proposal. Explanation accepted.

Item listed under Action 33 was not moved during the last meeting. The group rectified this.

Moved: Te Runanga o Ngāti Whakaue ki Maketu – Manu Pene

Seconded: Te Kapu o Waitaha – Noel Mahia

CARRIED

5. Tū Pakari Quarterly Update

Tū Pakari Advisors spoke to the Tū Pakari Quarterly Update.

- Continual work with Te Rōpū Arotahi. Councils have been focused on progressing the framework for the Rangātiratanga, Te Taiao, and Te Whenua CTWF Outcomes only. The objectives, actions and measures have been updated to reflect strategic insights and discussions from the TRA and councils. Following July hui, further meeting held to work through the feedback and ideas presented from the workshop.



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- Key themes from 3 group discussions:
 - Kaitiakitanga and customary practices, alongside partnership models of co-development, co-design, and co-implementation in decision-making processes with tangata whenua.
 - Tangata whenua capability, capacity, and resourcing to support kaitiaki and mana whenua engagement in natural resource management and development.
 - Succession planning to ensure rangatahi participation in management and decision-making roles at hapū, iwi, and council forum levels.
 - Balancing Māori worldviews and values by integrating mātauranga Māori with Western science, monitoring, and planning frameworks, while recognising intergenerational knowledge through hapū and iwi engagement.
 - Working with TCC and WBoPDC – to have input in the Outcomes Framework which will be covered later in the meeting.
- The Outcomes Performance Framework which will be covered later in the meeting during the regional dial presentation.
- MHUD Funding Criteria yet to be developed. Tū Pakari and the 2 council teams will support Māori Land Trust to be best placed for the 2027 MHUD funding once the criteria are set up.
- Joint Agency Group (JAG) to support Marae application / Māori Land Trust with solving technical advise, e.g. around stormwater, etc. Final outcomes will be all necessary reports and documents required to be lodged for consent
- Funding – approaching the funders of the programmes of SG also looking into alternatives, i.e. NZ Superannuation Fund or using Spatial Planning funding stream to support affordability. To be discussed during upcoming Regional Deals and SLG meetings. Also to develop better relationships with government.
- Congratulation to Ngāti Te Wai for their positive outcome on Māori housing – putting MLT through respective forums to enable being in position to respond to changes in central government policy.
- Opportunity for Ngāti Te Wai to present at the Ara Rau Tangata Friday 28 November – to work with celebrate the success at the conference, highlighting positive steps and learning.
- National Direction Consultation:
 - 2025 has seen significant changes around RM Framework by Central Government.
 - Central Government are consulting to the public on the 4 key national key priority xxx packages – list 1 – 4 Package 1: Infrastructure and development; Package 2: Primary sector; Package 3: Freshwater; Package 4: Going for Housing Growth.
 - Earlier on in the year SG formed a submission working group led by Nichola Lennard – representatives from 3 local councils and Tū Pakari. With purpose being to ensure a unified voice on behalf of SG when making submissions on the 4 packages.
 - SmartGrowth did not submit on Package 3 – freshwater due to differing views.
 - Page 42 of the Agenda – Tū Pakari submission to joint SG submission on the new national standards for Papakāinga.
 - Pages 79-82 – Tū Pakari submission for Going for Housing Growth regarding impacts on Māori.
 - Is important to note that individual forums made their own submissions, included in this package – key foundations moving forward with work previously undertaken around Māori Housing workstream and component included in next presentation.

Recommendations:

The recommendations for the Tū Pakari report are located beneath paragraph 8: Te Rōpū Arotahi Update - Outcomes Measures Performance Framework.

6. Regional Deal Structure, Negotiations Process, Key TW / Elements and next steps, etc.

Te Pio Kawe welcomed to the Combined Tangata Whenua Forum.



“Kia Tū Pakari ai Tātou”

Chris Joblin spoke to the Regional Deal Structure, Negotiations Process, Key TW / Elements and next steps. Following the presentation, the group discussed:

- Available funding streams:
 - Council has no money to provide the government’s demand for housing. Gap needs to be bridged. Central Government need to provide some kind of funding facility to fund Council portion of the infrastructure with an incentive to enable growth.
 - Opportunity is around social infrastructure – if can set up vehicle enabling investment into social infrastructure, likes of Super Fund could assist iwi, along with other iwi
- Further dialog required to socialise these ideas with government, so they get pushed down into the Ministries.
- Issue with the Port was discussed. Needs to be resolved without causing further grievance.
- Waiari being consented as development crucial to regional deals. Currently under discussion is the reconsenting of TCC water take from Waiari and Tautau rivers.
- Economic opportunities for iwi:
 - housing development investments
 - social infrastructure investments
 - social procurement - apprenticeships, education pathways, benefit in iwi members employment through contractors who delivered services
 - ongoing income from assets currently held
- Non-economic opportunities - Use commercial investments to grow influence over outcomes
- Question was raised if Crown does have no money or no land. Truth lies in the middle. But if Crown wants to provide social infrastructure like schools or hospitals, they have either to buy the land or to lease it. When consider zoning or master planning, if on Māori owned land, will provide preferential opportunity to lease the whenua out and to get it develop.
- At Tauriko West development is occurring, however can only progress to approx. 2400 houses before requiring the SH29A extension to relieve congestion and unlock the development of further houses.
- The group acknowledged the expertise of the negotiation team and ask for the possibility to hold workshops for iwi on how to get organised, on how to take advantage for the opportunities arising and to understand what the opportunities are - which the negotiation team agreed to provide.
- Todd Muller – Priority One –
 - very pleased with where negotiations have progressed so far. Felt Crown would come with focus on economic opportunity, however, was surprised that number 1 priority is the housing issue – if can’t house our people, unable to grow our businesses and thrive as a community.
 - Conditions must be established to enable the development of additional housing in both the West and East, with a particular focus on the East where roading infrastructure is already in place.
 - People will come with the new houses. They will require services and amenities – health, schools, education which will need to be provided by the Crown.
 - Local iwi can assist the Crown in delivering social services. Greater engagement is needed to help iwi understand the opportunities available, enabling them to develop and submit proposals to Government outlining how iwi can contribute.
- Process – going through negotiations with three regions – Auckland, Tauranga & Queenstown. Queenstown has a number of issues therefore not wishing to go first, therefore between Tauranga and Auckland.
- Regional Deal with either Tauranga or Tamaki will be announced prior to Christmas. This will be an agreement in principal with more detailed negotiations in the following 6-9 months. If it takes longer announcement will be February/March 2026.
- View taken whilst some advantage being first, better to not rush in order to receive the best deal possible. Not deadline driven but outcomes driven. For deal to be approved by Councils we need to get incentive and funding agreement in place. Focus on funding and financing – how do you fund growth in a way that doesn’t burden the community?
- Critical that the region is aligned and speaks with one voice.



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- Protection of the tangata whenua principles and ensuring they are incorporated into the deal – emphasising values around supply and use of water, where wastewater is used, disposed and discharge of water. All this is critical to us as is the harbour and the whole environment.
- Tim – region has been planning for some 20 years to see some of this stuff happening in a wider, consultative way, with key point being what is on the table is entirely consistent with what is being developed at SmartGrowth, Te Pio insights to Papakāinga at base level, thought coming through.
- Matemoana and Matire as part of the governance group – consistent with plans as much as possible.
- Matemoana – thanked Chris, Tim & Todd for their presentation. like to see more of governance meetings is better advocacy for Māori – feel sometimes as “poor cousin” however we are key to this regional development. Wants to be fully included in the process as an important partner.
- Opportunity is not with single iwi /hapu – we all have to work together, who will organise this?
- The last CTWF is on 10 December – invite the negotiation team back for update.
- Government wishes to do all three city regional deals

Recommendations:

That the **SmartGrowth Combined Tāngata Whenua Forum:**

1. **Receive** the update.

Moved: Tūhourangi – Hakopa Tapiata
Seconded: Ngāti Pūkenga – Kylie Smallman

CARRIED

7. SmartGrowth Advisory Update

Craig Batchelar spoke to the SmartGrowth Advisory Update.

- Hamilton to Tauranga spatial study being a joint project with Future Proof –
 - will look into investments in that corridor that will occur over the next 30 years. Outcomes are significant reduced travel times, improve freight movement, road user safety, and urban growth
 - Project being led by Future Proof with expectation that more of the impact will be in the Waikato region.
 - Developed economic modelling confirmed that most of the impact of this investment will land in the small towns between Hamilton and Tauranga, with scale of 180 – 200ha of additional development spread around these communities.
 - Stakeholder engagement planned for October and November seeking feedback to the draft
 - Market analysis being done about the deliverability of the ideas.
 - Need to identify Māori land blocks within the transport corridor across the Kaimai’s on both sides. Need to establish a working relationship. First steps is receiving the report, outcomes form the report and then moving to full engagement with landowners, similar as to other corridors.
 - Ensure Regional Deals are clearly linked to ongoing projects so that communication with whānau is streamlined and focused, avoiding information overload. Additional support may be needed as whānau could find these discussions challenging while managing their own priorities.
 - Not huge implications for our region expected. Main interest is the upgrade of State Highway 29 including congestion being addressed.
 - Future Proof leading the engagement, but we need to make sure our interest are addressed.
- Kaimai Railway Tunnel –
 - exit tunnel is sufficient but need better management of moving the freight either site. Passing lanes needed to make it more efficient. Regarding passenger rail – there is an issue with electrification.



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- Presentation from Waikato Regional Transport manager of prospects of electrification through Morrinsville, electrify trains through Tauranga port using battery. In medium term could be potential for passenger rail to be considered not at present.
- Rail improvements will be central government investment.
- Increase of freight that will be transported to Tauranga. Inland port at Te Puna still in discussion? Craig not aware of an Inland Port.
- It was highlighted that a lot of Māori Land exists along SH29 to Te Poi. Whanau needs to be made aware of this project. Craig to make sure to suggest to Future Proof Team to include the landowners in the consultations.
- The project is to try to understand the impact of the transport investment. It is intended to speed up and improve freight movement, but we need to understand the wider consequences and indirect impacts on the region.
- Other issue is the criticism that this project is not wide enough. That Waihi and Rotorua is not included. But this is the scope we are working with. Following lead from Future Proof, SmartGrowth are not leading this project.
- Report is going out for consultation as draft mid-October to mid-November with FP PM reporting outcomes to their governance in February 2026.
- Expect the outcome is joint spatial plan work with the Waikato Region
- This work is motivated by Hamilton getting their freight to Tauranga either by rail or by State Highway 29. That's the reason it doesn't go further east.
- Future Development Opportunities
 - Expression of Interest issued for receiving possible sub-region development areas that are currently outside of the SmartGrowth strategy.
 - Receive proposals will be reviewed by a working group
 - Report back to the group in December.

Recommendations:

That the **SmartGrowth Combined Tāngata Whenua Forum:**

1. **Receive** the SmartGrowth Advisory Update.

Moved: Ngā Pōtiki – Arthur Flintoff
Seconded: Ngāti Hangarau – Cheryl Hayes

CARRIED

8. Te Rōpū Arotahi Update – Outcomes Measures Performance Framework

- To discuss Tāngata Whenua / Iwi measures to be put in the framework as currently is loaded with Council measures and whakaaro
- The key to ensuring the Measures in the OPF are trackable is identifying alignment, where possible, with existing Council data monitoring and reporting processes
- Include Māori Housing the first time
- Framework established from workshops held in 2025, based on 6 CTWF outcomes embedded in the strategy, work being completed moving forward, supported / reviewed by TRA to ensure whakaaro is flowing through into the final document.
- Data collection and monitoring as part of the progress reporting is done by each Council (TCC, WBOPDC, & BoPRC) and by Ellisha Rolleston & Te Pio Kawe resulting in 4 tables. To be completed by 10 December 2025, which will close the three components for the framework.



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- Next steps implementing the CTWF outcomes performance framework and KPI measures – data gathering from January to December 2026. Data to be reviewed by Te Rōpū Arotahi – looking to present information for the first year of the framework in the first workshop in 2027.
- Outcome monitoring will then be included in work programme, being an ongoing kaupapa for combined forum, for Takawaenga and supporting units as move forward. To be able to show how effective this forum is.
- Imbalance between local government view and iwi view. Therefore, started with local government measures and added iwi/tangata whenua measures to start a discussion or see if they are the same?
- The point of the whole exercise was the Iwi / Hapu measures – were making great progress, as were having difficulty of proving our effectiveness – now this feels like we have lost sight of all of this.
- Hardest measure to gather the information on, only had 2 measures around Treaty Waitangi principles and representation, however, now have broaden what the options are around rangatiratanga.
- Number of queries that come to council does not tell us anything. We should look into progress made in terms of effectiveness. So, the local government preferred measure tells us nothing.
- First time TRA have seen this version – needed the conversations to occur between what WBOPDC, TCC, BoPRC can collate. What shown in the table at the moment is the data they can collate. Now it became clear is that they don't have that base to measure the progress.
- Tangata Whenua measure should be first, then the Council body measures.
- Need discussion of what the objection is of the tool we are developing. Nobody has done something similar to this before. This data collection is brilliant for Council. But maybe something else is needed in addition for Tangata Whenua. Or add the TW goals to it.
- To organise a further two TRA workshops, meeting with Toi Moana, korero with Tangata Whenua reps, address issues raised today and report back in this during December meeting.

That the **SmartGrowth Combined Tāngata Whenua Forum:**

1. **Receive** the Tū Pakari Report.
2. **Support and endorse** in principle the Outcomes Performance Measures Framework (OPMF) provided the TRA re-meets to discuss the appropriate changes required to the current version presented on 7 October, and noting that a final version of the OPMF will be presented to the CTWF on 10 December.
3. **Note** the Data Collation, Monitoring and Reporting Plan will be finalised and reported at the next CTWF Hui on 10 December 2025.
4. **Acknowledge** the issues raised in the attached SmartGrowth National Directions submissions. Note that two meetings will be held with TRA to progress the data collection, monitoring and reporting plan which will be finalised and reported

Moved: Tūhourangi – Hakopa Tapiata

Seconded: Te Rūnanga o Ngāi Te Rangi – Whitiora McLeod

CARRIED

Te Pio Kawe closed the meeting with a mihi and a karakia Whakamutunga.

Meeting Closed: 12:30pm

Next Meeting: 10 December 2025 – 9:00am – 12:30pm
Western Bay of Plenty District Council (Chambers)
1484 Cameron Road
Tauranga

Outcomes Performance Measures Framework Report

Committee name	Combined Tāngata Whenua Forum
Meeting date	Wednesday, 10 December 2025
Author(s)	Te Pio Kawe – Tū Pakari Pou Ārahi (Strategic Advisor) Elisha Rolleston – Tū Pakari Kai Ārahi (Technical Advisor)
Purpose	Te report to the CTWF on the final version of the Outcomes Performance Measures Framework.

Context

1. On 12 February 2025, the CTWF held a workshop which focused on setting a strong foundation for 2025/26. Matters pertaining to the effectiveness and future role of the CTWF, the importance of genuine partnership and the upholding of rangatiratanga, the urgent need for tangible progress in papakāinga development and infrastructure equity, and the necessity of a clear implementation path for agreed strategies emerged.
2. A key outcome of the workshop was the CTWF’s endorsement of establishing Te Rōpū Arotahi (TRA) – the CTWF’s Working Group – to develop a set of Key Performance Indicators to monitor its progress towards realising the aspirations set out in the CTWF Key Outcomes.
3. TRA enabled members of the CTWF to have direct input into the development of the Outcomes Performance Measures Framework. Involvement (OPMF) from the “Te Kāhui Kaunihera” teams from Tauranga City Council (TCC), Western Bay of Plenty District Council (WBOPDC), and Toi Moana was integral to ensuring coordination between the CTWF and councils.
4. On 16 July, the CTWF held a workshop focused specifically on three of the six Key Outcomes – Rangatiratanga, Te Taiao, and Te Whenua. It was an opportunity for the CTWF to have input into the development of the first iteration of the Outcomes Performance Measures Framework.
5. On 7 October, the CTWF supported and endorsed in principle the draft OPMF presented by Tū Pakari, noting that a final version of the OPMF will be presented to the CTWF for final endorsement.

Outcomes Performance Measures Framework

6. Attached as Appendix 1 to this report is the final version of the CTWF’s Outcomes Performance Measures Framework.
7. The OPMF is a monitoring and reporting framework centered around the following five areas:
 - a. Improving the CTWF’s effectiveness in supporting the implementation of the SmartGrowth Strategy.
 - b. Monitoring and reporting on the CTWF’s collective priority growth and development outcomes.
 - c. Identifying the actions, effects, and impacts the CTWF seeks to address.

- d. Clarifying the qualities or values the CTWF aims to change or improve.
 - e. Assessing how the CTWF's collective priority growth and development outcomes evolve in response to a constantly changing operating environment.
8. The framework incorporates the feedback and perspectives from the CTWF 16 July workshop to progress the proposed structure and ensure alignment with the SmartGrowth Strategy is maintained.
 9. It will be used at the end of each calendar year to evaluate how the CTWF's priority growth and development outcomes have been progressed by marae, hapū, iwi, and Māori Land Trusts (MLTs). In developing the OPMF, it is acknowledged that the real strength and delivery capability for the CTWF's key growth and development outcomes lies with marae, hapū, iwi, and MLTs on the ground.
 10. The OPMF will enable the CTWF to maintain a bird's-eye view across the sub-region in tracking progress toward its key growth and development outcomes. It will provide the CTWF with a clear understanding of how tangata whenua are progressing these outcomes.
 11. The OPMF is divided into two parts. The front end of the framework will provide a renewed and refreshed look at the CTWF Outcomes, which will be included in the SG Strategy at the next review once the framework is complete with the inclusion of the remaining three CTWF key growth and development outcomes.
 12. The OPMF table has five columns. The reference table below is provided to assist you in understanding how to read the framework.

Outcomes Performance Measures Framework				
Collective Outcome	Objective	Actions	Who	Measures
These are the 6 CTWF's Key Outcomes included in the SG Strategy and included at the beginning of each CTWF agenda.	This identifies the key objectives that support and enable the strategic outcome in the first column.	These are the actions required to achieve the objectives in the previous column.	Identifies who are the SG strategic partners responsible for monitoring the actions outlined in the previous column.	These are the Key Performance Indicators (KPIs) measures that align with the CTWF Collective Outcomes in the first column.

13. The KPI measures include specific Tangata Whenua measures for each of the CTWF's key outcomes, and the second set of measures are monitored and reported on by the appropriate local or regional council.
14. Each SG partner council has a specific data collation, monitoring, and reporting plan / framework – a separate document - that sets out in more detail how they will monitor and report on each of the CTWF OPMF measures, and how data will be collated to track progress. The three partners Councils, Tū Pakari annual monitoring reports and tangata whenua feedback will form the annual reporting to CTWF and the SmartGrowth partnership.

Recommendations

That the **Combined Tāngata Whenua Forum**:

1. **Receives** the Outcomes Performance Measures Framework Report.
2. **Endorses** the Outcomes Performance Measures Framework for the Rangatiratanga, Te Taiao, and Te Whenua outcomes only.

Outcomes Performance Measures Framework Overview

The Combined Tāngata Whenua Forum's (CTWF) Outcomes Performance Measures Framework (OPMF) was developed by the Tū Pakari advisory team, Te Rōpū Arotahi (TRA), the CTWF's technical working group and Te Kāhui Kaunihera, a collective of Māori staff from Tauranga City Council, Western Bay of Plenty District Council and Toi Moana / Bay of Plenty Regional Council to develop a monitoring and reporting outcomes framework. The fundamental purpose of the OPMF is to provide a base tool to continually assess the effectiveness of the SmartGrowth Strategy in advancing tangata whenua aspirations.

The CTWF framework is centred around five key areas:

- a. Improving the effectiveness of the SmartGrowth Strategy in supporting the goals and aspirations of the CTWF.
- b. Monitoring and reporting on the CTWF's collective priority growth and development outcomes.
- c. Identifying the actions, effects, and impacts the CTWF seeks to see improved.
- d. Clarifying the qualities or values the CTWF aims to change or improve.
- e. Assessing how the CTWF's collective priority growth and development outcomes evolve in response to a constantly changing operating environment.

The framework incorporates the feedback and perspectives from the CTWF hui and workshops throughout 2024-2025 to progress the proposed structure and to enhance the attainment of tāngata whenua aspirations within the SmartGrowth Strategy 2024.

The framework collates the data and information from the Council partners, Māori levels of engagement and participation across the SmartGrowth strategy as well as engagement with marae, hapū, iwi, and Māori Land Trusts each calendar year to evaluate how the CTWF's priority growth and development outcomes have been progressed. In developing the OPMF, it is acknowledged that the real strength and delivery of the CTWF's growth and development outcomes are derived from the recognition of rangatiratanga, kaitiakitanga roles, project engagement and with mana whenua relationships at leadership levels, on the ground in the community, at the marae, other haukāinga spaces, and environments.

The OPMF will enable the CTWF to maintain a clear view across the sub-region in tracking progress toward its key growth and development outcomes. It will provide a clear understanding of how Combined Tāngata Whenua Forum's (CTWF) aspirations and goals are being advanced.

The OPMF is divided into two parts, firstly the strategic alignment with SmartGrowth Strategy, vision and principles that focus on the outcomes that are significant to the CTWF including Rangatiratanga, Te Taiao, Te Whenua, Te Ngakau, Ngā Wahi Tupuna and Te Manawaroa. The purpose of the key performance measures is to record and monitor how effective the CTWF actions have been in progressing and influencing the outcomes.

The framework recognises that tāngata whenua values and interests encompass a broad range of ecological, social and economic values that integrate and overlap with one another. Tāngata whenua have unique rights and interests that are established and flow from Te Tiriti o Waitangi and are expressed in Iwi Treaty Settlements and in Iwi and hapū environmental management plans across the WBOP subregion. The intent of the actions is to enable and empower tāngata whenua decision-making opportunities and relationships to achieve the outcomes through SmartGrowth and the Council partnership.

We note the capacity of mana whenua to deliver housing and infrastructure on Māori land in the Te Whenua outcomes are limited by government Māori housing policies.

The majority of the tāngata whenua KPI measures are quantitative numbers or percentages that focus on the key issues for each outcome. The qualitative measures are expressed as a survey of the CTWF members on how they have seen the progress and uplift of the outcomes on the ground. To assist the CTWF in measuring the outcomes, Te Rōpū Arotahi have developed a performance / effectiveness scale that clearly measures the level of tāngata whenua engagement and participation at the decision-making roles with partners from a tāngata whenua perspective for all Forums outcomes. These measures will be further developed over time.

The role of Iwi/hapū kaitiaki throughout the OPMF, acknowledges those individuals who are either employed, or delegated by their marae, hapū, or iwi organisations to represent their interests in cultural monitoring and reporting, assessment, spatial planning processes, and other relationship and leadership-based roles and functions.

The second part of the framework focuses on the specific monitoring and reporting data collation that is tailored for each Council partner on what data they can or cannot collate for each of the OPMF measures based on the organisations policies, plans, and structures. The Council partners, and the Tū Pakari monitoring reports and tāngata whenua feedback forms the basis for an annual performance report to CTWF and the SmartGrowth partnership.

SmartGrowth will look to develop flow-charts and infographics icons to describe and support the Framework in 2026.

CTWF Outcomes Performance Framework and Measures

Rangatiratanga/ Mana Motuhake – The Exercise of Self-Determination/ Autonomy

Rangatiratanga – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
<p>Ensure the rangatiratanga of hapū and iwi (particularly their values, principles, traditions, and customs) are embedded throughout the implementation of SmartGrowth strategies, plans, projects, processes, and decisions.</p> <p>This outcome applies to all other CTWF outcome areas.</p>	<p>Te Tiriti o Waitangi and principles of partnership, participation, and active protection are embedded throughout the SmartGrowth urban growth partnership. This ensures that rangatiratanga is upheld, actively and continuously resourced, and incorporated through mana whenua representation across all SmartGrowth partnership structures.</p>	<ol style="list-style-type: none"> 1. Ensure that SmartGrowth strategies, policies, plans, structures and practices incorporate and give effect to: <ol style="list-style-type: none"> a) Upholding Te Tiriti o Waitangi. b) Strengthening mana whenua representation and involvement. c) Resourcing the advancement of Māori outcomes and aspiration; and d) Supporting rangatahi succession planning into decision-making roles across Council Iwi and hapū forums. 	<p>Tū Pakari TCC, WBOP, BOPRC</p>	<p>Primary Tāngata Whenua Measures</p> <ol style="list-style-type: none"> 1. Tāngata whenua cultural, social, economic and environmental outcomes. 2. Tāngata whenua forum members satisfaction survey re Actions 1 a, b, c, and d. 3. Actions areas are specifically reported annually. <p>The number of SmartGrowth and Council strategies, policies, plans, and relationship agreements that demonstrate a commitment to Actions 1 a, b, c and d.</p> <p>Performance Measurement Scale</p> <p>0 = No Tāngata whenua participation.</p> <p>1 = Tāngata whenua observer.</p> <p>2 = Tāngata whenua advisor (non-voting rights).</p> <p>3 = Tāngata whenua representation with voting rights, and</p> <p>4 = Joint tāngata whenua chairperson role.</p>

Rangatiratanga – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
				<p>Council Business as Usual Measures:</p> <ol style="list-style-type: none"> 1. Māori participation rates and tiers for the three Council Forums and the CTWF during the past 12 months. 2. Participation levels comparison to other Council based Tāngata Whenua committees and / or forums.

Te Taiao – The Natural Environment

Te Taiao – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
The health and well-being of our natural environment is enhanced.	<p>Tāngata whenua connections to Ngā Wai ki Mauao me Maketū are strengthened and enhanced by:</p> <ol style="list-style-type: none"> 1. Sustaining the Mauri of Te Taiao through active kaitiakitanga. 2. Ensuring healthy environments that support the wellbeing of the people. 3. Empowering Tāngata whenua access to natural resources for customary practices in safe and meaningful ways (e.g., moana, takutai moana, motu, tāhuna, awa, ngahere). 	<ol style="list-style-type: none"> 1. Tāngata whenua are provided opportunities, in partnership with councils and community stakeholders, to exercise cultural practices, approaches, activities, events, and ceremonies tikanga Māori, kawa, and kaitiakitanga. 2. Tāngata whenua are supported and enabled to integrate mātauranga Māori and traditional practices with Western science, monitoring, and planning frameworks that develop cultural health index models. 	TCC, WBOP, BOPRC	<p>Primary Tāngata Whenua Measures</p> <ol style="list-style-type: none"> 1. Proportion of successful tāngata whenua submissions that seek to influence Council policies, plans, strategies, and projects that may affect their ecological, social, heritage, economic and/or cultural interests and values? 4. Number or proportion of Council taiao initiatives that incorporate Māori views, values, and mātauranga because of tāngata whenua input. 2. Total amount of financial resource allocation for all environmental monitoring and the proportion of this total allocated to resource Tāngata whenua monitoring. 5. Number of iwi and hapū kaitiaki engaged by Council or private developers to carry out (not limited to). <ol style="list-style-type: none"> a) cultural and Te Taiao monitoring, including earthworks and archaeological monitoring, b) water quality assessments, c) spatial planning support, and

Te Taiao – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
				<p>d) other relationship-based roles?</p> <p>3. Number / proportion of projects where iwi/ hapū kaitiaki monitoring results (see 3 above) have positively influenced Council or private developer project outcomes, policies, and/ or plans.</p> <p>6. Number of occasions where Council provides opportunities for tāngata whenua to:</p> <p>e) Leadership roles,</p> <p>f) management and / or</p> <p>g) administration roles in Te Taiao initiatives.</p> <p>4. Number of rāhui Iwi / hapū have placed over areas along the coastline, harbour and freshwater bodies by marae, hapū, or iwi?</p> <p>5. Number of rāhui supported by local council e.g. communications and info sharing.</p> <p>7. What was the reason for the rāhui?</p>

Te Taiao – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
				<p>Council Business as Usual Measures:</p> <ol style="list-style-type: none"> 1. Number of days local WBOP beaches, harbour inlets, rivers, streams, and other waterways closed to the public for swimming / recreational use and harvesting of shellfish. 2. What were the reasons for these public closures? <i>Note: This may include closures caused by natural weather events, human-made hazards, accidental chemical or wastewater spills, overflows, or illegal dumping/ discharge events.</i> 3. Council Te Taiao / environmental monitoring programmes or outcomes are undertaken in partnership with tāngata whenua / kaitiaki?

Te Whenua – Māori Land Use.

Note: Given current changes in central government Māori Housing policy, resourcing and capability constraints, Te Whenua is a priority outcome area for 2025-26.

Te Whenua – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
Tāngata Whenua are enabled to occupy, develop, and influence the use of Māori Freehold Land and whenua return through Treaty Settlements to sustainably realise mana whenua social, cultural, environmental, and economic needs and aspirations.	To deliver affordable, healthy, safe and intergenerational housing solutions with appropriate infrastructure services on Māori and Treaty Settlement Lands.	<ol style="list-style-type: none"> 1. Tāngata whenua are provided opportunities to be engaged with and resourced to collaborate with City, District and Regional Council partners to review the planning provisions and processes that effect the delivery of homes and infrastructure services on Māori land. 2. To promote and enable opportunities to upskill and build the capability and capacity of whānau, hapū, marae, Iwi and Māori land Trusts to deliver Māori housing / papakāinga solutions across the WBOP subregion. 	TCC, WBOP, BOPRC, TPK, MHUD	Primary Tāngata Whenua Measures <ol style="list-style-type: none"> 1. What alternative policy, resourcing and capability opportunities have the SmartGrowth partnership explored to address these Māori housing constraints in the WBOP subregion? 2. What is the level of residential, marae and or community facility development on Māori Land or Treaty Settlement lands in TCC and WBOPDC? <ol style="list-style-type: none"> a) How many building consents and have been received and granted? b) How many homes have been built on papakāinga and Marae? c) How many papakāinga have appropriate infrastructure services for future housing capacity? d) How many whānau applicants have received a papakāinga housing-related grant from TCC or WBOPDC?

Te Whenua – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
		<ol style="list-style-type: none"> 1. Ensure the WBOP Te Keteparaha Mō Ngā Papakāinga – Māori Housing Toolkit, is updated and aligns with the latest TCC, WBOPDC and Toi Moana planning provisions and development standards. 2. Address and elevate barriers to delivering housing solutions on Māori land such as: <ol style="list-style-type: none"> a) Regulatory / planning provisions b) Infrastructure design and structure plans c) Access to funding sources for feasibility, design and construction, d) Consenting process. 	TCC, WBOP, BOPRC, TPK, MHUD TKR,	<p>Council Business as Usual Measures:</p> <ol style="list-style-type: none"> 1. Number of marae, hapū, iwi, or Māori Land Trusts that are supported by Councils to progress their papakāinga housing needs and aspirations on Māori land through access to: <ol style="list-style-type: none"> a) Council property files and planning information. b) Technical and infrastructure planning provisions within Council housing-related planning documents. c) funding information. d) Te Keteparaha mō ngā Papakāinga / Papakāinga Toolkit. 2. Number of mana whenua lwi / hapū that have been resourced to participate in joint working committees to review City, District, and Regional planning provisions and processes affecting housing and infrastructure delivery on Māori and Treaty Settlement land? 3. The number of Council partner updates and amendments that are

Te Whenua – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
				made to Te Keteparaha Mō Ngā Papakāinga – Māori Housing Toolkit.
	To develop and utilise urban and rural Māori Land and Treaty Settlement Land in a way that sustains cultural identity, enhances economic wellbeing, and upholds the environmental values of kaitiakitanga for present and future generations.	1. Promote and enable opportunities to investigate new and innovative infrastructure solutions and technology that improves the sustainability of the whenua as well as the quality of homes as intergenerational assets.		1. Number of marae, hapū, iwi, or Māori Land Trusts that are exploring productive land-use options e.g. business, industrial, forestry, agriculture, horticulture, solar. 2. Number of marae, hapū, iwi, and Māori land Trusts that are granted consents for infrastructure services and utilities for: <ul style="list-style-type: none"> a) wastewater treatment and disposal solutions, b) Stormwater treatment and disposal, c) Water collection and storage d) Water bores 3. Number of Māori Trusts that are or have explored opportunities and initiatives to develop alternative <ul style="list-style-type: none"> a) Power generations and supply through solar, wind or water solutions.

Te Whenua – CTWF Collective Outcome.	Objectives	Actions	Who	Measures
				<p>b) Homestar rating for new and existing homes built on Māori land Introduction to Homestar</p> <p>c) Eco rating for residential homes on Māori Land that incorporate recycled building materials, double glazed windows, ventilation, water proofing, water use, energy use, insulation, moisture control, waste management, seasonal comfort levels, decarbonise etc.</p>

Tū Pakari Report

Committee name	Combined Tāngata Whenua Forum
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Meeting date	Wednesday, 10 December 2025
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Author(s)	Te Pio Kawe – Tū Pakari Pou Ārahi (Strategic Advisor) Elisha Rolleston – Tū Pakari Kai Ārahi (Technical Advisor)
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Purpose	Tū Pakari quarterly report on activities to December 2025.
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Tū Pakari Quaterly Update

1. The Tū Pakari work programme during October to December concentrated on:
 - a. Providing ongoing support and coordination for Te Rōpū Arotahi to complete the development of the CTWF Outcomes Performance Measures Framework (OPMF), with preparation underway to commence the OPMF pilot throughout the 2026 calendar year.
 - b. Developing a Marae-as-Centres Implementation Framework (MAC) project brief that provides a high-level overview of the purpose, scope, and strategic intent of the MAC ahead of developing the full framework in 2026.
 - c. Coordinating and supporting a series of two tāngata whenua specific workshops with the City and Regional Deal negotiation team to discuss both the economic and non-economic opportunities for tāngata whenua. This will require ongoing monitoring following any announcement of an agreement in principle by the Crown and the effects on Tangata Whenua outcomes.
 - d. Collaborating with Kāhui Kaunihera on a coordinated monitoring and reporting approach for the OPMF.
 - e. Collaborating with TCC and WBOPDC data analysts to incorporate papakāinga housing data and insights into the SmartGrowth Development Trends Report, to be presented to the SmartGrowth Leadership Group on 15 December.
 - f. Liaising with TCC planners on the Commercial Centres Strategy being developed ensuring matters of importance to tāngata whenua are considered i.e. Marae as Centres.
 - g. Liaising with Kāinga Ora to revive the Housing System Plan working group to ensure both Tū Pakari and tāngata whenua representation within the working group.
 - h. Supporting the Development Opportunities Process working group to review and assess the seven development proposals submitted to SmartGrowth, with the aim of presenting recommendations to the SmartGrowth Leadership Group in 2026.
 - i. Supporting the Ara Rau Tāngata conference held on 28 November.
 - j. Updating the Māori Housing Workstream data with councils.
 - k. Monitoring and assessing implications of changes in Central Government policy settings in the operating environment.
 - l. Monitoring and assessing implications of the Hamilton to Tauranga corridor study.

2. A key focus for the January-March 2026 quarter will continue to be on changes in Central Government policy settings and identifying implications for the Strategy and Implementation Plan specific to tāngata whenua matters.
3. The work programme for this quarter also includes:
 - a. Responding to any outcomes from the City and Regional Deal negotiations particularly those relating to matters of importance to tāngata whenua.
 - b. Responding to consultation expected on the replacement of the RMA with the proposed Planning Act and Natural Environment Act.
 - c. Developing the Marae as Centres Implementation Framework.
 - d. Coordinating with the Kāhui Kaunihera on implementing the OPMF.
 - e. Continual involvement in the Development Opportunities Process working group.
 - f. Continual involvement in the Housing System Plan working group.

City and Regional Deal workshops

4. Tū Pakari coordinated with the City and Regional Deal negotiation team (Rangi Ririnui, Chris Joblin, and Timothy Allen) to facilitate two workshops focused on exploring the economic, social, cultural, and Māori land opportunities for tāngata whenua.
5. The first wānanga / workshop was hosted at Merivale Community Centre on Tuesday, 18 November, and the second wānanga was held at the Orchard Church in Te Puke on Tuesday, 25 November. The negotiation team facilitated the wānanga and discussion with the 10 tangata whenua representatives who attended each wānanga.
6. The purpose of these two workshops was to provide tāngata whenua with an opportunity to meet with the City and Regional Deal negotiation team and strategically explore potential economic and non-economic options and opportunities that may benefit marae, hapū, iwi, and Māori land trusts.
7. A copy of the Tangata Whenua Wānanga presentation from the two workshops is attached in Appendix 1.
8. We have also attached a summary of the wānanga discussion and key issues raised from the two workshops.
9. The negotiation team are scheduled to provide a final update on the progress of the City & Regional Deal to the final CTWF hui on Wednesday 10 December at WBOPDC.

Marae as Centres Implementation Framework

10. Work on legislation to replace the Resource Management Act 1991 (RMA) is well underway. In March 2025, the Government announced its intention to replace the RMA with two new laws, expected to be introduced in late 2025 and enacted before the 2026 general election.
 - A Natural Environment Act – focused on managing the use, protection, and enhancement of the natural environment. This includes land, air, freshwater, coastal and marine water, and other natural resources.
 - A Planning Act – focused on land-use planning and regulation. It will enable the urban and infrastructure development that New Zealand needs and align with the Government's Going for Housing Growth plan and the 30-year National Infrastructure Plan.

11. While the proposed legislation signifies a departure from the previous government's approach, it retains one of its fundamental features: **regional spatial planning** as a key mechanism for managing land use, infrastructure, and environmental protection across New Zealand.
12. For the CTWF, who have engaged in long-standing spatial planning through the SmartGrowth partnership, the new legislative direction presents both a critical opportunity and a risk.
13. The opportunity lies in shaping the future of Māori land development, housing, economic aspirations, and environmental stewardship.
14. The risk, however, is that without unified leadership, clear direction, guidance, and strategies, and well-resourced capabilities, tāngata whenua might be excluded from statutory planning and investment decisions that significantly impact their whenua, taonga, and communities.
15. Now is the time for tāngata whenua to reaffirm mana motuhake in planning, to coordinate across rohe and entities, and to shape a future in which Māori values, interests, and leadership are foundational to the planning system.
16. In preparation for the introduction of Regional Spatial Plans (RSPs) under the proposed Planning Act in 2026, and to proactively strengthen tāngata whenua positioning in Māori land-use planning and decision-making, work is underway to expand on the SmartGrowth Strategy's transformational shift — *Marae as Centres and Opportunities for Whenua Māori* — through the development of the Marae as Centres Implementation Framework (MAC).
17. MAC is intended to move this transformational shift from strategic direction into implementation and delivery, ensuring that commitments made at the strategic level (SmartGrowth Strategy) result in coordinated investment, infrastructure delivery, and meaningful on-the-ground change that realises Māori growth and development outcomes (as outlined in the OPMF).
18. Attached as Appendix 2 to this report is the Marae as Centres Implementation Framework project brief.
19. Tū Pakari will begin developing the MAC in 2026.

Recommendations

That the **Combined Tāngata Whenua Forum**:

1. **Receives** the Tū Pakari Quarterly Report.
2. **Supports and endorses** the Marae as Centres Implementation Framework work programme.



TANGATA WHENUA WĀNANGA

Western Bay of Plenty - Leading New Zealand's Growth

2019/2020

Western Bay Sub Regional Deal

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Topics for Discussion Today

- Structure of deal and things for iwi to think about.
- What are the likely economic opportunities.
- Non-economic opportunities.
- Lessons from Waikato Tainui and Ngai Tahu.
- Collaboration - amongst iwi and who do we need to build relationships with. (On this front i have a couple of people I worked with that I might see if they can attend).
- Resourcing and strategy development.

Governance Structure (Pre-Deal)

Deal Director: Chrs Joblin Deal Negotiation Team: Christine Jones, Mark Le Comte, James Mathews, Timothy Allan (Primary DIA Contact), Rangil Rirui, Tracey Miller. Liaison to Councils: Annabel Bayes, Dean Howie.	Leadership Group – Governance/Political Makes the primary decisions and leads discussion with Elected Members. Coordinator: Timothy Allan				
	Tauranga City Council	Western Bay District Council	Bay of Plenty Regional Council	Priority One	Iwi
	Mayor Mahé Drysdale Alternate: Deputy Mayor Jen Scoular Strategic Advisor to the Mayor: Annabel Bayes	Mayor James Denyer Alternate: John Scrimgeour	Chair Doug Leeder Alternate: Jane Nees	Chair Todd Muller Alternate: Timothy Allan	Tangata Whenua Forum: Matire Duncan/ Matemoana MacDonald
	Steering Group – Chief Executives Supports the leadership group and provides resource to the working group.				
	Coordinator/s: Timothy Allan & Annabel Bayes				
	Marty Grenfell Alternate: Christine Jones	Miriam Taris Alternate: Ariell King	Fiona McTavish Alternate: Dean Howie	Timothy Allan Alternate: Greg Simmonds	
	Working Group Works on the detail of the initiatives, projects and structure and provides advice to the Steering & Leadership Group				
	Coordinator: Timothy Allan / Christine Jones				
	Andy Mead (Lead)	Ariell King (Lead)	Dean Howie (Lead)	Timothy Allan (Lead)	Te Pio Kawe
	Frazer Smith (Finance) Kerri Jones (Communications) Andy Mead (GF Land & Transport)	Tracey Miller (GF Land Development) Callum McLean (Transport) Adele Henderson (Finance)	Oliver Haycock (Transport) Adele Hadfield (GF Land Development) Matt Taylor (Finance) Mark le Comte (Finance) Dean Howie (Economic Diversification)	Kathryn Scholes (Communication) Timothy Allan (Transport, GF Land Development, Economic Diversification)	GF Land Development Te Pio

The Shape of a Deal

- Transport Activities to Support Growth
- Eastern Growth Area
- Northern Growth Area
- Health
- Education
- Funding Mechanisms to support the Deal
- Economic Diversification
- Regulatory
- Governance



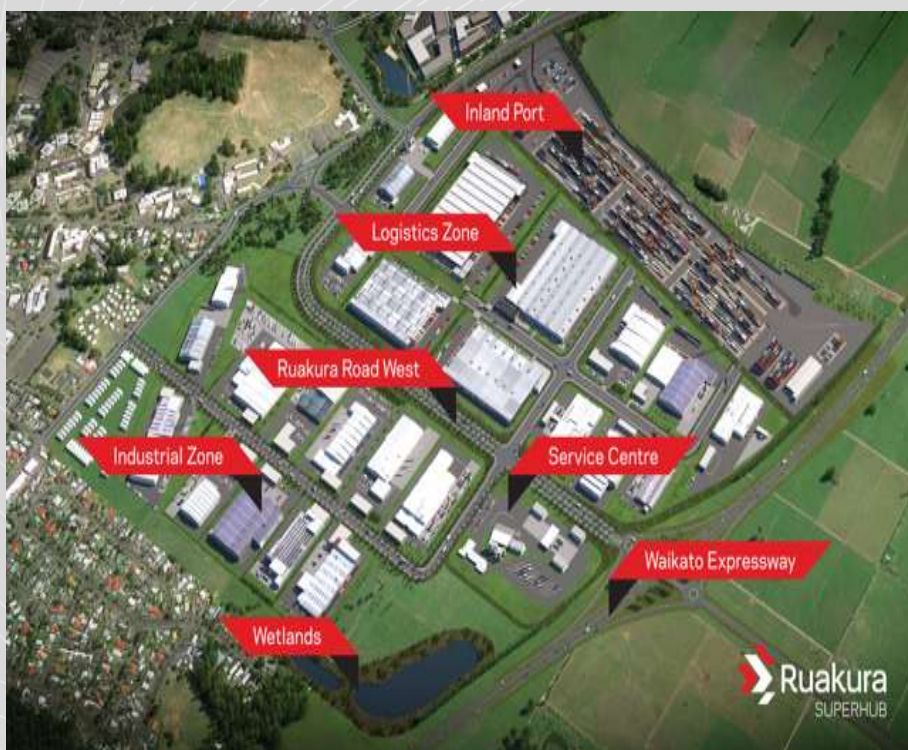
A wide-angle photograph of a port area during sunset. In the foreground, the dark blue water of the harbor is visible. In the middle ground, several large port cranes are silhouetted against the orange and pink sky. To the left, there are stacks of colorful shipping containers. In the background, a large, dark mountain rises above the port. The sky is filled with soft, wispy clouds. The overall scene conveys a sense of industrial activity and natural beauty.

Economic & Non-Economic Opportunities

4/12/2025

Western Bay Sub Regional Deal

Lessons from Tainui & Ngai Tahu



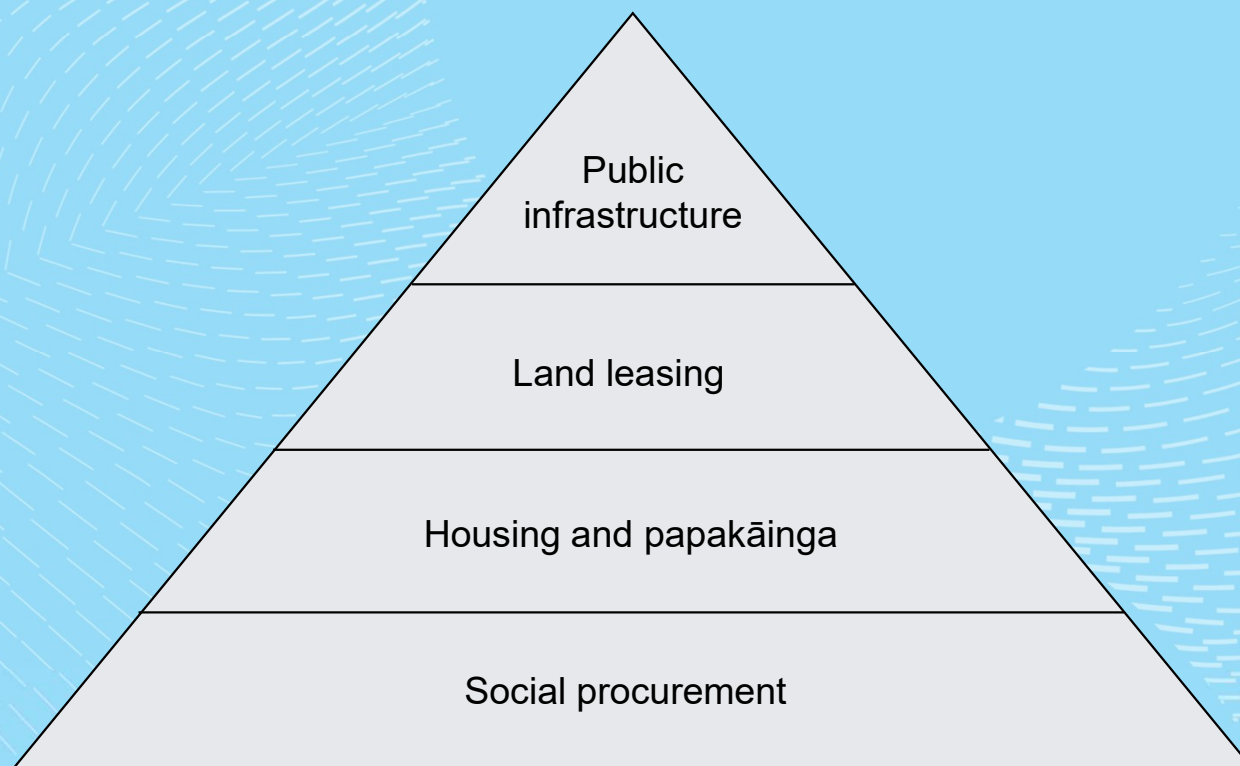
- Need to develop intergenerational view of the whenua opportunity
- Take a long-term view to whenua zoning and positioning- this is where value is created
- Whenua retention (Tainui) v develop and sell (Ngai Tahu) examples
- Becoming the partner of choice within region

4/12/2025

Western Bay Sub Regional Deal



Economic Opportunities



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Where are the commercial opportunities?

- Commercialising whenua for commercial and industrial development
 - Positioning so that commercial activities are zoned on iwi whenua
- Creating partnerships with current residential developers to gain access to their pipeline
- Developing papakainga and residential property opportunities
- Positioning to participate in any recycling of regional assets
- Opportunities to invest in the delivery of infrastructure –waters, roading, embedded network, PPP's
- Growing whanau business through Social procurement

Readiness checklists (1 of 2)

→ Social procurement

- Compile a lists of Māori providers.
- Collect Capability Statements and ensure providers are 'tender ready'.

→ Housing and papakāinga

- Ensure whānau governance and decision-making processes are in place.
- Confirm land right of use.
- Satisfy Māori land court requirements.
- Assess land suitability, infrastructure needs, and prepare a simple site layout plans.
- Develop a basic feasibility plan and understand any funding gaps.

Readiness checklists (2 of 2)

→ Land leasing

- Identify whenua that is zoned and appropriate for social and other public infrastructure assets.
- Align the long-term vision(s) of trustees and beneficiaries.
- Prepare high-level land information pack(s) to share with the relevant government agencies.

→ Public Infrastructure

- There may be opportunities to own public infrastructure assets through:
 - Cash contributions.
 - Whenua/lease to equity instruments.
 - Consenting support

These will crystallise during the Implementation Phase of the engagement.

Non-Economic Opportunities

The deal presents meaningful opportunities for iwi to increase its influence:

- Using commercial investments to grow influence over outcomes e.g. bi-lingual signage, apprenticeships, governance
- Ability to promote social procurement and social investment across regional priorities
- Growing regional visibility and presence

Collaboration

Collaboration will be critical for iwi to unlock the opportunity.

We cant do this alone

- We need a comprehensive stakeholder strategy identifying the required partners, relationship management, and strategy execution
- Be clear on values alignment, non-negotiables, and potential structures that unlock the opportunity
- Using investment models that have “risk free element’ for iwi



Resourcing & Strategy Development

How does iwi resource and develop the required strategy development to maximise the opportunity?

- Getting the right support upfront is important
- How do we fund the costs associated with due diligence and getting investment ready?
- Need to be clear around timeframes and your internal governance processes
- What internal development of processes and controls are required

Tangata Whenua actions

- We encourage Tangata Whenua to mobilise early to take full advantage of all of the opportunities that will arise from City Regional Deals.
- This starts by determining ‘where you want to play’ and actioning the steps listed in the ‘Readiness checklists’



Sub-regional Marae as Centres

Implementation Framework – Project Brief

Working Title

Sub-regional Marae as Centres Implementation Framework (MAC)

Context

The western Bay of Plenty sub-region (sub-region) has 36 marae. They are the heart of Māori communities and enduring centres of Māori identity and community life. They serve as living representations of cultural history, tikanga Māori (customary practices), te reo Māori (Māori language), and arts – places where whakapapa (genealogy), whanaungatanga (relationships), wānanga (learning), and oranga (wellbeing) weave together. As centres for community, culture, housing, economic development, education, recreation, and health, marae embody collective indigeneity and cultural resilience, offering significant opportunities to activate housing, social and health services, education, and employment in close proximity to these community hubs.

The SmartGrowth Strategy 2024-2074 identifies *Marae as Centres and Opportunities for Whenua Māori* as one of six transformational shifts for change. It emphasises marae as cultural, social, and economic centres, activating the affordable development of housing on whenua Māori and opportunities for papakāinga (housing, education, social, hauora facilities). This approach supports mana whenua (tribe with authority over ancestral lands) practice and exercise of “ahi kā / ahikāroa” being the occupation of the land in a new and evolving context, strengthening communities in the face of change.



Vision and Transformational Shifts

The SmartGrowth Strategy provides a 50 year direction for housing, employment, and people's wellbeing in the face of rapid and sustained long term growth, while safeguarding what people value most about the sub-region. The SmartGrowth Vision is: **Western Bay – a great place to live, learn, work and play.**

The Strategy identifies six transformational shifts for change:

Homes for Everyone	Targeted actions across all agencies strengthen the segments of the housing system that are facing the most significant challenges.
Marae as Centres and Opportunities for Whenua Māori	Marae as cultural, social, and economic centres, activate the affordable development of housing on whenua Māori and opportunities for papakāinga (housing, education, social, hauora facilities).
Emissions Reduction through Connected Centres	Greenhouse gas emissions are reduced through accessible Connected Centres.
Strong economic corridors linking the East and West to the City and the Port	Economic corridors provide important intra and inter-regional linkages into the Eastern Bay of Plenty, Rotorua and the Waikato.
Restore and enhance eco-systems for future generations	Beaches, harbour, open spaces, native bush, wetlands and air are restored and enhanced to a healthy functioning state
Radical change to the delivery, funding and financing model for growth	Funding, financing and delivery models, including public and private sector partnerships support agreed priority development areas and infrastructure for urban growth.

Spatial Plan

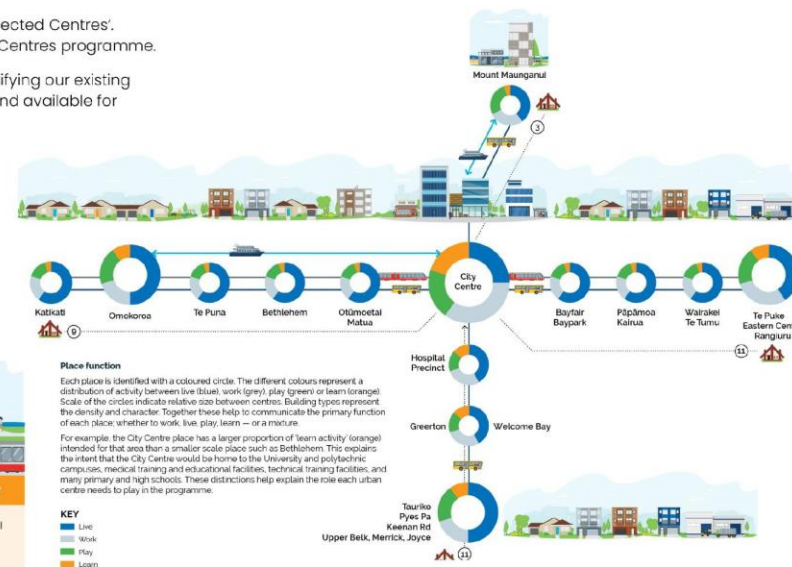
The Spatial Plan identifies the likely future scenario for population growth and change, the constraints and opportunities for accommodating future population, and provides the direction for how future development should be managed for future generations.

Connected Centres

The spatial scenario underpinning the strategy is 'Connected Centres'. There are two core concepts critical to the Connected Centres programme.

The first is increasing the number of dwellings by intensifying our existing urban and new growth areas. This is to maximise the land available for development and support a well-functioning multimodal transport system.

The second is being able to access local social and economic opportunities within a 15-minute walk or bike ride, and sub-regional social and economic opportunities within 30–45 minutes. These concepts encourage strong local centres and connected neighbourhoods.



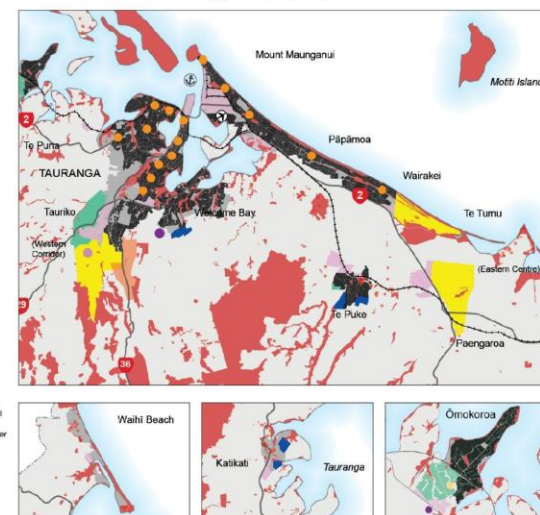
Future Development Strategy

The western Bay of Plenty has seen a rapid and sustained increase in population, with the sub-region's population expected to increase to reach between 246,000 and 318,000 people in the next 30 years.

The FDS shows how the sub-region will accommodate this growth for both housing and business land – it is underpinned by the Connected Centres programme. The FDS provides for an additional 43,000 houses and 1,000 ha of business land.



Future Development Strategy – Staging Map



Implementation and Funding

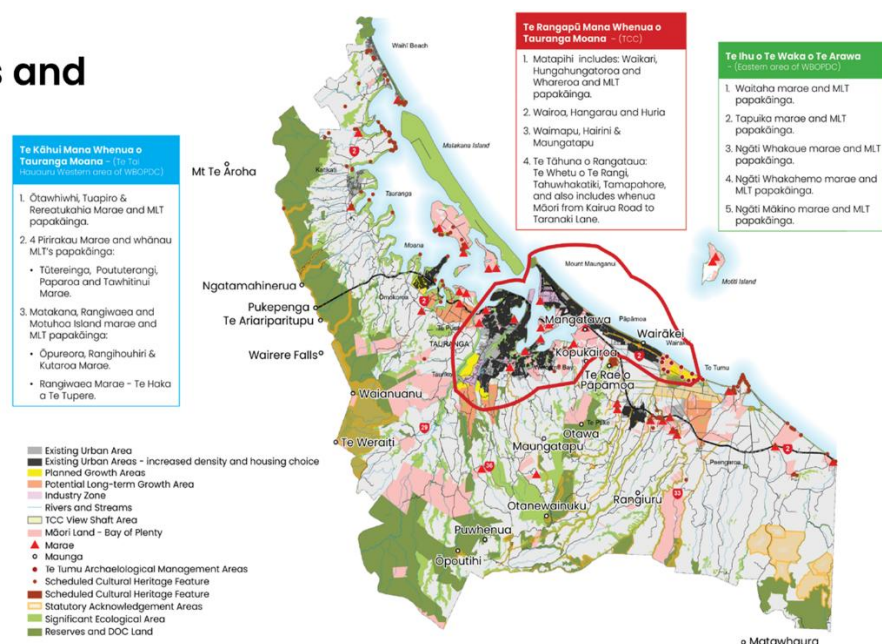
The SmartGrowth Strategy has a separate Implementation and Funding Plan for the next 3 years. Providing and funding the infrastructure required to meet demand and adequately accommodate growth is a critical issue for the sub-region and for the social and economic wellbeing of the community.

Find out more at smartgrowthbop.org.nz

Marae as Centres forms part of the SmartGrowth Connected Centres programme and is embedded in the SmartGrowth Future Development Strategy¹ under the National Policy Statement on Urban Development.

The SmartGrowth Implementation Plan commits to “empower Māori housing delivery through the Marae centres” with a focus on integrated planning for housing, land, infrastructure, transport, and community wellbeing. “Partnering with mana whenua to include iwi, hapū and marae aspirations in spatial planning in a purposeful and meaningful way”² is essential to giving effect to this commitment.

Marae Centres and Māori Land Development Focus Areas



This recognition positions marae as integral to achieving the SmartGrowth Strategy’s vision, objectives and Connected Centres development strategy.

Currently, there is no active sub-regional implementation framework that provides strategic and coordinated direction for how marae function, grow, and develop as cultural, social, and economic centres. While Marae activities are generally supported under regional and district policies and plans, this is largely passive and localised and does not provide a long-term vision or direction for growth and development.

¹ SmartGrowth Strategy 2024 – 2074, Map 19 at page 165

² SmartGrowth Strategy 2024 – 2074, Opportunities at page 42

Some recent local-level spatial planning has more explicitly recognised the role of marae, including the Ōtūmoetai Spatial Plan and the Mount to Arataki Spatial Plan. This recognition has largely been in the context of enhancing the role of marae, protection, resilience, strengthening cultural identity, embedding cultural narratives, and supporting mana whenua representation, with limited reference to an overarching sub-regional approach focused on growth and development.

This lack of an active coordinated sub-regional approach means that marae centres and surrounding Māori land risk being further constrained by fragmented development planning, limited access to infrastructure and funding, complex regulatory processes, and the rural location of many marae.

Without a sub-regional implementation framework, development often occurs on an ad hoc basis, with each marae navigating planning, funding, and infrastructure challenges in isolation. This can lead to inefficiencies in investment, missed opportunities for collective economic development, and inconsistent protection of cultural landscapes and climate-vulnerable marae located near rivers, estuaries, and coastal areas. Together, these factors hinder the collective ability of whānau, marae, and hapū to realise their cultural, social, environmental and economic aspirations on their whenua in and around their marae.

Without a clear understanding of the spatial approach to marae as centres, opportunities to support growth, development, and investment are often unsupported, uncoordinated and inconsistent. This can result in land not being used to its full potential, or whānau, marae, and hapū not having equitable access to services and facilities that uphold their values and enhance their marae-centred lifestyles, wellbeing, and aspirations.

Whānau, marae, and hapū rely on well-planned and functioning marae as interconnected cultural, social, and economic centres. Recognising marae as centres within the sub-region's planning system affirms their key role in shaping equitable and sustainable futures for Māori communities. Spatial planning provides a pivotal opportunity to strategically manage growth, as

development trends show increasing numbers of Māori returning to and developing their ancestral lands—ensuring that marae continue to weave together social cohesion and local development across both urban and rural environments.

Purpose

Tū Pakari are working to develop the Marae as Centres Implementation Framework (MAC) for the sub-region, with a 50-year horizon.

The purpose of this project brief is to provide a high-level overview of the programme of work underway to develop SmartGrowth's MAC, within the broader context of tangata whenua spatial planning.

MAC is intended to move the SmartGrowth Strategy's transformational shift of *Marae as Centres and Opportunities for Whenua Māori* from strategic direction into implementation and delivery, ensuring that commitments made at the strategic level result in coordinated investment, infrastructure delivery, and meaningful on-the-ground change that realises Māori growth and development aspirations.

The framework will guide decision-making and prioritisation for local and central government and tangata whenua by identifying where, when, and how investment should occur to best support marae-centred growth and development. It will ensure marae and surrounding Māori land are proactively integrated into long-term planning.

MAC also strengthens the role of marae within the 'connected-centres' settlement pattern, enabling them to function as vibrant community hubs connected to transport corridors, housing, employment, and services.

How will it achieve its purpose?

MAC will clearly define the role of marae as cultural, social, and economic centres for whānau, marae, and hapū across the sub-region. It will also set out expectations for what the marae connected centres approach should encourage and to guide investment and development, particularly by

enabling locally-driven solutions that foster intergenerational living, communal whānau ownership, and shared activities.

How is MAC being developed?

Tū Pakari is developing MAC by drawing on a wide range of existing research and case studies that demonstrate the role marae play as cultural, social, and economic centres.

MAC will be developed using existing research, data, and insights that highlight the growing trend of Māori returning to, living on, and aspiring to develop their ancestral lands. This includes identification of contemporary best practice.

This body of evidence – including mātauranga Māori, planning research, papakāinga and Māori housing studies, and sub-regional growth data – will provide a strong foundation for understanding how marae function as cultural, social, and economic centres, and how these centres continue to evolve as Māori communities plan for long-term development on Māori land.

The Combined Tāngata Whenua Forum (CTWF) have held workshops and wānanga where kōrero, aspirations, and priorities have emerged that will directly inform MAC. These lived experiences and on-the-ground perspectives will shape the case studies, development pathways, and practical actions within the implementation framework.

Tū Pakari will also work closely with Te Rōpū Arotahi (CTWF's working group) throughout the development of MAC to ensure it upholds the CTWF's sub-regional principles and outcomes. Together, this evidence-driven approach will guide a coordinated sub-regional response to achieving the SmartGrowth Strategy, empowering marae-led solutions, planning, investment, and development, and supporting intergenerational resilience.

Outcomes

The outcomes sought by the CTWF is to establish a sub-regional Marae as Centres Implementation Framework, based on the Marae Centres and Māori

Land Development Focus Areas in the SmartGrowth Future Development Strategy.

MAC will spatially identify Māori land areas signalled for development that align with the local council-iwi forum and SmartGrowth corridors i.e. Te Ihu o te waka o Te Arawa – Eastern Corridor.

1. An overview of the sub-region's marae network and its role in supporting Māori cultural, social, and economic aspirations, including documented marae-centred aspirations, current land-use and development trends on multiple-owned Māori land, and an understanding of the current functions and services provided by marae.
2. A definition of the marae as centres spatial-scenario approach specific to the sub-region, designed to enable the transformational shift needed to manage growth as outlined in the SmartGrowth Strategy.
3. Provide strategic direction and key information on Marae as Centres to ensure that each marae centre is recognised and provided for in future planning and decision making.
4. Provide direction on the planning, use, and development of Māori land in and around marae centres across the sub-region, guided by the Tauranga Moana Design Principles.

Benefits

The benefits of MAC being developed include:

- A coordinated, sub-regional Marae as Centres approach that aligns with and supports the connected-centres settlement pattern. This also includes the paralleled alignment of the Council-Iwi Forum and its SmartGrowth corridor.
- Provides important information and inputs into any updated SmartGrowth Future Development Strategy and the Regional Spatial Plan. It will also inform any new local level spatial plans being developed by local councils and tangata whenua.
- Embeds Māori growth and development aspirations into strategy, planning, implementation, and delivery by ensuring marae and surrounding Māori land are included in long-term, proactive spatial and infrastructure planning.

- Supports an interconnected network of marae centres and community nodes by strengthening the connection between marae and surrounding urban and rural centres, transport corridors and modes, enabling shared facilities, shared social services, and pathways for Māori economic development, employment, cultural engagement, and cross-community collaboration.
- Earmarks and unlocks Māori land and Treaty Settlement land for growth and development.
- Supports the establishment of a well-functioning urban environment, as required in the NPS-UD. This includes providing for Māori housing, having good accessibility and being resilient to climate change. The NPS-UD takes a centres-based approach which requires focus on increasing densities in specific areas where residents will have easy access to a range of services and employment opportunities.