



TE ATATŪ
RAUTAKI: 2021–2026

TE KOTAHITANGA O
TE ATIWA
TARANAKI



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Te Karakia o Wharematangi

*Tēnei au e Ngārue i te whenua
e Ngārue i te rangi!
E Ngārue i te wawā!
Kia a koe, E Ngārue e*

*E rere, e te hau whenua
He hau whenua, he hau moana
Whakaroro ki tai tonga, ki tai mā-uru.... E
Ki te iho tū, ki te iho whenua,
Ki te iho tangata nā Hine-ahu-one.*

*Tēnei au ka whai tapuwae
Tēnei au ka whai taumata
Tēnei au ka whai marae whare o ngā mātua i au e ngaro nei*

*Hoia e au taku tapuwae,
He hoa tapuwae nō Tāne
He hoa tapuwae nō Tū-matauenga,
Hei hoa whakapakari nō Rongo,
Tēnā kia whakanguha mai ki tēnei piringa e, i*

This is I (Wharematangi),
Searching for Ngārue on earth's lowlands and highlands.
Ngārue, of distant travels!
Searching for you, my father Ngārue.

Blowing freely are the land-based winds
Prevalent are the land-based winds and the sea breezes
Prevailing is the sou'wester wind
Establishing the core essence of my existence
Intrinsically connecting me to the essence of this land
Impregnating the essential human attributes derived from Hine-ahu-one

This is I, seeking to acquire the footsteps (of my father and ancestors)
This is I, seeking to acquire my status in this world, my identity
This is I, seeking my place of belonging as I roam lost in this world

I invoke the charms to hasten my journey (fleet footing)
Invoking the special charms attributed to Tāne
Invoking the special charms attributed to Tū-matauenga
Employing the unique attributes of Rongo
Well then (this is I) exemplifying my special connection to this place,
to this location.



He Kupu Whakapuaki - Introduction

**E ngā iwi o te motu nei, he raukura rā tēnei.
E titia nei e Te Atiawa. I te iti, i te rahi, te katoa!**

Te Karakia o Wharematangi is the key narrative Te Kotahitanga o Te Atiawa Trust adopted as our guiding cultural framework when developing our first strategic plan, Te Haeata in 2016. This ancient karakia aided our tūpuna Wharematangi in his perilous journey following his magical dart from Kāwhia to locate his father Ngārue on the banks of the Waitara River.

As it helped sustain and guide Wharematangi through his journey to independence and adulthood, the karakia continues to provide a cultural reference point for Te Kotahitanga o Te Atiawa Trust as we move into the next phase of our development as an organisation dedicated to uplifting Te Atiawa iwi.

This draft strategy document – Te Atatū – was developed from a four-month wānanga process (May - August 2021) with Te Atiawa uri in Taranaki, Te Whanganui a Tara, Waikawa and Tāmaki Makaurau and via an online survey. We thank all of our whānau who gave of their time to share their thoughts about the future.

Five years on from our historical Treaty settlement and completion of our first five-year plan Te Haeata, Te Atatū presents a significant opportunity for us to reimagine how Te Kotahitanga o Atiawa Trust, and the whānau it

serves - Te Atiawa Iwi - move forward together to build on our collective legacy for future generations. This plan articulates the choices we have made as a Trust concerning our strategic direction, the areas where we will invest our energy and the strategic measures we will use to chart our progress.

At its heart, our purpose as Te Kotahitanga o Te Atiawa Trust is to sustain and advance Te Atiawatanga. The raukura, or plume of white feathers, symbolises the strength and autonomy of Te Atiawa; of Taranaki mounga and the aspiration of peace. The raukura also represents our three strategic goals - Te Iho Tū, Te Iho Whenua, and Te Iho Tangata, each are drawn from Te Karakia o Te Wharematangi.

Our proposed He Hua Strategic Outcomes Framework acknowledges all uri of Te Atiawa and their communities - individual members, marae and hapū and all those who live within the rohe of Te Atiawa - both in Taranaki and other traditional places where Te Atiawa are mana whenua; and uri who live beyond these physical boundaries. Te Kotahitanga o Te Atiawa is committed to working with our whānau to achieve the goals set out in this plan and we invite our whānau to join with us in this mahi. Te Iti. Te Rahi. Te Katoa.

Liana Poutu

Chair - Te Kotahitanga o Te Atiawa Trust



He Kupu Taketake - Context

Te Atiawa Iwi and Te Kotahitanga o Te Atiawa Iwi Trust

Te Atiawa is the largest of the eight iwi of Taranaki. Our hapū are Ngāti Rāhiri, Otaraua, Manukorihi, Pukerangiora, Puketapu, Ngāti Tāwhirikura, Ngāti Te Whiti and Ngāti Tūparikino. Our current marae are Owae, Kairau, Muru Raupatu, Mangaemiemi, and Katere ki te Moana.

Te Atiawa possess a whakapapa which stretches back to the beginning of time. We are the uri (descendants) of Tamarau and Rongoueroa, the Kāhui Maunga people and people of the Tokomaru waka. We descend from rangatira who defended their lands from Crown aggression and suffered the wrongful confiscation (raupatu) of our traditional lands in 1865. Six generations on from the raupatu, we look to a better future.

Nearly 21,000 people identify as having whakapapa to Te Atiawa (Taranaki) and our people are spread throughout Aotearoa and around the world (see Figure 1).

Te Atiawa is a collective of dynamic and active whānau and communities bound together through whakapapa. Te Atiawa operates an active ecosystem of trusts and organisations at the iwi, hapū and community level which seek to improve the lives of our people (see Figure 2). Our whānau holding manawhenua in Waikanae, Wellington and Te Tau Ihu o Te Waka a Māui also operate their own separate governance arrangements.

Te Kotahitanga o Te Atiawa Trust is the post-settlement governance entity for Te Atiawa (Taranaki). The Trust was established in 2014 to receive and manage settlement assets resulting from historic Treaty of Waitangi negotiations with the Crown ending in 2016.

Alongside our other Te Atiawa organisations and whānau, Te Kotahitanga o Te Atiawa Trust works to sustain and advance Te Atiawa through creating positive opportunities for Te Atiawa people to develop and express their Te Atiawatanga. This plan sets out the five-year and 30-year strategic goals for Te Kotahitanga o Te Atiawa Trust under our three strategic goals of Te Iho Tū, Te Iho Tangata and Te Iho Whenua.

Tatauranga Te Atiawa - Database and Te Atiawa Demographics

Te Kotahitanga o Te Atiawa Registered Members Database

Total Registered Members (as at 30 June 2021)	10,506	100%
Total Contact Addresses	7,606	72%
No Contact Addresses	2,900	28%

2018 Census Population

Te Atiawa (Taranaki)	20,937
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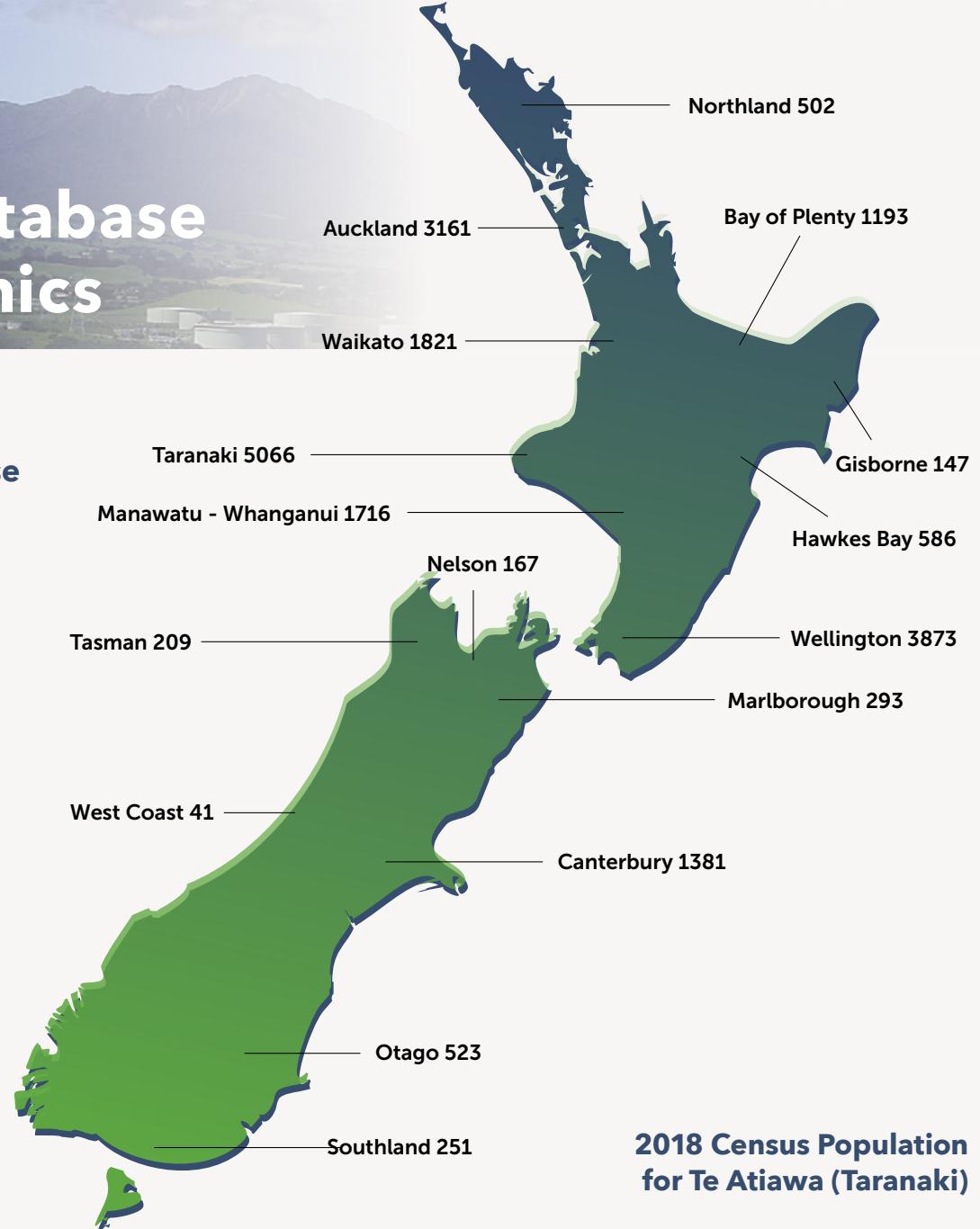


Figure 1. Te Kotahitanga o Te Atiawa Trust Database and Te Atiawa Iwi Census Demographics

Whakatakotoranga Te Atiawa - Te Atiawa (Taranaki) Organisational Ecosystem





He Kupu Whakatairanga - Vision, Values and Mission

Our Vision

Te Iho Tū, Te Iho Whenua, Te Iho Tangata

Te Atiawa Secure, Te Atiawa Thriving, Te Atiawa Connected.

Our Values

Kia tika. Kia pono. Kia māia ai ngā mahi

We are duty bound, we will act with honesty and integrity and we will care wholeheartedly.

Kia toka te ara whānaunga

Embrace the value of kinship and shared experiences.

Kia manawanui

Be solutions focused, resilient and determined in our endeavours.

Mission Statement

Te Kotahitanga o Te Atiawa Trust promotes connection and unity throughout Te Atiawa to deliver positive opportunity for Te Atiawa whānau.

Ngā Kaupapa Matua - Strategic Focus Areas



Te Iho Tū – Te Atiawa is resourceful and secure

Te Atiawa uri are enabled and prosper individually and collectively.

Te Iho Tangata – Te Atiawa is strong and connected

Te Atiawa uri are empowered to reclaim and revitalise our reo, tikanga and practices. Our connections to one another are paramount.

Te Iho Whenua – Te Atiawa thrives with the environment

Te Atiawa uri are thriving and resilient as kaitiaki of our whānau and our taiao.

He Hua - Strategic Outcomes

Five-year outcomes - red, 30 year outcomes - blue

	Te Iho Tū Te Atiawa is Resourceful and Secure	Te Iho Whenua Thriving alongside the Environment	Te Iho Tangata Strong and Connected
Te Iti Individual / Whānau	Five years Te Atiawa reo and tikanga strategy enables individuals and whānau to live proudly and connect confidently as Te Atiawa.	Uri are empowered to make healthy life choices without barriers. Exercising our kaitiakitanga creates training, work and business opportunities for our uri.	Uri have the skills and capability to adapt to the changing nature of the workforce. Affordable, sustainable housing options exist for uri both in rural and urban areas. Food security options exist for whānau.
	30 years Te Kotahitanga supports Te Atiawa uri to rebuild cultural capabilities and be united by them.	Uri are thriving physically, mentally and spiritually. Our whānau benefit from being actively involved with the management, restoration and protection of te taiao.	Te Atiawa uri benefit from and are empowered by Te Kotahitanga leveraging its influence and the resources under its control.
Te Rahi Marae / Hapū	Five years Marae and hapū are supported to develop strategic plans as they choose. 100 kaikorero and 100 kaikaranga are trained and active on our marae.	Marae and hapū benefit from hauora programmes and services. Te Kotahitanga contributes to marae and hapū activities to achieve their environmental plans.	Uri small business and hapū businesses receive support including mentoring and investment workshops. Marae and hapū housing and employment aspirations are supported.
	30 years Te Atiawa ahi kā is strong. Intergenerational governance and leadership is effective. Marae and hapū are self-determining and supported by Te Kotahitanga.	Our marae are bastions for hauora and wellbeing. Our hapū are actively exercising their rangatiratanga and kaitiakitanga of te taiao in our rohe with abundant resourcing.	Marae and hapū are thriving economic centres that are served by highly skilled uri. Papakāinga based living has increased in Te Atiawa rohe. We have enough skilled and qualified uri in all sectors.
Te Katoa Te Atiawa ki te Ao	Five years Te Atiawatanga is celebrated in Taranaki and other Te Atiawa rohe through key events. Communication is improved to make it easier for uri to engage with Te Atiawa events and activities and one another.	Tai Whenua, Tai Tangata, Tai Ao is realised. Te Atiawa progress and achieve our environmental and hauora objectives.	Te Kotahitanga measures multiple bottom-line benefits for all uri and reports its progress on strategic goals. Ka Uru Ora whānau saver scheme is provided to 1000 whānau.
	30 years All uri know who they are, regardless of where they live. Te reo Māori is the dominant language of our marae and hui again. All generations are exponents of Te Atiawa tikanga.	Uri live longer and have access to quality services, kai and homes throughout their lifetime. Tai Whenua Tai Tangata, Tai Ao (Iwi Environmental Plan) is realised.	Iwi investments diversify and increase to maximise profit for greater returns while reasserting manawhenua within Taranaki. Our rangatiratanga over our resources derives benefits to all uri.



He Tūāpapa – Foundations for Success



Te Atiawatanga

Underpinning all of these foundations for success is the reality that Te Atiawatanga is central to our strategy. It is important that key economic, health and taiao outcomes are all grounded in advancing our rangatiratanga, our tikanga, with our narratives at the forefront. Te Atiawatanga makes us unique in the world and ultimately ensures Te Atiawa stands strong. Te Kotahitanga will partner with other entities to deliver appropriate reo, tikanga and hitori wānanga for our uri.



High Quality Data

Te Kotahitanga requires high quality data to understand the socio-economic status and cultural wellbeing of Te Atiawa to inform forward-looking decision making. Te Kotahitanga will utilise existing data sets to identify data gaps and where needed, directly engage with uri to gather data and gain new insights. The data will be used to measure progress against the 30-year vision and five-year strategies.



Communications

One of the key requirements for Te Kotahitanga to obtain this data is to have its digital infrastructure systems strengthened and their database up-to-date. Ideally, the database would enable uri to access permitted information based on activities, rohe and strategic goal areas.

High quality communications with uri is targeted, timely and inspires uri engagement. Communications would include more information about investment decisions and how to engage with the 'business end' of Te Kotahitanga activity, showcasing Te Atiawa uri and Te Kotahitanga projects and opportunities for uri involvement. Clear communications would encourage increased Te Atiawa membership.



He Tūāpapa – Foundations for Success



Relationships

Te Kotahitanga will actively partner with like-minded entities to ensure effective delivery of services for Te Atiawa uri. Key activities that will continue to strengthen relationships both internally and externally for Te Atiawa include:

- ◆ Internal Te Atiawa relationships, including other Te Atiawa governance entities, are affirmed with practical kaupapa that support collaboration, leadership development, succession planning, cultural pride, shared economic development and enablement of cultural practices e.g. kaitiakitanga, manaakitanga.

- ◆ Collaborating with other iwi and kaupapa-based organisations in Taranaki, on matters such as:
 - Environmental management and resource consenting matters
 - Cultural development - whaikōrero, karanga, Taranaki Reo, waiata me te reo o Te Atiawa (e.g. Te Reo o Taranaki)
 - Tribal communications (e.g. Te Kōrimako o Taranaki)
 - Social and health initiatives (e.g. Kaumātua kaunihera, Tui Ora, Police)
 - Education (e.g. Universities, WITT (Te Pūkenga), Education providers)
- Economic (within Taranaki and elsewhere, e.g. Parininihi Ki Waitōtara, Venture Taranaki Inc).
- ◆ Continuing to establish and progress Treaty-based relationships with local and central government agencies and local body councils.
- ◆ Participating in regional and national forums including the Iwi Leaders Group.
- ◆ Collaborating in strategic relationships that empower individuals, whānau and hapū to exercise their tino rangatiratanga.



Succession Planning

A key part of effective and sustainable leadership is engaging rangatahi into leadership roles. Mechanisms such as a formalised Rangatahi Council and wānanga opportunities for rangatahi to connect with kaumātua and iwi knowledge is key. Te Kotahitanga will provide a range of opportunities for rangatahi development including internships, assistance in saving programmes (e.g. Ka Uruora), mentoring and funding for rangatahi-led initiatives.



Te Atatū

Rautaki: 2021-2026