



**TE ATATŪ**  
RAUTAKI: 2021–2026

TE KOTAHITANGA O  
**TE ATAWA**  
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*

*Hoaia 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 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. The draft was circulated for member review in October 2021. It was then revised following this review. 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 Te 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 mouna 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 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

<b>Total Registered Members</b> (as at 30 June 2021)	10,506	100%
Total Contact Addresses	7,606	72%
No Contact Addresses	2,900	28%
<b>2018 Census Population</b>		
Te Atiawa (Taranaki)	20,937	

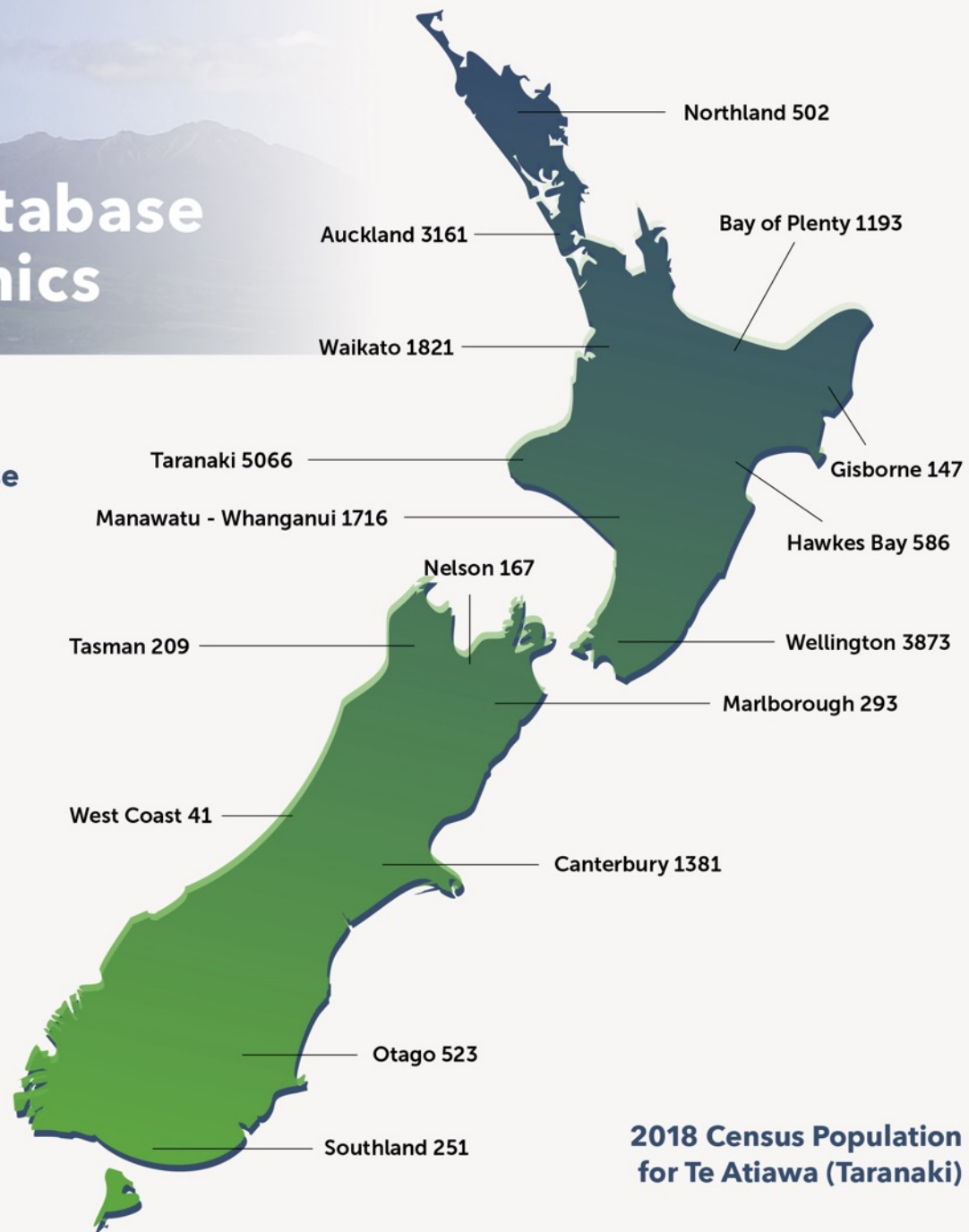
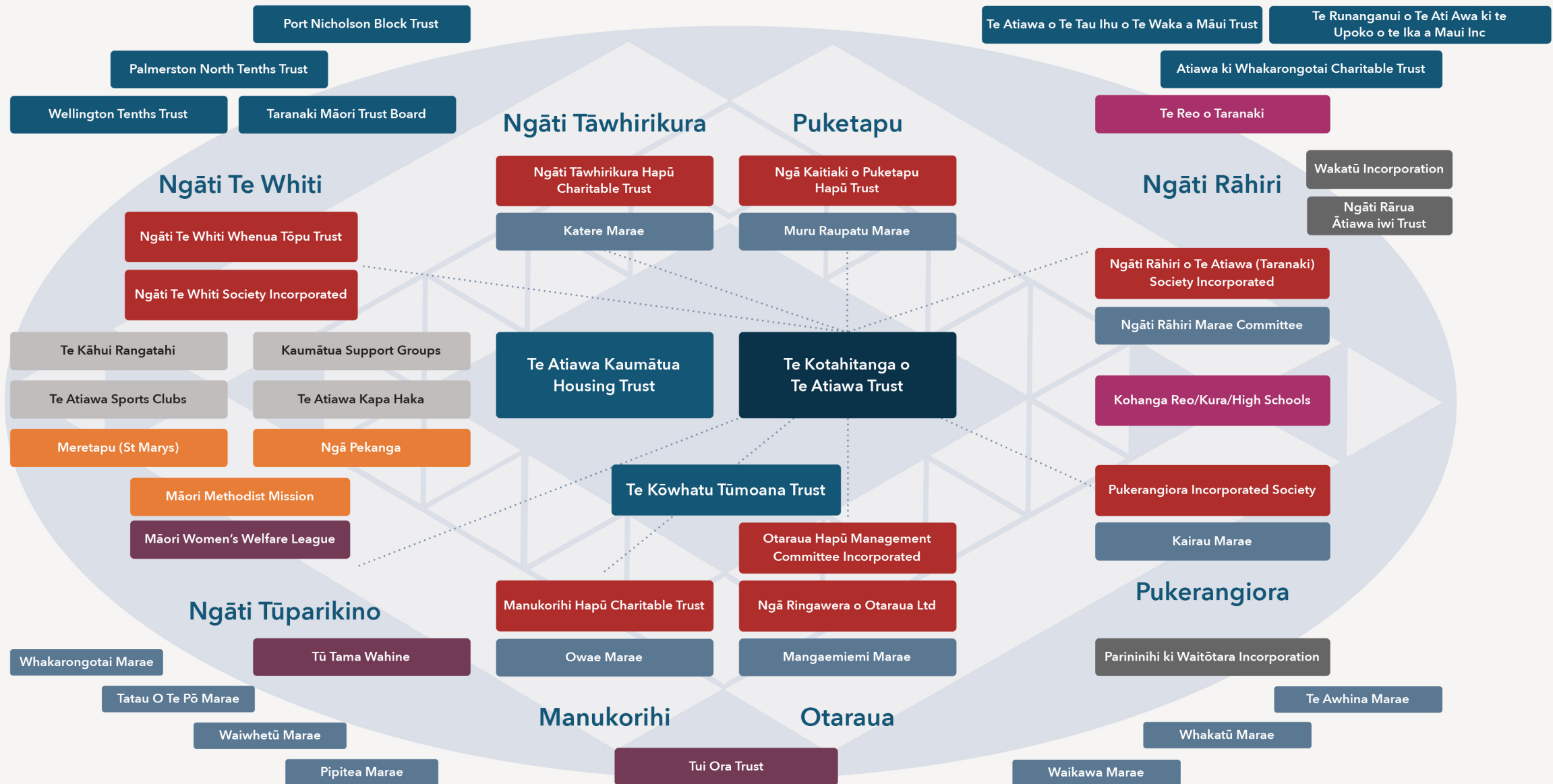


Figure 1. Te Kotahitanga o Te Atiawa Trust Database and Te Atiawa Iwi Census Demographics

2018 Census Population for Te Atiawa (Taranaki)

# 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 Whenua – Te Atiawa thrives with the environment**

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

## **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.

# 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
<b>Te Iti</b> Individual/ Whānau	Five years Te Kotahitanga provides a range of offerings for uri to support improved quality of life outcomes for all ages from mokopuna to kaumatua wherever in the world they may live. Ka Uruora saver scheme is provided to 1000 whānau.	Uri are able to access programmes which develop the skills and capability to adapt to the changing nature of the workforce. Affordable housing options exist for uri in both rural and urban areas. Food security options exist for whānau.	Te Kotahitanga enables access to a range of high-quality resources and support enabling iwi members to develop and grow their cultural capabilities, cultural connection and confidence. At least 50% of uri are digitally connected.
	30 years Uri benefit from and are empowered by Te Kotahitanga leveraging its influence and the resources under its control. At least three procurement and bulk purchasing programmes provide benefit for uri.	Uri are thriving physically, mentally and spiritually. Whānau benefit from being actively involved with the management, restoration and protection of te taiao within the rohe.	At least 40% of uri are bilingual and active participants across the full range of Te Atiawa communities and activities within Taranaki and beyond. At least 75% of uri have the ability to connect via high quality digital connectivity.
<b>Te Rahi</b> Marae / Hapū	Five years Te Kotahitanga supports whānau, marae and hapū-generated development options to empower rangatiratanga at the whānau, marae and hapū level.	Marae and hapū are connected to high quality programmes and services. Te Kotahitanga supports marae and hapū activities to achieve their environmental aspirations.	Te Kotahitanga has provided support for all Te Atiawa marae and hapū to complete long-term strategic plans. All marae are digitally connected.
	30 years Te Atiawa hapū and marae are independent thriving economic centres served by highly skilled uri. Whānau and hapū papakainga-based living is common. Te Atiawa iwi have skilled and qualified uri in all sectors.	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.	Ahi kā remains strong while globally connected to whānau through digital connection. Marae and hapū have 100 kaikōrero, kaikaranga and kaiāwhina who are active within Te Atiawa whānui. Intergenerational governance and leadership is effective with clear succession plans. Marae and hapū remain self-determining and supported by Te Kotahitanga.
<b>Te Katoa</b> Te Atiawa ki te Ao	Five years Total Te Kotahitanga Group commercial asset value has grown to \$155m by 2026. Annual distribution from Te Atiawa Iwi Holdings LP (TAIHLP) to Te Kotahitanga has grown to \$3.5m per annum to support operations and iwi distributions in line with distribution policy - Governance and operations (35-40%), central projects (15-20%) and tribal development (40-50%).	Te Kotahitanga and TAIHLP property developments align with the Iwi Environmental Plan - Tai Whenua, Tai Tangata, Tai Ao and a rohe-wide Spatial Plan and Development Strategy.	Te Atiawatanga is celebrated in Taranaki and other Te Atiawa rohe through key annual events. Intergenerational governance and leadership is effective with clear succession plans. Te Kotahitanga membership database is refreshed to locate missing members, improve communications and connection. Triennial election participation rates improve to at least 30% of all eligible voters.
	30 years Total Te Kotahitanga Group commercial asset value has grown to \$800m by 2050. Annual distribution from TAIHLP to Te Kotahitanga has grown to approximately \$20m per annum. Distribution policy has been appropriately adjusted to support evolving Te Atiawa tribal needs and aspirations.	Uri live longer and have access to quality services, kai and homes throughout their lifetime. The urban environments of New Plymouth, Waitara and Inglewood are transformed to communicate positive Te Atiawa narratives and experience. The North Taranaki built environment positively reflects Te Atiawa identity and instils pride in Te Atiawa whānau.	All uri can actively participate in Te Atiawa activities in person or virtually. Te reo is the dominant language of our marae and hui again. All generations are exponents of Te Atiawa tikanga. Triennial Te Kotahitanga election participation rates improve to be greater than 30% of eligible voters.



# 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

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 Korimako o Taranaki)
  - Social and health initiatives (e.g. Kaumātua kaunihera, Tui Ora, Police)
  - Education (e.g. Universities, WITT (Te Pūkenga), Education providers)



## 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.

- 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.

# DISTRIBUTION AND SPENDING POLICY

## COMMERCIAL INVESTMENT EARNINGS

1.5 - 2.0% of equity market value

40% - 45% of net operating surplus  
Distributed to Te Kotahitanga

55% - 60% of net operating surplus  
Reinvestment by Commercial Holdings

Reinvestment by  
TAIHLP as per ISP

Te Kotahitanga / Charitable Trust - Annual  
Allocation to Tribal Development and  
Governance

Commercial Investment Activities

### GOVERNANCE AND OPERATIONS

Protect and enhance the mana  
of Te Atiawa iwi through;

35 - 40%

Central Projects  
15 - 20%

### TRIBAL DEVELOPMENT - HAPŪ AND MARAE DISTRIBUTIONS

Support hapū / marae  
20 - 25%

### TE ATIWA TRIBAL DEVELOPMENT

Support wider Te Atiawa whānau  
and / or uri (members)

20 - 25%



TE KOTA HITANGA O  
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