

TE HAU TAPUWAE O TE ATIWA



Findings Report – Owae Marae

5th October 2025

Contents

1. Introduction	3
2. Purpose	3
3. Engagement Overview	3
Whakaroro ki tai tonga, ki tai ma'uru	3
4. Summary of Key Themes (FINDINGS)	4
Te Iho Tu	5
Te Iho Whenua	7
Te Iho Tangata	8
Emerging Themes	10
5. Our Approach	12
6. Method – Workshop	13
7. Method – Sense-making and Theming	14
8. Next Steps	15
9. Appendix.....	15
Appendix 1:.....	15
Appendix 2	16

1. Introduction

This paper provides the findings and approach for our staged *Te Hau Tapuwae o Te Atiawa* engagement. Developed with the Board’s guidance and advisory, our approach is to capture and reflect the aspirations of our whānau and the mauri of Te Atiawa to inform the refresh of the *Te Kotahitanga o Te Atiawa 2026–2031 Strategy*.

The following summarises the whānau kōrero gathered through our Te Hau Tapuwae engagement at Owae Marae, Waitara on the 5th October 2025. This paper gives a summary of the key themes to ensure whānau are provided a view of how their korero has been shaped toward a strategic vision. The method of delivery for the Te Hau Tapuwae o Te Atiawa engagement and the process for collation of the findings is provided from section 4.

2. Purpose

The Te Hau Tapuwae engagement was designed to:

- Reflect on the previous strategy period *Te Atatū (2021–2026)*
- Gather insights to guide the new 2026–2031 Strategy
- Create space for whakawhānaungatanga and transparent kōrero
- Ground the engagement in our three pou: *Te Iho Tū, Te Iho Whenua, Te Iho Tangata*

3. Engagement Overview

Whakaroro ki tai tonga, ki tai ma’uru

Engagement	Date	Format	Participants
Owae Marae, Whaitara	5 th October 2025	Kanohi ki te kanohi	21

The engagement began with our lead facilitators presenting and reviewing the previous five-year strategy. Space was provided during the presentation for whānau to ask questions or share their whakaaro about the strategy.

Following this, whānau were split into three smaller groups to kōrero through the next phase of the strategy (2026–2031). Each group worked through **all three pou** in their own time:

- **Te Iho Tū – Resourceful and Secure**
- **Te Iho Whenua – Thriving alongside the environment**
- **Te Iho Tangata – Strong and Connected**

For each pou, the same four questions were asked:

1. **What are your top priorities that align to Te Iho ... (Tū, Whenua, Tangata)?**
2. **What resources do you think are required to realise these priorities?**
3. **What (if any) kaupapa that Te Kotahitanga o Te Ātiawa are delivering would you keep or remove?**
4. **What changes and/or improvements would you like to see in the next 5–30 years?**

Each table had a facilitation lead whose role was to:

- **explain the pou and respond to pātai,**
- **provide further explanation when whānau were unsure, and**
- **make sure feedback was captured under the pou chosen by whānau.**

Whānau recorded their feedback on post-it notes (Appendix 1), which were collected after each round. This minimised group influence and ensured all voices were heard. Kaimahi also entered the raw data during the hui, and table facilitators provided a brief verbal summary of whānau kōrero at the close of the engagement.

4. Summary of Key Themes (FINDINGS)

The following tables provide a high-level view of the Major Themes, Sub-Themes and insights against each of the pou, as well as emerging themes. For a more detailed view you can also look at the raw, clean and themed data in ***DATA SPREADSHEET*** (link below).

[**CLICK HERE TO ACCESS THE DATA SPREADSHEET**](#)

Te Iho Tu

Major Theme	Sub-Themes
(Potential refresh of) Investment Approach	<i>Strategy, Investment, Hapū Centered Investment Approach, Knowledge Growth, and Relationship Building</i>
Insight: Whānau want a refreshed, future-focused investment approach that grows collective wealth through diverse industries, strong procurement, and hapū-led ventures. Strengthening financial literacy, governance, and partnerships across iwi and business sectors will build economic resilience and long-term independence. <i>“Own the business, don’t just work in it.”</i> <i>“Review investment strategies that focus on grassroots outcomes and benefits.”</i>	
Major Theme	Sub-Themes
We will invest in buildings that can be used for well-being outcomes for our own people (Investment in property that focusses on the provision of social outcomes)	<i>Hapū Centered Investment Approach, Knowledge Growth, Hapū Development, and Investment</i>
Insight: Whānau see marae and community spaces as central to wellbeing and learning, calling for investments that make them innovative, sustainable, and resilient. <i>“Marae are functional and innovative”</i> <i>“Kura kaupapa māori that uplift our whānau”</i>	
Major Theme	Sub-Themes

Keep building housing that is affordable to rent or buy (Investment in housing options that meet the needs of Te Atiawa Whānau)	<i>Access to Housing, Home Ownership, Investment, Holistic Housing Options, Housing, and Strategy</i>
Insight: Whānau want housing that is affordable, sustainable, and designed with wellbeing and intergenerational living in mind, ensuring Te Ātiawa-led housing remains connected to whenua, values, and long-term sustainability. <i>“Housing that’s affordable, dry, warm, and in a setting conducive to wellbeing.”</i> <i>“Be the architect — be a part of the design.”</i>	
Major Theme	Sub-Themes
We want to invest in each other (Te Atiawa Economy)	<i>Strategy, Investment, Relationship Building, Hapū Development, Hapū Centred Investment Approach, and Knowledge Growth</i>
Insight: Whānau see building a strong Te Ātiawa economy as grounded in hapū capability, sustainable funding, and collective strength. Supporting hapū with resources, distributions, and grow resilience. <i>“Collaboration not competition – strengthen what works well and scale it together.”</i> <i>“Annual hapū distributions retained and aim to increase.”</i>	
Major Theme	Sub-Themes
Investing in our people to be the best boss men and women they can be. (Entrepreneurial and Business Innovation, Growth and Development)	<i>Investment, Recruitment, Knowledge Growth, and Relationship Building</i>
Insight: Whānau want to strengthen pathways from kura into Māori businesses, supporting ventures in areas like kai security, and creating Māori business development centres that will grow self-sufficient, future-focused Te Atiawa business leaders. <i>“Business leadership development programme – help our people into their own business.”</i> <i>“Kai security – support our own to create business to provide A2 organic miraka to support our whānau to be kai growers to sell to us and the public.”</i>	

Te Iho Whenua

Major Theme	Sub-Themes
We know our bones are of this whenua (Living our pepeha)	<i>Land Retention, Event, Knowledge Growth, and Investment</i>
Insight: Whānau see living our pepeha as being grounded in the whenua — reclaiming and retaining land, creating opportunities to walk and reconnect with it, and ensuring rangatahi build knowledge of the taiao. <i>“Reclaim (purchase) any blocks of bush that come available in our rohe.”</i> <i>“Wananga for rangatahi around the taiao – awa, moana and ngahere.”</i>	
Major Theme	Sub-Themes
We can drink, swim and eat kai from our water (Waterway re-generation and preservation)	<i>Wai Protection, Knowledge Growth, Policy, Content Creation, Investment, and Kai Security</i>
Insight: Whānau see the restoration and protection of our waterways as vital to wellbeing, food security, and cultural identity. Education, mātauranga-based reporting, and investment in initiatives will ensure both current and future generations thrive. <i>“All awa in our rohe swimmable and drinkable”</i> <i>“Our awa is mauui – we need to be at the TRC table”</i>	
Major Theme	Sub-Themes
Our people have access to knowledge, skills and resources that will set them up forever! (Environmentally secure and sustainable)	<i>Recruitment, Kai Sovereignty, Kai Security, Hapū Development, Knowledge Growth, and Investment</i>
Insight: Whānau want access to the skills, resources, and investment needed to create lasting kai sovereignty and environmental resilience. The vision is a future where every hapū can provide healthy kai for whānau and build self-sufficiency. <i>“Every hapū having their maara kai for all whānau.”</i> <i>“Kai sovereignty needs whenua, needs whānau – meets need.”</i>	
Major Theme	Sub-Themes

We are staunch in the protection of our whenua (Toitu te Whenua)	<i>Recruitment, Strategy, Taiao Protection, Knowledge Growth, Iwi Sustainability, Taiao Connection, Investment, Building Relationships</i>
Insights: Whānau are clear that protecting and restoring te taiao must remain central, with investment, people power, and strong partnerships enabling meaningful action with a focus on practical measures that uphold our role as kaitiaki. <i>“Our whenua heals our people – drive connection to whenua.”</i> <i>“The importance of te taiao is not compromised by money, politics or investments.”</i>	

Te Iho Tangata	
Major Theme	Sub-Themes
Our leaders listen to and serve our people to the best of their ability while actively growing our leaders of tomorrow. (Growing strong leadership and ongoing succession)	<i>Advocacy, Engagement and Communications, Iwi Sustainability, Knowledge Growth</i>
Insight: Whānau want leadership that is transparent, accountable, and actively growing the next generation of governors and advocates. Succession planning is key to building capability as well as increasing participation to ensure leaders truly reflect the voice of the people. <i>“Succession planning – governance – management.”</i> <i>“Election participation increase to 50%.”</i>	
Major Theme	Sub-Themes
We have the right data about our people to make decisions (Data capture)	<i>Engagement and Communications, System Development, Investment, and Strategy</i>
Insight: Whānau want data systems that not only record membership but also strengthen real connection and engagement. Understanding barriers to engagement and surveying whānau expectations will ensure data collection becomes a tool for stronger relationships and smarter decision-making. <i>“Have a skills database as part of registration.”</i>	

“Membership engagement plan present in grassroots areas where whānau are based including overseas.”

Major Theme	Sub-Themes
We are always learning and growing our reo and tikanga (Advancing Te Reo me ōna Tikanga o Te Atiawa)	<i>Investment, Event, Knowledge Growth, and Iwi Sustainability,</i>

Insight: Whānau want greater investment in reo and tikanga so that Te Atiawatanga is lived and passed down across generations. Building capacity and creating resources for tikanga in everyday life will strengthen cultural resilience and ensure reo and tikanga remain central to iwi identity.

“More Te Atiawa reo courses (no cost) – we shouldn’t have to pay for our reo.”

“Building our capacity in tikanga so it’s not the same people.”

Major Theme	Sub-Themes
Our people know whats going on (Communications Approach)	<i>Engagement and Communications, Content Creation, Investment, Relationship Building, Iwi Sustainability</i>

Insight: Whānau want stronger, more transparent communication that connects uri across the rohe and beyond. Investment in creative tools, interactive resources, and open communication plans will ensure whānau feel informed, proud, and connected wherever they live.

“Tell the Te Atiawa story – do our people see themselves in that story?”

“Resource a communications plan that puts uri in the centre of everything we do.”

Major Theme	Sub-Themes
He Hauwhenua, he Haumoana, Whakaroro ki tai tonga, ki tai mauru	<i>Relationship Building</i>

Insight: Whānau highlighted the importance of strengthening relationships across the wider Te Ātiawa whānau by building links through haerenga and ongoing engagement.

“Engagement with our Taranaki whānui whānau, Whakatū, Marlborough, Te Atiawa ki Whakarongotai, Te Waka a Māui, Te Tau Ihu...haerenga”

Major Theme	Sub-Themes
-------------	------------

Our whānau are provided the opportunity to be their best knowledgeable selves (Access and Knowledge growth and advancement)	<i>Knowledge Growth, Incentivisation, Investment, Iwi Sustainability, Relationship Building, and Strategy</i>
<i>Insight:</i> Whānau want strong pathways for lifelong learning and development, with support that spans trades, professional careers, and cultural knowledge, ensuring education and training are accessible, diverse, and tailored to Te Ātiawa needs. <i>“Upskilling our whānau with apprenticeships.”</i> <i>“Offer cadetship to rangatahi in apprenticeship to maintain the learning standard and retain the skilled young person.”</i>	
Major Theme	Sub-Themes
Our whānau get to go to cool events and engage in kaupapa that celebrates who we are and connects us to each other (Celebrating Whakapapa)	<i>Event, Knowledge Growth, Iwi Connectivity, Engagement and Communications, Investment, Content Creation</i>
<i>Insight:</i> Whānau want more opportunities to gather, learn, and celebrate Te Ātiawatanga through events and wānanga that connect uri to their whakapapa and culture. Whānau want events to remain inclusive, engaging, and led by Te Ātiawa people for Te Ātiawa people. <i>“Bring back Te Kahui Rangatahi Wānanga.”</i> <i>“Have an accessible resource to all uri about our Te Ātiawa history and tūpuna, pūrākau, kōrero.”</i>	

Emerging Themes

Major Theme	Sub-Themes
Our people are able to live long and healthy lives (Hauora Resources)	<i>Investment, Knowledge Growth, and Iwi Sustainability</i>
<i>Insight:</i> Whānau want a holistic hauora approach that invests in both physical and mental wellbeing, blending mātauranga Māori with modern supports ensuring Te Ātiawa leads in caring for its people. <i>“Assisted dental cost for our whānau.”</i>	

“Continue/increase health and wellbeing initiatives, include parenting courses, drug and alcohol whānau wānanga.”

Major Theme	Sub-Themes
Grants and Scholarships	<i>Investment</i>
Insight: Whānau value the continuation and growth of grants and scholarships, especially through initiatives like Ka Uruora and Te Hononga. <i>“Ka Uruora – great, good job.”</i> <i>“Keep Te Hononga Grants under \$5k and over \$5k and have Ray or a team member provide registration info for whānau at reunions and Whānau Saver info.”</i>	

Un-themed

- What's in it for me?
- Passionate people
- Keep everything (x3)
- No need to remove anything
- Doing a great job of collaborating, diversifying investments, looking at benefits to whānau
- nothing to remove keep up good work with submission advocacy etc - keep special projects
- No removal of sany kaupapa
- Always be inclusive of those rangatahi, they are navigators of tomorrow

Insight: Whānau expressed strong support for the current direction, encouraging continuity of mahi and celebrating the passion and collaboration already evident.

5. Our Approach

Te Karakia o Wharematangi provides the guiding framework for our Te Kotahitanga o Te Atiawa Strategy. We have also utilised this framework in our approach to our communications and engagement to ensure we are grounded in our own korero.

Te Karakia o Wharematangi Framework

E rere (e)	Engagement Approach
He hauwhenua He haumoana	Te Atiawa Whanui Broad Te Atiawa engagement (outside of Taranaki)
Whakaroro ki tai tōnga ki tai māuru	Te Atiawa ki Taranaki Localise Te Atiawa engagement (inside of Taranaki)
Ki te iho tū ki te iho whenua Ki te iho tangata nā Hineahuone	Ngā kaupapa matua Te Atiawa resourceful and secure Te Atiawa thrives with the environment Te Atiawa is strong and connected
Tēnei ka whai tapuwae Tēnei ka whai taumata Tēnei ka whai mārae whare	Action Short term strategy/goals/activity towards objective Medium term strategy/goals/activity towards objective Long term strategy/goals/activity towards objective
Kia mātua i a au, Ngāruē e ai!	Review and Assessment Achievement

6. Method – Workshop

The workshop method is closely related to a focus group. It brings participants together at the same time to share their views in a collective setting. This approach creates space for critical thinking, where ideas can both be challenged and validated, and where whakaaro can be shared across the group. In this way, more knowledge and insight can be drawn out through the collective korero.

At the same time, there are some limitations to this method of capture including but not limited to:

- Group dynamics can create a sense of consensus that may not reflect an individual's view; and
- Strong voices within a group may influence others, a dynamic often called 'group think'

We chose workshop as our method for this engagement, so we are able to gather as much information across a wide range of views as possible.

7. Method – Sense-making and Theming

After the engagement, our team then came together to undertake sense-making and theming of the information that was shared by whānau. To ensure our sense-making and theming was robust, we utilised thematic analysis along with deductive and inductive reasoning (**Appendix 2**).

The first stage of this sense-making was a hui with the one of the lead facilitators and four kaimahi who had been part of the engagement. We worked through the feedback, using the pou framework to guide and re-orient where the feedback fit within the framework.

One limitation of this process was that some of the feedback lacked context or did not clearly align with the framework. This meant we needed to have robust discussions to ensure we understood the intent behind the feedback, and that it was placed under the pou where it naturally aligned.

We then moved into an inductive approach to understand the sub-themes under each pou. By allowing these themes to emerge naturally from the feedback shared, the analysis stayed grounded in the lived realities of our whānau.

The sense-making proceeded in the following steps:

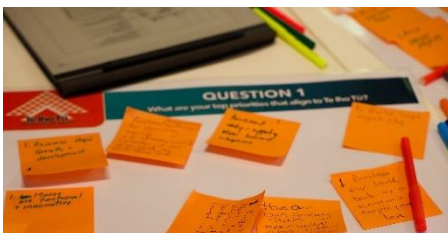
1. **Pou allocation** – All korero was sorted under the pou most relevant to its content, regardless of where whānau had initially placed it. Where responses could not be clearly placed, they were collated into **emerging themes**.
2. **Theming by Kaupapa** – We themed the feedback according to *Kaupapa (topic)* identified within the responses, rather than grouping by process or population cohort (these were our sub-themes), a process that was undertaken twice.
3. **Major themes** – Once we had completed sense-making and merging of Kaupapa, to create sub-themes, we started to look at what the overall theme for the Kaupapa would be. For each Kaupapa area we created a major theme.
4. **Merging sub-themes** – A second look at the Kaupapa enabled us to bring together sub-themes where there was a natural alignment.
5. **Insights** – We then created small insights based on the sub-themes to illustrate what the intent of the major theme was trying to communicate
6. **Emerging themes** – We noted several emerging themes that did not align with the pou. These themes are captured and will be developed further as we continue with the engagements.
7. **Unthemed** – We also noted some korero that we have not themed but provided an insight to its purpose.

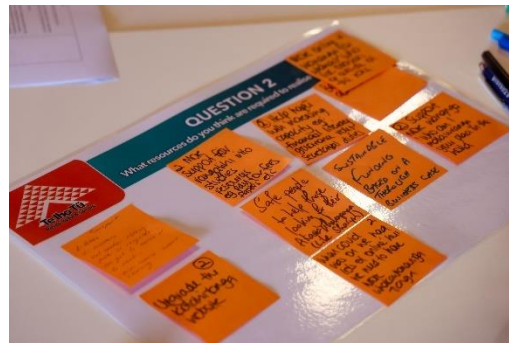
8. Next Steps

Each engagement has received their findings paper developed with Major Themes, Sub-Themes and Insights provided. We have now completed all Te Hau Tapuwae o Te Atiawa engagements and will be working toward completing a collated final finding report that brings together all engagement korero across the Te Hau Tapuwae o Te Atiawa series. This will also be sent out to our whānau and will subsequently support the refresh of the Te Kotahitanga o Te Atiawa Strategy 2026-2031.

9. Appendix

Appendix 1: Photos from Owae Marae Engagement (5th October 2025)





Appendix 2: Analysis (Thematic, Inductive and Deductive)

Thematic Analysis:

Thematic Analysis is the act of examining and interpreting information collected within research to find key themes or insights from which to draw logical conclusions.

Inductive Analysis

An inductive approach to analysis is a method where the development of themes is guided by the data collected, rather than based on pre-existing theories, concepts, or frameworks. This approach is particularly useful in qualitative research, where the goal is to understand phenomena from the perspective of the participants. By focusing on the korero elicited during the research process, researchers allow the themes to emerge naturally from the data, ensuring that the analysis is grounded in the participants' experiences and viewpoints.

Deductive Analysis

A deductive approach to analysis is a method where the capture and development of themes are guided by pre-existing theories, concepts and frameworks. This approach is often used in quantitative research but can also be applied in qualitative studies where the researcher aims to test or validate existing hypotheses.