

TE HAU TAPUWAE O TE ATIAWA



ONLINE
Tuesday 16th September 2025
Wednesday 17th September 2025
Thursday 18th September 2025
Sunday 5th October 2025

ONLINE ENGAGEMENT
He Hauwhenua, He Haumoana

Te Iti, Te Rahi, Te Katoa

Findings Report – Online Hui

16th / 17th / 18th September and 5th October 2025

Contents

1. Introduction	3
2. Purpose	3
3. Engagement Overview	3
He Hauwhenua, He Haumoana	3
4. Summary of Key Themes (FINDINGS)	5
Te Iho Tu	6
Te Iho Whenua	7
Te Iho Tangata	8
Emerging Themes	11
5. Our Approach	14
6. Method – Online Workshop	14
7. Method – Sense-making and Theming	15
8. Next Steps	16
9. Appendix.....	17
Appendix 1:.....	17
Appendix 2	19

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 our online hui on the 16th/17th/18th September and 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

He Hauwhenua, He Haumoana

Engagement	Date	Format	Participants
Zoom	16 th September 2025	Online	4
Zoom	17 th September 2025	Online	6
Zoom	18 th September 2025	Online	9
Zoom	5 th October 2025	Online	4

The engagement began with our lead facilitators presenting and reviewing the previous five-year strategy. Whānau were online from the start of each hui, with space provided during the presentation to ask questions and share whakaaro about the strategy.

Following this, whānau were split into breakout rooms to kōrero through the next phase of the strategy (2026–2031).

Each breakout room worked through all three pou:

- **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 used to guide kōrero:

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?**

On the **first night**, whānau worked through each of the four questions systematically for each of the three pou. This structured approach helped set a clear foundation for discussion.

After reflecting on this session, it was agreed that a more flexible approach would better suit the remaining engagements. Time was limited, and facilitators recognised that whānau shared the richest kōrero when they were able to lead the discussion based on their own whakaaro, passions, and lived experiences.

On the **second and third nights**, facilitators therefore presented all four questions upfront and allowed kōrero to flow organically. Whānau could respond to any pou at any time. Breakout rooms were used on these nights, each with a facilitator and support person guiding and recording kōrero.

On the **fourth and final online engagement**, four whānau attended, so the kōrero was held together as one group without breakout rooms. This created a smaller, more personal setting for open and reflective discussion across all pou.

Whānau used the Zoom **whiteboard function** to record their ideas on virtual post-it notes, ensuring everyone could contribute equally. This approach reduced group influence and encouraged open, inclusive participation. Facilitators summarised key kōrero at the end of each session, and kaimahi recorded raw data directly into the findings document.

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 view the Spreadsheet](#)

Te Iho Tu

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>Relationship Building, Knowledge Growth, Iwi Sustainability, Investment, Recruitment, and Engagement and Communications</i>
Insight: Whānau want to see Te Atiawa-led businesses thrive through strong networks, long-term contracts, and investment in capability. Building the skills of uri will grow a confident, sustainable iwi economy driven by our own people. <i>“Enable pākihi to leverage long-term contracts for growth and further their ability to invest in our people.”</i> <i>“Build the capability of whānau-owned businesses by actively connecting them into iwi supply chains across housing, infrastructure, and cultural projects.”</i>	
Major Theme	Sub-Themes
"(Potential refresh of) Investment Approach	<i>System Development, Relationship Building, Strategy, Knowledge Growth, Investment, and Engagement and Communications</i>
Insight: Whānau envision a refined investment approach grounded in strategy, transparency, and long-term sustainability. Strengthening procurement systems, creating iwi-led fund-holder models, and building formal partnerships will ensure iwi pūtea circulates within our own networks <i>“The guiding question is simple: if the iwi spends \$1, how many iwi hands does it pass through?”</i> <i>“Partner with others on procurement matters to leverage collective spend.”</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, Holistic Housing Options, Investment, Strategy, Knowledge Growth, Relationship Building, Housing, and Engagement and Communications</i>
Insight: Whānau see housing as a cornerstone of wellbeing and intergenerational stability. Affordable, sustainable homes are viewed as vital to strengthening whānau resilience and prosperity.	

“Provision of affordable housing for Te Atiawa whānau is also a keeper.”

“Papakāinga normalised: housing security for uri is the norm, with thriving communities anchored on whenua Māori.”

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)	Investment
Insight: Whānau envision property investments that directly enhance wellbeing, with a focus on creating spaces that nurture health, connection, and cultural identity.	
<i>“Marae development.”</i>	
<i>“I’d like to see a whare hauora for our iwi, led by our iwi and using our own rongoā.”</i>	

Te Iho Whenua

Major Theme	Sub-Themes
We know our bones are of this whenua (Living our Pepeha)	Engagement and Communications, Knowledge Growth, and Events
Insight: Whānau emphasise the importance of grounding identity in place through deeper engagement with the whenua. Opportunities to connect and reconnect with sites of significance will help uri to strengthen their understanding of whakapapa and reaffirm their belonging to the whenua.	
<i>“Keep emphasis on Te Iho Whenua.”</i>	
<i>“Access to sites of significance — hīkoi around the rohe to connect, reconnect uri to place. Resource: kaikōrero to present our story.”</i>	

Major Theme	Sub-Themes
We are staunch in the protection of Te Taiao (Toitu te Whenua)	<i>Knowledge Growth, Whenua Protection, Land Utilisation, Wai Restoration, and Iwi Sustainability</i>
Insight: Whānau are clear that protecting and restoring Te Taiao is essential to who we are as Te Ātiawa. Embedding mātauranga Māori into development ensures that environmental wellbeing stands alongside economic growth. <i>“Balance economic development with environmental and resilience outcomes by embedding Mātauranga Māori into projects.”</i> <i>“Regeneration and restoration of our damaged environments, ecosystems, animals, and insects.”</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>Iwi Sustainability, Investment, and Knowledge Growth</i>
Insight: Whānau aspire to live in sustainable, self-sufficient communities where kai, energy, and taiao systems are integrated into daily life. Dedicated investment in skills, land use planning, and education will ensure whānau are equipped to thrive on and with their whenua. <i>“Resilience embedded: papakāinga communities integrated with māra kai, solar/wind energy, and climate-resilient design.”</i> <i>“Kai security and taiao initiatives — expand into kai/energy hubs within papakāinga developments so food and energy sovereignty are normalised.”</i>	

Te Iho Tangata

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>Strategy, Investment, Knowledge Growth, Relationship Building, Events, System Development, Iwi Connectivity, Content Creation, Events, Engagement and Communications, and Recruitment</i>

Insight: Whānau want events and initiatives that strengthen connection, identity, and belonging; And kaupapa that create lasting pathways for whanaungatanga and cultural pride. Investing in long-term, intergenerational approaches ensures Te Ātiawatanga continues to thrive wherever our people are.

“Cultural grants: instead of one-off events, channel pūtea into cultural infrastructure, reo programmes, digital whakapapa archives, oral history projects, and wānanga that endure over generations.”

“Keep everything that creates an opportunity for us to come home.”

Major Theme	Sub-Themes
Our whanau are provided the opportunity to be their best knowledgeable selves (Access and Knowledge growth and advancement)	<i>Recruitment, Knowledge Growth, Investment, Relationship Building, Content Creation, Strategy and System Development</i>

Insight: Whānau want to see a future where Te Ātiawa people are empowered through access to skills, networks, and learning opportunities that strengthen both individual and collective capability. Professional development pathways, and deliberate long-term workforce planning will ensure uri are prepared to lead in every sector.

“Be deliberate around choosing what skill set our people will need in the next 30 years.”

“Utilising our skills and talents amongst our iwi — we are a valuable resource to each other.”

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>Knowledge Growth, Strategy, Engagement and Communications, Content Creation, Iwi Sustainability, and Relationship Building</i>

Insight: Whānau want confident, future-focused leaders who plan across generations, communicate effectively, and create pathways for others to follow. There’s a clear desire to strengthen governance capability while building internal cultural and strategic skills, will help Te Ātiawa grow a sustainable leadership legacy that endures for the next hundred years.

“Short videos from candidates”

“Governance support: move from ad hoc governance training into structured iwi-wide governance academies, linked to Associate Director pipelines, so whānau can step into roles with confidence.”

“Always keeping seven generations ahead in mind when making decisions.”

Major Theme	Sub-Themes
We are always learning and growing our reo and tikanga (Advancing Te Reo me ōna Tikanga o Te Ātiawa)	<i>Knowledge Growth, Investment, Relationship Building, and Content Creation</i>
Insight: Whānau are passionate about strengthening te reo and tikanga so they remain living, everyday parts of Te Ātiawa identity across generations and regions. Embedding mātauranga Māori and tikanga into all iwi initiatives will ensure Te Ātiawatanga continues to thrive wherever our uri live. <i>“Cultural resilience secured: te reo, whakapapa archives, and mātauranga Māori woven into the everyday life of uri.”</i> <i>“Invest in cultural infrastructure and wānanga that secure te reo, whakapapa, and mātauranga as essential pou.”</i>	
Major Theme	Sub-Themes
We have the right data about our people to make decisions (Data capture)	<i>Knowledge Growth, Investment, and System Development</i>
Insight: Whānau see high-quality data as essential to making informed, future-focused decisions that reflect the real needs of Te Ātiawa people. They want systems that track progress, measure impact, and show how iwi investment circulates within our own communities. <i>“Data helps you understand areas of need and therefore priority.”</i> <i>“Digital systems to track iwi spend and show how many times \$1 is recycled within iwi supply chains.”</i>	
Major Theme	Sub-Themes
Our people know whats going on (Communications Approach)	<i>Engagement and Communications, Content Creation, Knowledge Growth, Strategy, and System Development</i>

Insight: Whānau want communication that is consistent, inclusive, and celebrates Te Ātiawa achievements while keeping everyone informed and connected. Investing in diverse engagement tools, storytelling, and platforms that reach all generations will strengthen connection and participation across the motu.

“Increase our engagement and audience to rangatahi.”

“Deliver strong and consistent engagement and marketing strategies e.g. regular posting on social media, regular emails, and phone calls.”

Emerging Themes

Major Theme	Sub-Themes
Our people are able to live long and healthy lives (Hauora Resources)	<i>Investment, Advocacy, Knowledge Growth, Relationship Building, and System Development</i>
Insight: Whānau want to see greater investment in holistic wellbeing that strengthens both physical and spiritual health, ensuring every whānau can thrive within a hauora system grounded in Te Ātiawa values. <i>“Wrap around support for whānau whom have moved into new whare. Ongoing pastoral care, follow ups.”</i> <i>“Look into catering for a tinana / a wairua support pathways.”</i>	
Major Theme	Sub-Themes
Grants and Scholarships	<i>Investment</i>
Insight: Whānau deeply value education and grant support, seeing it as both recognition and encouragement to pursue their goals. <i>“KEEP supporting as many people as you can — even a tiny scholarship gives a feeling of being seen and supported.”</i> <i>“New suggestion: Education grants for non-accredited NZQA courses such as leadership programmes or PD for coaching, mentoring etc.”</i>	
Major Theme	Sub-Themes

We want to stay relevant and be a part of changing the world (Tech Innovation)	Knowledge Growth, and Engagement and Communications
Insight: Whānau see technology and innovation as vital to staying connected and competitive in a changing world. Embedding digital innovation within strategy and engagement will ensure Te Ātiawa continues to lead with forward-thinking, future-ready solutions. <i>“Use of data analytics/AI to identify resources/gaps.”</i> <i>“How to use AI in our space.”</i>	
Major Theme	Sub-Themes
Our journey to sovereignty	Sovereignty
Insight: Whānau reaffirm that Te Ātiawa’s future must be grounded in mana motuhake and tino rangatiratanga — the ability to define and direct our own path. Sovereignty means ensuring future generations can make their own choices and act as the architects of their destiny, united by a shared purpose across all pou. <i>“Mana motuhake.”</i> <i>“Tino rangatiratanga — that our children and successive generations are the architects of their own destiny.”</i>	

Un-themed
• Anything that supports iwi and hapū is good • Love what has been presented so far • Be adaptive and navigate the needs of the time • Local economic development is really good • It doesn’t need a vote to be a meaningful kaupapa • Keep up the incredible mahi! <3 • Is Waikawa included in the distribution of funds? • Really enjoyed Ka • 30yr+ ability to make that/your choice • Changes 5–30yrs: Thriving, not surviving. Continued action • Resources: Putea. Time. Motivation • I wouldn’t take anything away! I think everything that TKoTA is doing is fantastic, and I would like to think that we will keep building bigger and better, so it’s about growth and what else we can add as the resources are available

Insight: Whānau expressed strong confidence in the direction of Te Kotahitanga o Te Ātiawa, praising the mahi and calling for continued growth and adaptability. The vision for the next 30 years is clear - to thrive, not just survive — by staying responsive, well-resourced, and grounded in collective progress.

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 – Online 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 online 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:

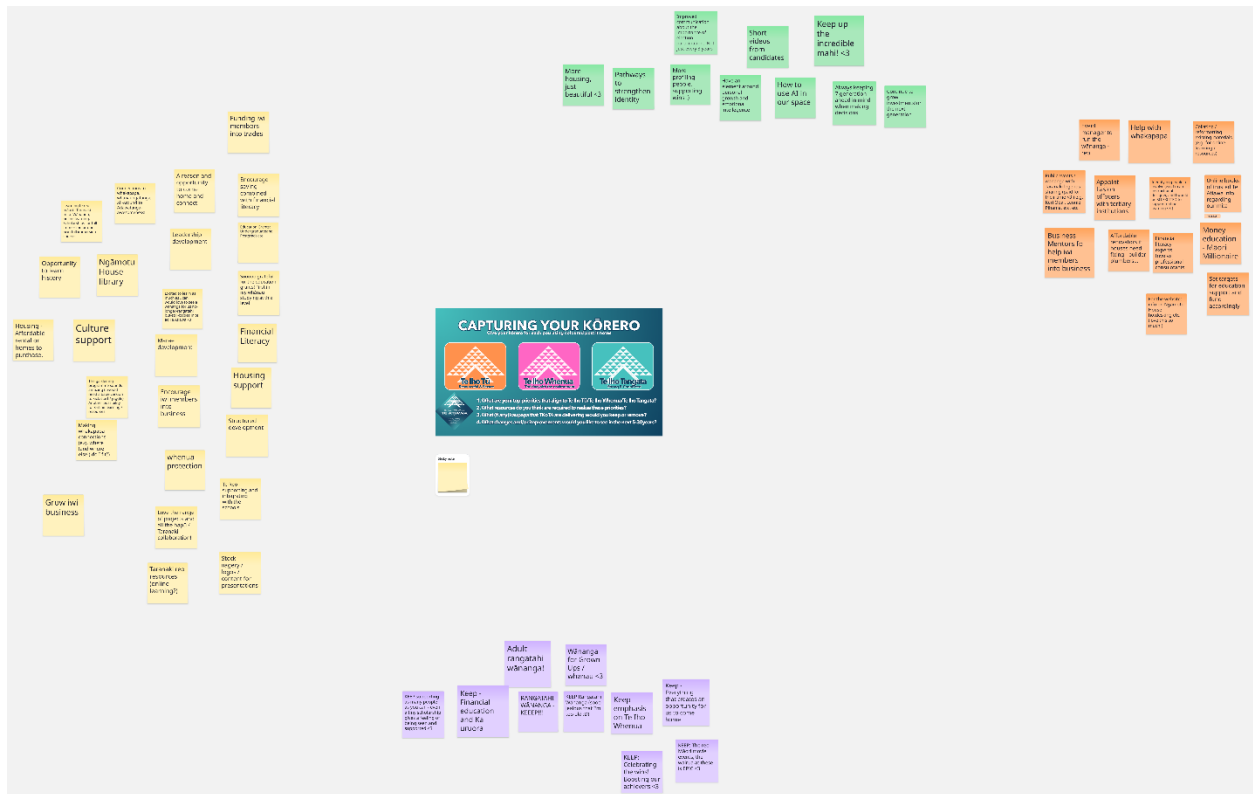
1. **Pou allocation** – All korero was sorted under the pou most relevant to its content, regardless of where whānau had initially placed it. Where responses could not be clearly placed, they were collated into **emerging themes**.
2. **Theming by Kaupapa** – We themed the feedback according to *Kaupapa (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. **Merging sub-themes** – A second look at the Kaupapa enabled us to bring together sub-themes where there was a natural alignment.
4. **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.
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

This engagement was the last of this series. Each engagement has had a findings paper developed with Major Themes, Sub-Themes and Insights provided. All whānau who have registered and joined the engagements will receive the findings papers from all engagements. Once all Te Hau Tapuwae o Te Atiawa engagement findings have been completed, there will be a final findings paper that will collate all engagement korero. This will support the refresh of the Te Kotahitanga o Te Atiawa Strategy 2026-2031.

Appendix 1: Photos from Online Engagements (17th / 18th September and 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.