



TE HAU TAPUWAE O TE ATIWA FINAL FINDINGS PAPER

August 2025 – October 2025

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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

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

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

Blowing freely are the land-based winds
Prevelant are the land-based winds and the sea
breezes, prevailing is the sou'wester wind
Establishing the core essence of this land
Impregnating the essential human attributes
derived from 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

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

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

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

Executive Summary - Te Hau Tapuwae o Te Ātiawa Engagement Series

Between August and October 2025, Te Kotahitanga o Te Ātiawa led a nationwide engagement series guided by the kaupapa of Te Hau Tapuwae o Te Ātiawa. These hui created safe, welcoming spaces for whānau, hapū, rangatahi, and pāhake to share aspirations and ideas for our future.

The kōrero gathered will shape the refreshed **Te Kotahitanga o Te Ātiawa Strategy 2026–2031**, ensuring it reflects the voice and vision of our people.

- **Over 300 participants** contributed through hui, wānanga, and surveys.
- Hui were held at **Kairau, Ōwae, Ngāmotu**, and in **Tāmaki Makaurau** and **Whanganui-a-Tara**, alongside online sessions and targeted hui with pāhake, hapū leaders, and rangatahi.
- This broad approach ensured all uri had opportunities to engage, no matter where they live.

What We Heard:

Whānau reaffirmed a strong, future-focused vision for Te Ātiawa, anchored in three Pou:

1. **Te Iho Tū** – Building economic independence through iwi-led investment, housing, and entrepreneurial development.
2. **Te Iho Whenua** – Protecting and restoring our taiao, growing kai sovereignty, and ensuring all uri can live and thrive on Te Ātiawa whenua.
3. **Te Iho Tangata** – Strengthening cultural identity, connection, education, reo, and intergenerational wellbeing.

Major Themes:

Each Pou has clear themes that will guide our actions:

- **Te Iho Tū**
 - He Ara Haumitanga mō ngā uri o Te Ātiawa - Te Ātiawa Uri Investment Approach
 - He Ōhanga Whānau, He Ōhanga Toitū – Wealth creation
 - Whare Āhuru Mōwai – Whānau-centred infrastructure for wellbeing
- **Te Iho Whenua**
 - Toitū te Whenua - Protecting and Sustaining our Whenua and Waterways
 - Te Mauri o Te Taiao – Sustaining our people and our place
- **Te Iho Tangata**
 - Pou Whakawhanake Mātauranga – Growing knowledge, growing whānau
 - Te Ātiawa nō runga i te Rangī - Living our Pepeha
 - He Reo Ora, He Tikanga Ora, He Iwi Ora - Advancing te Reo me ōna Tikanga o Te Ātiawa

- Whakatipu Rangatira, Whakatipu Anamata – Growing collective leadership
- Kia Toiora, Kia Tū Roa – Uplifting the hauora of our whānau

Enabler Themes

These are the foundations that will help make it all happen:

- Toi Auaha ki te Ao Mārama – Advancing data and technology for our whānau
- He Hononga Kōrero, He Hononga Whānau – Engagement and communications approach
- Whiria te Tangata – Building strategic relationships
- Te Ātiawa Whai Rawa - Te Kotahitanga o Te Ātiawa Economy (Commercial Investment Approach)

This engagement was driven by the voices of whānau and hapū. Your kōrero and aspirations will now guide the refresh of **Te Kotahitanga o Te Ātiawa Strategy 2026–2031**, setting a strong foundation for the future. Together, we are shaping a vision that honours our past and builds a thriving future for all Te Ātiawa uri.



(Photo taken at Pahake Lunch Engagement – 13th September 2025)

1. Introduction

Te Hau Tapuwae o Te Ātiawa represents a collective journey to capture the voices, values, and aspirations of Te Ātiawa uri. Guided by Te Karakia o Wharematangi and the pou framework – Te Iho Tū, Te Iho Whenua, Te Iho Tangata – this engagement series sought to ensure whānau voices drive the direction of our next five-year strategy.

Our approach was shaped by the Board’s guidance and grounded in tikanga. Each engagement helped to bring together this final Findings Paper. This has required the collation of all data across ā kānōhi, online and survey engagements, as well as re-organising the original themes across all engagements to create a more succinct alignment for the development of the Strategy Refresh. While we have re-organised the content of the information we have gathered, the findings contained in this report remain reflective of the collective wisdom of Te Ātiawa whānau.

2. Purpose

The purpose of **Te Hau Tapuwae o Te Ātiawa engagement** was to:

- Reflect on the progress and lessons from Te Atatū (2021–2026).
- Gather insights and aspirations to guide the 2026–2031 Strategy.
- Create spaces for whakawhanaugatanga and transparent, inclusive kōrero.
- Ground engagement in Te Ātiawa values and pou to ensure cultural integrity and relevance.

3. Engagement Overview

Te Hau Tapuwae o Te Ātiawa Engagement was intentionally diverse, with kānōhi ki te kānōhi hui, online engagements, and surveys ensuring accessibility for uri living both within and beyond Taranaki. Over 300 participants contributed through seven major hui and two surveys.

Engagement	Date	Location/Format	Participants
Kairau Marae Hui	24 Aug 2025	Kairau Marae	16
Tamaki Makaurau Hui	31 Aug 2025	AUT South Campus	12
Hapū Leaders Hui	10 Sept 2025	Ngāmotu House	8
Pāhake Hui	13 Sept 2025	Novotel New Plymouth	16
Whanganui-a-tara Hui	27 Sept 2025	Rydges Hotel, Wellington	26

Engagement	Date	Location/Format	Participants
Owae Marae Hui	5 Oct 2025	Owae Marae	21
Online Hui	16–18 Sept & 5 Oct 2025	Zoom	23
Rangatahi Survey	11 th October	Survey	76
Whānau Survey	11 th October	Survey	115

4. Summary of Key Themes (Findings)

Throughout Te Hau Tapuwae series, each engagement has received a subsequent findings paper that has reflected the whakaaro of those who attended or provided korero. This has been to ensure that each whānau member who has made a contribution can clearly see how their korero has been viewed with other contributions, as well as the connectivity with whānau aspirations, challenges and expectations into the future.

Following the final engagement, we have spent time re-organising each of the **Major Themes** by looking at the natural alignment and synergies across all content. This has allowed us to create a space for reframed ‘Major Themes’ and to highlight what themes connected to the Pou, and what themes were enablers to drive the strategy. The first table below provides a high-level view of the re-organised themes. The second table provides the detail behind the New Major theme and insights behind the collation of all data content and sub-themes associated with the New Major theme.

For a more detailed view of all the data and the findings papers from each engagement, please use the link below for access to the updated **DATA SPREADSHEET WITH COMBINED DATA**, all **ORIGINAL DATA SPREADSHEETS**, all **ENGAGEMENT FINDINGS PAPERS** and **PHOTOS** from the *Engagement Series*.

[LINK TO ALL DATA AND FINDINGS PAPERS HERE](#)



(Photo taken at Whanganui-a-Tara Engagement – 27th September 2025)

5. Major Themes and Insights

Te Iho Tu	
MAJOR THEME: <i>He Ara Haumitanga mō ngā uri o Te Ātiawa</i> - Te Ātiawa Uri Investment Approach	
Original Major Theme	Sub-Themes
Potential Investment Approach	<i>Hapu Development, Hapū centered investment approach, Iwi sustainability, Knowledge growth, Investment, Relationship building, Sovereignty, Strategy, Engagement and Communications, Policy</i>
Insight: Whānau shared a strong call for an investment approach that grows <i>our people</i> , not just our balance sheet. <i>He Ara Haumitanga mō ngā Uri o Te Ātiawa</i> is envisioned as a model where pūtea and	

partnerships are used to build capability, opportunity, and confidence within hapū and whānau — creating a self-sustaining cycle of learning, leadership, and enterprise.

This approach emphasises *mana motuhake*: decision-making led by our own values and mātauranga. Whānau want to see investments that nurture local skills, provide access to training, and empower uri to take part in iwi projects as workers, business owners, and innovators. A hapū-centred model ensures that development happens with those closest to the whenua and kaupapa, supporting whānau to design and deliver outcomes that reflect their aspirations.

Transparency and communication remain key. Whānau asked for clear reporting on how investments are prioritised, who benefits, and how results contribute to collective growth. Investment policies should therefore embed principles of equity, kaitiakitanga, and accountability, ensuring decisions are both ethical and empowering.

He Ara Haumitanga mō ngā Uri o Te Ātiawa is about using our collective strength to invest in people — enabling every uri to thrive, contribute, and lead. When we grow our people, we secure our future.

MAJOR THEME: *He Ōhanga Whānau, He Ōhanga Toitū* – Wealth Creation

Original Major Themes	Sub-Themes
- Investing in our Hapu to be the best that they can be. (Hapu Advancement) - Investing in our people to be the best boss men and women they can be. (Entrepreneurial and Business Innovation, Growth and Development) - We want to invest in each other (Te Ātiawa economy)	<i>Strategy, Investment, Relationship Building, Hapū Development, Hapū Centered Investment Approach, Knowledge Growth, Iwi Sustainability, and Engagement and Communications</i>

Insight: Whānau see wealth creation not just as financial gain, but as a pathway to collective strength, independence, and intergenerational wellbeing. Across the kōrero, there was a consistent call for Te Ātiawa to invest strategically in its own people — building business capability, growing hapū economies, and ensuring iwi prosperity remains in iwi hands.

Whānau want to see pākihi and hapū enterprises empowered through long-term contracts, fair access to capital, and iwi procurement opportunities that grow internal capability rather than external dependency. They recognise the importance of relationship-building — both within Te Ātiawa and with trusted partners — to share knowledge, attract investment, and strengthen the economic network across our rohe and beyond.

A hapū-centred investment approach was repeatedly highlighted as essential. Whānau envision a future where hapū are equipped with the tools, governance support, and confidence to drive their own ventures — from housing and environmental projects to cultural enterprises and regional trade.

Underlying this vision is the belief that economic sustainability comes from within. By investing in education, mentoring, and business innovation, Te Ātiawa can nurture uri who are not only skilled and confident but who uphold iwi values of manaakitanga and kaitiakitanga in all they do.

He Ōhanga Whānau, He Ōhanga Toitū — when whānau thrive, the iwi thrives. Sustainable prosperity is achieved when wealth is created, shared, and retained within Te Ātiawa, ensuring lasting benefit for generations to come.

MAJOR THEME: *Whare Āhuru Mōwai* – Whānau centered infrastructure for Wellbeing

Original Major Themes	Sub-Themes
- Keep building housing that is affordable to rent or buy (Investment in housing options that meet the needs of Te Ātiawa Whānau) - 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>Relationship building, Investment, Iwi Sustainability, Access to rental housing, Housing, Holistic housing options, Policy, Iwi sustainability, Home Ownership, Hapū Centered Investment Approach, Hapū Development, Access to Housing, and Whenua Protection</i>
Insight: Whānau see housing as a foundation for wellbeing — not simply a roof over their heads, but a base from which identity, stability, and prosperity can grow. Their kōrero reinforces that secure, affordable, and culturally grounded housing is central to Te Ātiawa’s long-term social and economic resilience. There is strong support for continued investment in housing that meets the diverse needs of Te Ātiawa whānau — from affordable rentals and shared equity models to papakāinga and intergenerational housing. Whānau want approaches that reflect the realities of uri at different life stages, ensuring kaumātua, rangatahi, and whānau living outside the rohe can all find their place within Te Ātiawa whenua. Investment in wellbeing-focused infrastructure extends beyond whare. Whānau spoke about the importance of spaces that uplift physical, spiritual, and cultural health — such as marae developments, hauora hubs, and communal facilities for connection, learning, and care. These spaces are seen as pou for collective wellbeing, where te ao Māori values guide design, ownership, and use. To achieve this vision, Te Ātiawa will need to maintain a clear focus on sustainable investment, relationship building, and policy development that protects whenua and empowers hapū to lead their	

own housing pathways. **Whare Āhuru Mōwai** symbolises more than shelter — it embodies the promise of safety, belonging, and enduring wellbeing for Te Ātiawa whānau whanui.

Te Iho Whenua

MAJOR THEME: *Toitū te Whenua* – Protecting and Sustaining our Whenua and Waterways

Original Major Themes	Sub-Themes
• We can drink, swim, and eat kai from our water (Waterway regeneration and preservation) • We are staunch in the protection of our whenua (Toitū te Whenua) • Making the most of our whenua (Maximising whenua potential) • Our whānau will always be able to live on Te Ātiawa whenua (Whenua Retention)	<i>Recruitment, Strategy, Taiao Protection, Knowledge Growth, Iwi Sustainability, Land Retention, Access to Whenua, Relationship Building, Investment, Land Utilisation, Hapū-Centred Development, Wai Protection, Policy, Content Creation, and Kai Security</i>
Insight: Whānau consistently emphasised that protecting Te Ātiawa whenua and wai is central to who we are as a people. <i>Toitū te Whenua</i> represents more than guardianship — it is about living in balance with the environment, regenerating what has been damaged, and ensuring that future generations can still drink, swim, walk and gather kai from our waters and whenua. Our people envision a future where development and protection are not opposing forces but interconnected. Economic activity, housing, and infrastructure should be designed with the whenua and taiao in mind, embedding mātauranga Māori into every project. Whānau spoke about kai security, native planting, and freshwater restoration as core priorities — practical steps to restore the mauri of our environment and strengthen resilience in the face of climate change. At the same time, there is a clear desire to maximise the potential of Te Ātiawa lands. This means supporting hapū and whānau to plan, use, and develop whenua in ways that sustain both people and place — through careful investment, land utilisation strategies, and policy that protects ownership and long-term control. Ultimately, <i>Toitū te Whenua</i> reflects a deep understanding that our prosperity depends on the health of our environment. When we care for the land, it cares for us. Protecting, regenerating, and utilising Te Ātiawa whenua and wai wisely will ensure that our identity, economy, and wellbeing remain grounded.	

MAJOR THEME: <i>Te Mauri o Te Taiao</i> – Sustaining our People and our Place	
Original Major Themes	Sub-Themes
• Our people have access to knowledge, skills and resources that will set them up forever! (Environmentally secure and sustainable) • Our people will know what we are doing in Te Taiao (Development of Taiao Approach)	<i>Iwi Sustainability, Investment, Knowledge Growth, Recruitment, Kai Sovereignty, Kai Security, Hapū Development, Engagement and Communications, Strategy, Relationship Building, System Development, and Advocacy</i>
Insight: Whānau see <i>Te Mauri o Te Taiao</i> as the living connection between people and place — the foundation that sustains both our physical wellbeing and our cultural identity. Sustaining our people and our place is about reweaving traditional knowledge with contemporary practice, ensuring Te Ātiawa’s development uplifts the environment as much as it uplifts our uri. Feedback shows that whānau want Te Ātiawa to lead through action: building climate resilience, food and energy security, and sustainable living into every layer of iwi planning and investment. Initiatives such as māra kai, renewable energy systems, and whenua-based learning are seen as powerful ways to embed environmental wellbeing into daily life. These approaches connect whānau back to the whenua, strengthen self-sufficiency, and reduce reliance on external systems. Knowledge sharing and visibility are also key. Whānau want to understand what is happening across Te Taiao projects, with clear communication, education, and advocacy that inspire participation. Strengthening the flow of information between hapū, whānau, and the iwi organisation is essential to deepening engagement and collective guardianship. Te Kotahitanga o Te Ātiawa’s responsibility is clear — to invest strategically in initiatives that protect, restore, and sustain the natural world, while empowering whānau with the knowledge, skills, and opportunities to do the same. <i>Te Mauri o Te Taiao</i> is not separate from us; it is us. When we nurture the environment, we nurture our people, ensuring the wellbeing of both for our future mokopuna.	
Te Iho Tangata	
MAJOR THEME: <i>Pou Whakawhanake Mātauranga</i> – Growing Knowledge, Growing Whānau	

Original Major Themes	Sub- Themes
- Our whānau are provided the opportunity to be their best knowledgeable selves (Access and Knowledge growth and advancement) - Grants and Scholarships	<i>Recruitment, Knowledge Growth, Investment, Relationship Building, Content Creation, Strategy, System Development, Incentivisation, and Iwi Sustainability</i>
Insight: Whānau see mātauranga as the foundation for self-determination — the means by which Te Ātiawa can grow confident, capable, and connected uri. <i>Pou Whakawhanake Mātauranga</i> is about ensuring our people have the knowledge, resources, and opportunities to thrive, both individually and collectively. Mātauranga is viewed not just as academic success but as lifelong learning that connects back to iwi aspirations and strengthens whānau wellbeing. The kōrero shows strong appreciation for the current education grants and scholarships, which many see as a lifeline for learners and a clear expression of iwi support. Whānau encouraged the continuation and expansion of these initiatives, including pathways for professional development, trades training, and non-accredited learning such as leadership, reo, and cultural programmes. Even small grants were described as symbols of being seen, valued, and connected to the iwi. Whānau also want to see greater alignment between Te Ātiawa investments and future skills needs — identifying, nurturing, and supporting uri into areas critical to iwi growth such as governance, environmental management, construction, digital innovation, and cultural revitalisation. Opportunities for mentoring, internships, and tuakana-teina connections were seen as essential to this vision. Ultimately, <i>Pou Whakawhanake Mātauranga</i> speaks to the belief that knowledge builds both people and place. By investing in education, capability, connection and lifelong learning, Te Ātiawa ensures that every uri has the tools to lead, create, and contribute — strengthening whānau, hapū, and iwi.	
MAJOR THEME: <i>Te Ātiawa nō runga i te Rangi - Living our Pepeha</i>	
Original Major Themes	Sub-Themes
- Our whānau get to go to cool events and kaupapa that celebrates who we are and connects us to each other (Celebrating Whakapapa) - Taking the Iwi to the people (Hauwhenua, haumoana) - He Hauwhenua, he Haumoana, Whakaroro ki tai tonga, ki tai mauru	<i>Strategy, Investment, Knowledge Growth, Relationship Building, Events, System Development, Iwi Connectivity, Content Creation, Engagement and Communications, Recruitment, and Land Retention</i>

• We know our bones are of this whenua (Living our pepeha)	
Insight: <i>Te Ātiawa nō runga i te Rangi - Living our Pepeha</i> is about celebrating connection — to each other, to our places, and to the stories that define us as Te Ātiawa. Whānau described the joy and pride that comes from engaging in kaupapa that bring our people together, from wānanga and reunions to online connections that bridge those living outside the rohe. These spaces strengthen belonging and keep our whakapapa alive across generations and regions. Whānau consistently emphasised that connection must be both physical and digital — through events, wānanga, and haerenga, but also through tools that make learning and participation more accessible for uri around the motu and abroad. They want to see ongoing investment in initiatives that celebrate Te Ātiawatanga — our reo, tikanga, waiata, and pūrākau — ensuring these are visible, relevant, and proudly lived every day. The feedback also highlights the need for sustained, well-resourced communication and event systems, supported by dedicated roles and digital platforms that make it easier to stay connected. Whānau see iwi-led connection points, both within and beyond Taranaki, as vital to fostering unity and a shared sense of identity. Ultimately, <i>Te Ātiawa nō runga i te Rangi - Living our Pepeha</i> is about identity in action — keeping our stories, tikanga, and relationships alive wherever we are. When Te Ātiawa celebrates who we are and where we come from, we strengthen the foundation that unites us all — ensuring our whakapapa, reo, and culture continue to thrive.	
MAJOR THEME: <i>He Reo Ora, He Tikanga Ora, He Iwi Ora - Advancing Te Reo me ōna Tikanga o Te Ātiawa</i>	
Original 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, Content Creation, Engagement and Communications, Event, and Iwi Sustainability</i>
Insight: Whānau see te reo me ōna tikanga as the heartbeat of Te Ātiawa — the living expression of who we are, where we come from, and how we stand in the world. Advancing our reo and tikanga is not just about preservation; it's about normalising and embedding these taonga into every aspect of daily life, ensuring that the next generations inherit a culture that is vibrant, accessible, and proudly lived. The kōrero shows strong support for Te Ātiawa to invest in wānanga, kura reo, and cultural events that strengthen reo and tikanga from the marae to the home. Whānau want to see sustained opportunities for learning, including regional and online options, so uri living outside the rohe can also participate and	

reconnect. Investment in trusted Taranaki reo resources, access to kaiako, and platforms that bring together kaikōrero and kaikaranga were common priorities.

There is also a clear aspiration for Te Ātiawa-led approaches — cultural infrastructure and learning spaces designed by and for our people. Whānau emphasised that reo and tikanga are inseparable from identity, wellbeing, and leadership. When Te Ātiawa leads through its own language and values, it reaffirms our sovereignty and mana motuhake.

He Reo Ora, He Tikanga Ora, He Iw Ora - Advancing te Reo me ōna Tikanga is about creating the conditions where our language and customs thrive naturally — in our schools, workplaces, marae, and homes — ensuring that Te Ātiawa culture continues to guide, unite, and inspire our people.

MAJOR THEME: *Whakatipu Rangatira Whakatipu Anamata* - Growing Collective Leadership, Shaping our Future

Original Major Themes	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) • Our journey to Sovereignty • We will have the right expertise to carry out our mahi (Organisational recruitment) • Long-term Planning (Making decisions for our future)	<i>Knowledge Growth, Strategy, Engagement and Communications, Content Creation, Iwi Sustainability, Relationship Building, Investment, Advocacy, Sovereignty, and Recruitment</i>

Insight: Whānau see strong, values-based leadership as essential to Te Ātiawa’s future. Growing collective leadership means developing confident, capable rangatira at every level — from the marae to the boardroom — who serve with integrity, vision, and aroha. Leadership is not just about roles; it’s about responsibility, continuity, and connection. Whānau want pathways that nurture tomorrow’s leaders while honouring those who have paved the way.

Across the kōrero, whānau called for structured governance and leadership development — from governance academies and associate director roles to rangatahi shadowing, internships, and mentoring networks. These pathways should be transparent and inclusive, ensuring that leadership reflects the diversity of our iwi and is grounded in Te Ātiawa values and tikanga.

Leadership was also discussed in the context of **tino rangatiratanga** — the ability for Te Ātiawa to self-determine and influence decisions that affect our people and whenua. Whānau emphasised the

importance of long-term planning, political engagement, and cultivating expertise across sectors so Te Ātiawa continues to be represented by skilled leaders who are both culturally and technically grounded.

At the organisational level, whānau want recruitment and succession processes that grow talent from within, supported by professional development and cultural mentorship. This approach will ensure that our iwi continues to lead with confidence, unity, and purpose.

Whakatipu Rangatira, Whakatipu Anamata speaks to our collective journey — shaping a future where leadership is intergenerational, strategic, and deeply rooted in Te Ātiawatanga.

MAJOR THEME: *Kia Toiora, Kia Tū Roa* – Uplifting the Hauora of our Whānau

Original Major Theme

- Our people are able to live long and healthy lives (Hauora Resources)

Sub-Themes

Investment, Well-being, Sovereignty, Knowledge growth, Relationship building, Advocacy, Iwi sustainability, System development, Strategy

Insight: Whānau see hauora as the foundation of a thriving Te Ātiawa — a state of collective wellbeing where physical, emotional, spiritual, and whānau health are nurtured together. The kōrero highlighted a strong call for holistic, iwi-led health approaches that reflect mātauranga Māori and the realities of our people today. Whānau spoke about access to affordable and culturally aligned services, from dental and mental health support to counselling, parenting, and addiction programmes.

There is a clear aspiration for Te Ātiawa to lead in designing and delivering health initiatives that integrate *rongoā Māori*, wraparound support, and ongoing pastoral care for whānau. Many also emphasised the importance of advocacy — ensuring our iwi voice influences regional and national health strategies so that Te Ātiawa values and priorities shape how hauora is delivered.

Investment in people and systems is seen as key. Whānau want to see better coordination between iwi, hapū, and local providers, supported by data that identifies areas of need and ensures services reach those most at risk. Sustaining hauora also means creating environments that enable resilience — promoting healthy kai, active lifestyles, and emotional intelligence alongside cultural wellbeing.

Ultimately, ***Kia Toiora, Kia Tū Roa*** reflects a vision of empowered, resilient whānau who live long, healthy lives grounded in Te Ātiawatanga. Through culturally anchored, well-resourced, and strategically aligned hauora systems, Te Ātiawa can uphold the mana, vitality, and independence of its people.

Enabler Themes

MAJOR THEME: *Te Ātiawa Whai Rawa* - Te Kotahitanga o Te Ātiawa Economy (Commercial Investment Approach)

Original Major Theme	Sub-Themes
(Potential refresh of) Investment Approach	<i>Strategy, Investment, Engagement and Communications</i>
Insight: Whānau see the evolution of Te Kotahitanga o Te Ātiawa’s commercial strategy as central to securing long-term prosperity for the iwi. A refreshed investment approach should balance financial growth with cultural integrity — ensuring every dollar invested strengthens the collective wellbeing of uri and the environment we depend on. Whānau emphasised that Te Kotahitanga o Te Ātiawa must act both boldly and wisely, leveraging partnerships and innovation to expand into sustainable, future-focused industries. There is strong support for diversifying iwi investments beyond traditional property to include technology, renewable energy, and Māori enterprise partnerships. Whānau also want clear communication about how commercial decisions connect to iwi outcomes — transparency about where investments are made, what they deliver, and how returns are re-invested into kaupapa that matter most to whānau. Procurement and partnership were seen as key enablers. By prioritising Māori suppliers and uri-owned businesses, Te Kotahitanga o Te Ātiawa can create a thriving internal economy while lifting the regional profile of iwi-led enterprise. A resilient <i>Te Ātiawa Whai Rawa</i> is one that grows wealth <i>with purpose</i>: profits measured not just in dollars, but in jobs created, skills developed, and whānau empowered. Strategic, values-led investment will ensure commercial success remains firmly connected to collective benefit — He Ōhanga Whānau, He Ōhanga toitū.	

MAJOR THEME: Toi Auaha ki te Ao Marama - Advancing Data and Technology for our Whānau

Original Major Themes	Sub-Themes
- Tech Innovation (We want to stay relevant and be a part of changing the world) - We have the right data about our people to make decisions. (Data Capture)	<i>Knowledge Growth, Engagement and Communications, Investment, Strategy, and System Development</i>

Insight: Whānau recognise that access to good data and emerging technology is key to Te Ātiawa’s future resilience and decision-making power. They see digital capability as a modern expression of *tino rangatiratanga* — ensuring we own, control, and use our information to benefit our people. Having accurate, accessible, and secure data about our uri will allow Te Ātiawa to plan effectively, track progress, and make evidence-based decisions grounded in our values.

Whānau encouraged investment in systems that not only capture information but also tell our story — showing how every dollar, decision, and kaupapa strengthens our iwi. They want platforms that reflect who we are, protect our mātauranga, and connect whānau across generations and geographies. This includes databases for skills and capability mapping, digital repositories for reo and tikanga, and tools that make participation and communication easier for all.

Emerging technologies like artificial intelligence (AI) and data analytics were seen as opportunities to innovate while maintaining cultural integrity. Whānau expressed curiosity about how these tools can support education, environmental management, and iwi planning — provided that Te Ātiawa remains the kaitiaki of its data and digital pathways.

Toi Auaha ki te Ao Mārama is about blending technology with whakapapa — creating intelligent, culturally grounded systems that enhance connection, protect our knowledge, and empower Te Ātiawa to navigate confidently in both the digital and cultural worlds.

MAJOR THEME: He Hononga Kōrero, He Hononga Whānau - Engagement and Communications approach

Original Major Theme	Sub-Themes
Our people know what is going on (Communications Approach)	<i>Engagement and Communications, Content Creation, Knowledge Growth, Strategy, System Development, Relationship Building, Events, Iwi Connectivity, Investment, and Iwi Sustainability</i>

Insight: Whānau clearly articulated that effective communication is the heartbeat of a connected iwi. **He Hononga Kōrero, He Hononga Whānau** reflects the understanding that when information flows openly, relationships strengthen, trust grows, and participation flourishes. Whānau want clear, consistent, and accessible updates about iwi kaupapa — not only through traditional pānui, but through modern, interactive platforms that reflect how people connect today.

Feedback highlights the importance of communicating *with* whānau, not just *to* them. Whānau value being part of two-way conversations where their voices influence outcomes and where information is shared in real time across multiple channels — from social media and livestreams to hui, wānanga, and community events. Digital inclusion was also a key theme, with whānau outside of Taranaki emphasising the need for online spaces that keep them informed and engaged no matter where they live.

Whānau also encouraged investment in creative content and storytelling that brings Te Ātiawatanga to life — celebrating uri achievements, profiling our whānau, and showcasing kaupapa that strengthen pride and belonging. They see storytelling as both a communication tool and a way of sustaining identity.

He Hononga Kōrero, He Hononga Whānau is about building transparent, values-led communication systems that empower participation and strengthen unity. When our kōrero is open, our whānau stay connected — to each other, to our kaupapa, and to the shared future we're building together.

MAJOR THEME: Whiria te Tangata – Building Strategic Relationships

Original Major Theme

- Building Strategic Relationships for the benefit of our people

Sub-Themes

Relationship building

Insight: Whānau reaffirmed that *whānaungatanga* must sit at the centre of all our partnerships and collaborations. **Whiria te Tangata** speaks to weaving strong, purposeful relationships — within Te Ātiawa, across iwi, and with government, community, and private sector partners — to advance collective wellbeing and enduring outcomes for our people.

Whānau expressed that relationships built on shared values and mutual respect are key to achieving meaningful, long-term impact. They want to see Te Ātiawa continue to take a leading role in fostering partnerships that honour mana whenua and deliver tangible benefits for whānau, hapū, and iwi. This includes relationships that open doors for whānau businesses, support environmental restoration, and strengthen access to housing, education, and health initiatives.

Equally important is nurturing the internal relationships that bind our people — between our marae, hapū, and uri. Whānau emphasised that collaboration must start at home, ensuring that we work together with transparency, trust, and a shared sense of purpose. By connecting our people and our external partners through common kaupapa, Te Ātiawa can amplify influence and build collective strength.

Ultimately, **Whiria te Tangata** represents more than partnership — it is about weaving a network of relationships grounded in whakapapa and reciprocity. When we strengthen these threads, we create a resilient foundation that enables Te Ātiawa to thrive, influence, and lead across every space we stand in — locally, nationally, and globally.

6. 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

7. Methods

Workshop Method

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.

Online Workshop

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Survey Engagement

The survey method is designed to capture a wide range of views from whānau and rangatahi, both individually and collectively. By creating two distinct surveys — a Whānau Survey and a Rangatahi Survey — we were intentional in ensuring that the voices of our people were heard in ways that suited them.

The questions were framed in alignment with our pou, and combined both **Likert scale questions** (to provide measurable, comparable data) and **open-ended questions** (to allow for deeper kōrero and personal whakaaro). This balance ensured that we could draw out both broad patterns of response and the unique insights of our people.

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

- Surveys can lack the depth of kōrero that comes through in face-to-face engagement, where ideas can be built upon and challenged in real time; and
- Response bias may occur, with some voices more represented than others depending on who chooses to respond.
- Open-ended questions can be hard to locate a specific message, making theming difficult and can subsequently miss points that have been made.

We chose surveys as one of our methods for this engagement because they provided flexibility for whānau to contribute in their own time and space, increased the accessibility of engagement for uri living outside of Taranaki, and gave a dedicated platform for rangatahi voices to be heard.

Sense-making and Theming (In person and Online engagements)

After the engagement phases, kaimahi and Board members came together to undertake a structured sense-making and theming process. To ensure robustness, we applied **thematic analysis** using a **combined deductive and inductive approach** (Appendix 2). This approach grounded our analysis in both our pou framework and the lived realities of whānau.

Deductive (Pou-led) Analysis

All kōrero was first oriented to the pou framework — Te Iho Tū, Te Iho Whenua, and Te Iho Tangata. Each piece of feedback was reviewed and placed under the pou that most closely reflected its intent. Where kōrero did not clearly align to any pou, it was recorded under Emerging or Additional Themes. This ensured that no whakaaro was lost, even if it sat outside the original framework.

Inductive (Theme-emergent) Analysis

Once kōrero was sorted by pou, we moved into inductive theming — allowing themes to emerge naturally from the voices of whānau. This occurred in several iterative stages:

- **Theming by kaupapa:** Feedback was grouped according to topic or idea (kaupapa) identified within the kōrero, forming initial sub-themes.
- **Emerging sub-themes:** Through further discussion and reflection, sub-themes with natural alignment emerged.
- **Major themes:** From these clusters, we identified overarching major themes that represented the collective intent of whānau kōrero.
- **Insights:** For each major theme, concise insights were written to capture the essence of the kōrero and provide strategic meaning.

Some feedback lacked contextual detail or was presented as a standalone statement. These were recorded transparently as *Unthemed* entries and, where appropriate, shaped into individual insights.

Sense-making and Theming (Whānau and Rangatahi Surveys)

For the Whānau and Rangatahi Surveys, three kaimahi followed the same combined deductive–inductive approach. Kōrero was aligned to the pou framework and themed concurrently into major themes, sub-themes, and insights.

Two open-ended questions were treated differently due to their breadth and depth:

- “What does Te Ātiawa look like in 100 years?”
- “Do you have any final thoughts, ideas, or pātai you’d like to share with us?”

Rather than breaking these into discrete themes, responses were collated in full and synthesised into holistic insights that reflect the long-term aspirations and visions expressed by whānau.

Quantitative (Likert-scale) data from the surveys provided statistical measures of priorities and sentiment. This data complemented the narrative insights, validating key findings and highlighting alignment between whānau aspirations and strategic direction.

Limitations

As with all qualitative analysis, some kōrero lacked context or could not be confidently placed under a specific pou. These were retained in their original form to preserve integrity and transparency. The balance of perspectives reflects those who chose to participate in the engagements and surveys.

Additionally, in some cases whānau provided responses that contained multiple layers of whakaaro, spanning several kaupapa at once. To ensure consistency, each response was themed to the most dominant kaupapa that came through in the feedback. For example, if a response touched on a range of issues but was weighted heavily toward environmental outcomes, it was placed within one of the environmental themes. This approach ensured that the strongest intent of whānau voices was reflected, while still recognising the breadth of whakaaro offered.

8. Collation of all Findings and Data

After completing all the sense-making and Findings papers, the team held a final sense-making session to consolidate the data and refine the themes.

During this process, some minor adjustments were made to how information from the engagement sessions was grouped. In some cases, data was reallocated under different Pou, and in others, closely related themes were merged into new, unified themes.

These changes are illustrated in **Appendix A – Re-organised Major Themes**. The table in the appendix shows:

- **Original Major Theme** – how the whānau engagement data was initially themed.

- **Old Location (Pou)** – the original Pou under which the data was grouped.
- **New Major Theme** – the updated theme after consolidation.
- **New Pou Location** – the revised Pou grouping, where applicable.

9. Next Steps

The insights gathered through Te Hau Tapuwae o Te Ātiawa will directly inform the Te Kotahitanga o Te Ātiawa Strategy 2026–2031. These findings reaffirm our collective direction and values while identifying clear priorities for the next five years.

Future steps include:

- **Integrating findings into strategic goals and performance measures** so that our aspirations are reflected in practical, measurable outcomes.
- **Continuing to engage whānau as the draft strategy is developed**, ensuring your voices remain central to every stage of the process.
- **Establishing a transparent feedback loop** so whānau can see how their contributions are shaping decisions, and to maintain ongoing alignment and accountability.
- **Sharing regular updates** through hui, pānui, and online platforms to keep everyone informed and connected.
- **Preparing for implementation** by identifying resources, partnerships, and enabler actions that will bring these priorities to life.

Together, these steps will help us move from kōrero to action, building a strategy that truly reflects the aspirations of Te Ātiawa whānau and sets a strong foundation for the future.



(Photo taken at Tāmaki Makaurau Engagement – 31st August 2025)

10. Appendix

Appendix A - Re-organised Major Themes

Pou	Major theme (Original)	Pou Location (Old location)	New Major Theme
Te Iho Tu (New Location)			
	Potential Investment Approach	Te Iho Tu	<i>HE ARA HAUMITANGA MŌ NGĀ URI O TE ATIAWA TE ATIAWA URI INVESTMENT APPROACH</i>
	Investing in our Hapu to be the best that they can be. (Hapu Advancement)	Te Iho Tu	<i>HE ŌHANGA WHĀNAU, HE ŌHANGA TOITŪ – WEALTH CREATION</i>
	Investing in our people to be the best boss men and women they can be. (Entrepreneurial and Business Innovation, Growth and Development)	Te Iho Tu	<i>HE ŌHANGA WHĀNAU, HE ŌHANGA TOITŪ – WEALTH CREATION</i>
	We want to invest in each other (Te Atiawa economy)	Te Iho Tu	<i>HE ŌHANGA WHĀNAU, HE ŌHANGA TOITŪ - WEALTH CREATION</i>
	Keep building housing that is affordable to rent or buy (Investment in housing options that meet the needs of Te Atiawa Whānau)	Te Iho Tu	<i>WHARE AHURU MOWAI (WHĀNAU CENTRED INFRASTRUCTURE FOR WELLBEING)</i>
	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)	Te Iho Tu	<i>WHARE AHURU MOWAI (WHĀNAU CENTRED INFRASTRUCTURE FOR WELLBEING)</i>

Te Iho Whenua (New Location)	Major theme (Original)	Pou Location (Old location)	New Major Theme (Merged)
	We can drink, swim and eat kai from our water (Waterway regeneration and preservation)	Te Iho Whenua	<i>TOITŪ TE WHENUA PROTECTING AND SUSTAINING OUR WHENUA AND WATERWAYS</i>
	We are staunch in the protection of our whenua (Toitū te Whenua)	Te Iho Whenua	<i>TOITŪ TE WHENUA PROTECTING AND SUSTAINING OUR WHENUA AND WATERWAYS</i>
	Making the most of our whenua (Maximising whenua potential)	Te Iho Whenua	<i>TOITŪ TE WHENUA PROTECTING AND SUSTAINING OUR WHENUA AND WATERWAYS</i>
	Our whānau will always be able to live on Te Atiawa whenua (Whenua Retention)	Te Iho Tu	<i>TOITŪ TE WHENUA PROTECTING AND SUSTAINING OUR WHENUA AND WATERWAYS</i>
	Our people have access to knowledge, skills and resources that will set them up forever! (Environmentally secure and sustainable)	Te Iho Whenua	<i>TE MAURI O TE TAIAO - SUSTAINING OUR PEOPLE AND OUR PLACE</i>
	Our people will know what we are doing in Te Taiao (Development of Taiao Approach)	Te Iho Whenua	<i>TE MAURI O TE TAIAO - SUSTAINING OUR PEOPLE AND OUR PLACE</i>
Te Iho Tangata (New Location)	Major theme (Original)	Pou Location (Old location)	New Major Theme (Merged)
	Our whānau are provided the opportunity to be their best knowledgeable selves (Access and Knowledge growth and advancement)	Te Iho Tangata	<i>POU WHAKAWHANAKE MATAURANGA: GROWING KNOWLEDGE, GROWING WHĀNAU</i>

	Grants and Scholarships	Additional Themes	<i>POU WHAKAWHANAKE MATAURANGA: GROWING KNOWLEDGE, GROWING WHĀNAU</i>
	Our whānau get to go to cool events and kaupapa that celebrates who we are and connects us to each other (Celebrating Whakapapa)	Te Iho Tangata	<i>TE ĀTIAWA NŌ RUNGA I TE RANGI LIVING OUR PEPEHA</i>
	Taking the Iwi to the people (Hauwhenua, Haumoana)	Additional Themes	<i>TE ĀTIAWA NŌ RUNGA I TE RANGI LIVING OUR PEPEHA</i>
	He Hauwhenua, he Haumoana, Whakaroro ki tai tonga, ki tai mauru	Te Iho Tangata	<i>TE ĀTIAWA NŌ RUNGA I TE RANGI LIVING OUR PEPEHA</i>
	We know our bones are of this whenua (Living our pepeha)	Te Iho Whenua	<i>TE ĀTIAWA NŌ RUNGA I TE RANGI LIVING OUR PEPEHA</i>
	We are always learning and growing our reo and tikanga (Advancing Te Reo me ōna tikanga o Te Atiawa)	Te Iho Tangata	<i>HE REO ORA, HE TIKANGA ORA, HE IWI ORA ADVANCING TE REO ME ŌNA TIKANGA O TE ATIWA</i>
	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)	Te Iho Tangata	<i>WHAKATIPU RANGATIRA WHAKATIPU ANAMATA - GROWING COLLECTIVE LEADERSHIP, SHAPING OUR FUTURE</i>
	Our journey to Sovereignty	Additional Themes	<i>WHAKATIPU RANGATIRA WHAKATIPU ANAMATA - GROWING COLLECTIVE LEADERSHIP, SHAPING OUR FUTURE</i>
	Long term Planning (Making decisions for our future)	Additional Themes	<i>WHAKATIPU RANGATIRA WHAKATIPU ANAMATA - GROWING COLLECTIVE LEADERSHIP, SHAPING OUR FUTURE</i>

	Our people are able to live long and healthy lives (Hauora Resources)	Additional Themes	<i>KIA TOIORA, KIA TU ROA - UPLIFTING THE HAUORA OF OUR WHĀNAU</i>
Enabler Themes:	Major Theme (original)	Pou Location (Old location)	New Major Theme (Merged)
	Tech Innovation (We want to stay relevant and be a part of changing the world)	Additional Themes	<i>TOI AUAHA KI TE AO MARAMA – ADVANCING DATA AND TECHNOLOGY FOR OUR WHĀNAU</i>
	We have the right data about our people to make decisions (Data Capture)	Te Iho Tangata	<i>TOI AUAHA KI TE AO MARAMA – ADVANCING DATA AND TECHNOLOGY FOR OUR WHĀNAU</i>
	Our people know what’s going on (Communications Approach)	Te Iho Tangata	<i>HE HONONGA KŌRERO, HE HONONGA WHĀNAU - ENGAGEMENT AND COMMUNICATIONS APPROACH</i>
	Building Strategic Relationships for the benefit of our people	Additional Themes	<i>WHIRIA TE TANGATA - BUILDING STRATEGIC RELATIONSHIPS</i>
	(Potential refresh of) Investment Approach	Te Iho Tu	<i>TE ATIAWA WHAI RAWA TE KOTAHITANGA O TE ATIAWA ECONOMY (COMMERCIAL INVESTMENT APPROACH)</i>

Appendix B - 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 being 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.