

TE HAU TAPUWAE O TE ATIWA



Findings Report – Whanganui-a-tara

27th September 2025

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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 the The Rydges Hotel, Wellington on 27th September 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
Rydges Hotel, Wellington	27 th September 2025	Kanohi ki te kanohi	26

The engagement began with our lead facilitator 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:

What are your top priorities that align to Te Iho ... (Tū, Whenua, Tangata)?

What resources do you think are required to realise these priorities?

What (if any) kaupapa that Te Kotahitanga o Te Ātiawa are delivering would you keep or remove?

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 view the Spreadsheet](#)

Te Iho Tu

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>Investment</i>
Insights: Whānau want investment in marae and wharenui to ensure they are revitalised, welcoming, and thriving spaces that nurture wellbeing and provide a strong sense of pride and belonging for our people. <i>“Support: Ensuring marae and wharenui are revitalised, proud, welcoming, living, spaces we can go to”</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>Investment</i>
Insights: Whānau emphasise the need to progress housing developments that are both affordable and future-focused, ensuring Te Ātiawa-led property projects create stability and home ownership opportunities for generations to come. <i>“Property development”</i>	
Major Theme	Sub-Themes
We want to invest in each other (Te Atiawa Economy)	<i>Investment, and Relationship Building</i>
Insights: Whānau want continued investment that strengthens hapū and marae. Building strong relationships and creating investor opportunities within hapū ensures that economic growth stays connected to people and place, supporting long-term prosperity across Te Ātiawa. <i>“Continue investment in hapu exisiting land development”</i> <i>“Maybe partner with providers - set marae up with Tech”</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, and Relationship Building</i>
Insight: Whānau want investment in Māori-led ventures that grow opportunity, creativity, and connection across sectors. Whānau see potential in building relationships, funding pathways, and business-focused wānanga that position Te Ātiawa enterprises to lead and thrive. <i>“Develop some tourism ventures (ie. Helicopter rides!)”</i> <i>“Networking/lead generating for Iwi businesses, funding, business focussed wananga”</i>	
Major Theme	Sub-Themes
(Potential refresh of) Investment Approach	<i>Sovereignty, Strategy, Relationship Building, Iwi Sustainability, and Investment</i>
Insight: Whānau want a refreshed investment strategy that upholds Te Ātiawa sovereignty and long-term sustainability through commercial success and values-based partnerships. By diversifying assets, leveraging opportunities beyond the region, and investing in our people, Te Ātiawa can strengthen financial independence and ensure enduring economic growth aligned with iwi aspirations. <i>“Independent of any kawana pūtea”</i> <i>“Strategic partnership - values aligned”</i>	

Te Iho Whenua

Major Theme	Sub-Themes
Our people have access to knowledge, skills and resources that will set them up forever! (Environmentally secure and sustainable)	<i>Kai Security, Investment, System Development, and Knowledge Growth</i>
Insight: Whānau want to strengthen kai security and self-sufficiency through long-term investment in māra programmes, kai production, and food knowledge systems. Reducing reliance on Crown	

and local government, exploring innovative environmental technologies, and building iwi-led kai industries will ensure future generations are nourished, skilled, and connected to whenua.

“Keep food security initiatives and producing food and access to food, and knowledge around food and overcoming economic barriers (could approach like housing initiative approach)”

“Explore innovative tech for environ. Enhancements”

Major Theme	Sub-Themes
We are staunch in the protection of our whenua (Toitu te Whenua)	<i>Whenua Protection, Strategy, Land Retention, Iwi Sustainability, Advocacy, System Development, Investment, and Land Utilisation</i>

Insight: Whānau want a strong, strategic approach to protecting and utilising whenua that balances environmental care, access, and sustainability. Continued advocacy in environmental policy and collaboration through an iwi environmental unit will ensure Te Ātiawa maintains kaitiakitanga and control over its whenua for future generations.

“Collaborative iwi Environmental unit established”

“Access to whenua, particularly where it’s been privatised and we have interests”

Major Theme	Sub-Themes
We can drink, swim and eat kai from our water (Waterway re-generation and preservation)	<i>Wai Protection, and Iwi Sustainability</i>

Insight: Whānau want our wai and whenua restored to full health, with clean rivers, thriving wetlands, and genuine kaitiakitanga guiding all decisions.

“Restoration of streams and wetlands”

“Restore awa and whenua”

Major Theme	Sub-Themes
We know our bones are of this whenua (Living our pepeha)	<i>Events, and Investment</i>

Insight: Whānau want more opportunities to connect physically and spiritually with the whenua through wānanga and events that deepen understanding of whakapapa and place. Investing in

visible markers and stories across our landscape will help bring our pepeha to life and strengthen collective identity.

“Connecting with whenua and places of significance. Wananga on whenua and how it ties into whakapapa”

Te Iho Tangata

Major Theme

Sub-Themes

Our people know what's going on
(Communications Approach)

***Engagement and Communications, and
Content Creation***

Insight: Whānau want clear, regular, and accessible communication that keeps everyone informed and connected. Transparency around investments, more information on initiatives like Ka Uruora, and creative storytelling through tamariki books will help strengthen iwi visibility, reputation, and engagement across all communities.

“More engagement as people become more aware and informed”

***“Strengthening our reputation, visibility and accessibility of our iwi in our
broader communities”***

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)

***Investment, Relationship Building, Strategy,
and Engagement and Communications***

Insight: Whānau want more intentional investment in leadership and governance development across generations. Building engagement in strategy and advocacy now will prepare future leaders to confidently guide Te Ātiawa in the years ahead.

***“More Opportunities to grow governance and leadership opportunities
(rangatahi and pakeke)”***

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>Events, Knowledge Growth, System Development, Iwi Sustainability, Recruitment, Investment, Relationship Building, and Engagement and Communications</i>
Insight: Whānau want more opportunities to connect, celebrate, and strengthen Te Ātiawa identity through whakapapa-focused events and wānanga. Investment in connection services, transport, and knowledge-sharing platforms will ensure every uri feels welcome, informed, and proud to participate in Te Ātiawa life. <i>“Feeling welcome and connected and empowered to contribute and participate and identity”</i> <i>“Knowledge to reconnect with whakapapa and about how to participate and feel welcome - investment in these services to connect people”</i>	
Major Theme	Sub-Themes
We have the right data about our people to make decisions (Data capture)	<i>Engagement and Communications, System Development, Strategy, and Knowledge Growth</i>
Insight: Whānau want better systems to capture and use quality data that truly reflects all Te Ātiawa uri. Centering people and marae engagement in data collection will ensure our strategy remains grounded in whānau realities. <i>“Quality data - need more”</i> <i>“Te Tangata - people are central, most valuable, core=people, model of marae engagement”</i>	
Major Theme	Sub-Themes
Our whānau are provided the opportunity to be their best knowledgeable selves (Access and Knowledge growth and advancement)	<i>Investment, Knowledge Growth, Relationship Building, Strategy, and Advocacy</i>
Insight: Whānau want greater investment in education, training, and pathways that equip uri to thrive across cultural, environmental, and professional spaces. Building capability, growing rangatahi potential, and fostering advocacy within schools and workplaces will strengthen Te Ātiawa’s collective future.	

“More of our uri from across the motu working in these spaces after being brought through iwi-led initiatives/programmes”

“Actively realising rangatahi potential and providing pathways for developing/setting goals”

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, Engagement and Communications, and Events</i>

Insight: Whānau see te reo and tikanga as essential to Te Ātiawatanga and want more opportunities to learn, practise, and celebrate them. Investment in wānanga such as kura reo, kaikaranga and kaikōrero workshops, and online learning scholarships will strengthen cultural confidence and participation.

“Kaikaranga and reo wānanga”

“More cultural resources e.g tāngata matatau ki ngā whakapapa”

Major Theme	Sub-Themes
He Hauwhenua, he haumoana, whakaroro ki tai tonga, ki tai mauru	<i>Relationship Building, Strategy, Knowledge Growth</i>

Insight: Whānau 10 emphasized the importance of strengthening relationships and shared strategies across all Te Ātiawa rohe — from Taranaki to Kāpiti, Te Whanganui-a-Tara, and Te Tau Ihu. Building collective knowledge and coordination through a unified approach will reinforce Te Ātiawa nui tonu and ensure that regional and ancestral connections remain strong and aligned for future generations.

“Realisation of Te Atiawa nui tonu across Taranaki, Te Whanganui-a-tara, Te Tau Ihu”

Emerging Themes

Major Theme	Sub-Themes
Grants and Scholarships	<i>Investment</i>
Insight: Whānau want to see ongoing investment in grants and scholarships that support education, mentoring, and financial wellbeing through initiatives like Ka Uruora and Te Hononga. Ensuring all uri have equitable access to these opportunities will strengthen capability, connection, and long-term iwi prosperity. <i>“KEEP Hononga grants but ensure all uri can access”</i>	
Major Theme	Sub-Themes
Tech Innovation (We want to stay relevant and be a part of changing the world.)	<i>Investment</i>
Insight: Whānau see investing in digital tools and AI as essential for keeping Te Ātiawa future-focused and competitive in a changing world. <i>“Invest in digital/AI”</i>	
Major Theme	Sub-Themes
Our people are able to live long and healthy lives (Hauora Resources)	<i>Investment</i>
Insight: Whānau want continued investment in accessible health education and services that empower uri to make informed choices for their wellbeing. <i>“Health ed services”</i>	
Unthemed	
Haere tonu Current actions to continue Keep up the great work	Insight: Whānau expressed strong support for the current direction of mahi, encouraging Te Ātiawa to “haere tonu” and continue building on the positive progress already made.

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 five 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:

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**.

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.

Merging sub-themes – A second look at the Kaupapa enabled us to bring together sub-themes where there was a natural alignment.

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.

Insights – We then created small insights based on the sub-themes to illustrate what the intent of the major theme was trying to communicate

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.

Unthemed – We also noted some korero that we have not themed but provided an insight to its purpose.

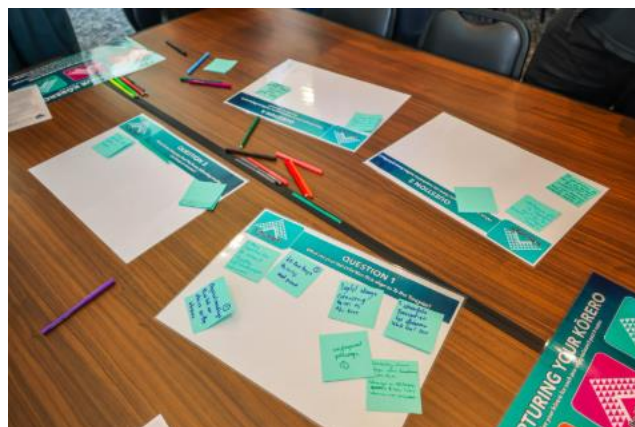
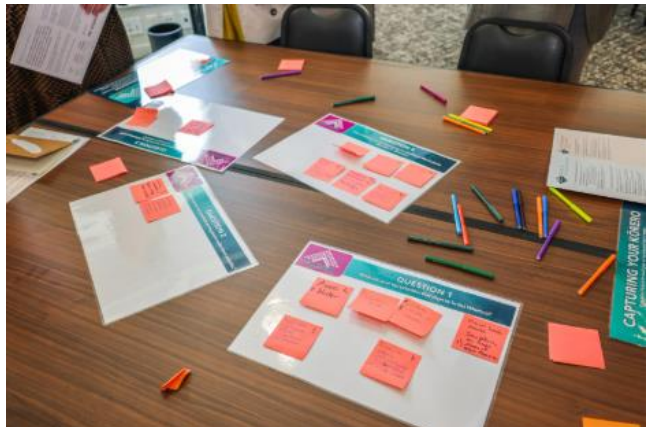
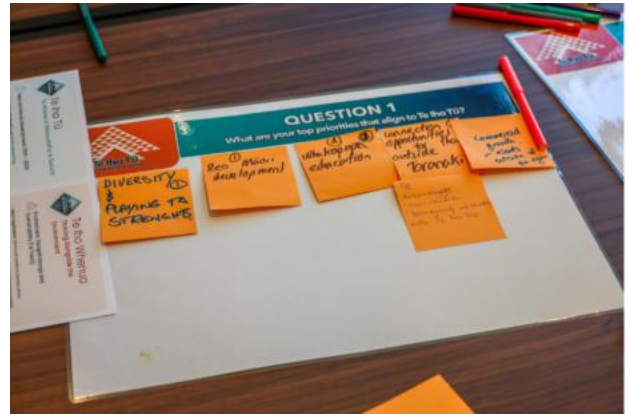
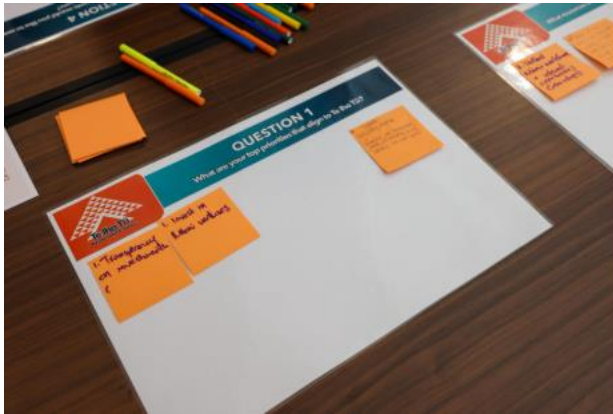
8. Next Steps

Over the next 2 weeks we will be continuing our engagement across several different platforms and across the country. Each engagement will have 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 as we progress.

Once all Te Hau Tapuwae o Te Atiawa engagements 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.

9. Appendix

Appendix 1: Photos from Whanganui-a-tara Engagement (27th September 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.