TE HAU TAPUWAE O TE ATIAWA

Findings Report - Kairau Marae

24th August 2025

Contents

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 Kairau Marae on the 24th August 2025. This paper gives a summary of the key themes to ensure whānau are provided a view of how their korero has been shaped toward a strategic vision. The method of delivery for the Te Hau Tapuwae o Te Atiawa engagement and the process for collation of the findings is provided from section 4.

2. Purpose

The Te Hau Tapuwae engagement was designed to:

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

3. Engagement Overview

Whakaroro ki tai Tonga, ki tai Māuru

Engagement	Date	Format	Participants
Waitara Kairau Marae	24th August 2025	Kanohi ki te kanohi	16 Whānau Members

The engagement began with our lead facilitators presenting and reviewing the previous five-year strategy. Space was provided during the presentation for whānau to ask questions or make comments to the content of the presentation. After the presentation, the lead facilitators then provided an overview of the workshop 'speed-dating' style of engagement for whānau to provide their thoughts and aspirations for the next phase of the strategy (2026-2031)

Whānau were then asked to self-select one of three separate tables, each dedicated to one pou:

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

Each table had a facilitation lead whose role was to:

- *explain the pou and respond to questions,*
- *provide further explanation of the meaning of the pou when whānau were unsure, and*
- *avoid redirecting responses toward another pou (to highlight if the framework was unclear to whānau).*

There were 4 questions at each table. These questions were the same for each Pou:

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 Atiawa are delivering would you keep or remove?*
4) *What changes and/or improvements would you like to see in the next 5-30 years?*

Whānau recorded their feedback on post-it notes *(Appendix 1),* which were collected after each round to minimise group think. Kaimahi entered the raw data during the hui to ensure it was captured in real time. Table facilitators also provided a brief verbal summary of whānau feedback at the end of 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).

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CLICK HERE FOR DATA SPREADSHEET

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Te Iho Tu

Major Theme	Sub-Themes
(Potential refresh of) **Investment Approach**	*Investment*
INSIGHTS: Whānau indicated that there is a continued need to grow our investment portfolio. *"Protect and grow our investments"*	
Investing in our Hapū to be the best that they can be. **Hapū Advancement**	*Sovereignty, Strategy and Investment*

INSIGHTS: It has been identified that ongoing support and increased resources for both operational and capital development for hapū was an area for attention. This includes increased flexibility when accessing funding, empowering hapū to operationalise decisions that best suit their growth and aspirations.

"Hapū receive continued support in the strategy space"

"Increase hapū distributions annually…"

Investing in our people to be the best boss men and women they can be. **Entrepreneurial and Business Innovation, Growth and Development**	*Business, Entrepreneurship, Investment, Knowledge Growth and Iwi Connectivity*

INSIGHTS: Many whānau would like to see a focus on growing strong leadership, business, and entrepreneurial skills within Te Atiawa. This includes developing small businesses, creating innovation hubs, and connecting people with skills already within the iwi.

"Innovation hub for TA business entrepreneurs and creators"

"Entrepreneurial rangatahi development from a Kaupapa Māori"

Keep building housing that is affordable to rent or buy. **Investment in housing options that meet the needs of Te Atiawa Whānau**	*Housing, Access to housing, Holistic housing options, investment, Access to rental housing, Home ownership, Policy and Iwi sustainability*

INSIGHTS: Building more affordable, healthy, and accessible homes was also a focus of our whānau. This included rentals, pathways to home ownership, and housing on our own whenua.

"Continue building more whare not for whare but for the connection"

"Housing developments in the future to have maara kai, community composting and edible landscapes"

Our whānau will always be able to live on Te Atiawa whenua. **Whenua Retention**	*Land retention*

INSIGHTS: Whānau see whenua as central to our future housing aspirations. There is strong support for housing developments that do not involve selling land, and ensuring whenua is retained for the iwi and hapū.

"Housing developments, do not sell whenua"

"Hoki whenua mai k te iwi me nga hapū"	
We will invest in buildings that can be used for well-being outcomes for our own people. **Investment in property that focuses on the provision of social outcomes**	*Investment*
INSIGHTS: Whānau want to see investment in spaces that strengthen wellbeing, learning, and connection across Te Ātiawa. Ideas included developing a whare wānanga for Taranaki whānui, creating hubs for rangatahi throughout the rohe, and establishing a dedicated Te Ātiawa space in Waitara. *"Taranaki whānui whare wananga"* *"Spaces for rangatahi eg hubs across the rohe"*	

Te Iho Whenua

Major Theme	Sub-Themes
Our people will know what we are doing in Te Taiao. **Development of Taiao approach**	*Strategy and Knowledge growth*
INSIGHTS: Whānau want Te Atiawa to actively engage with hapū in the development and delivery of our environmental strategy, keeping everyone informed, involved and part of the decisions that shape Te Taiao. *"Engage hapū with environmental strategy"* *"Taiao Strategy"*	
Making the most of our whenua. **Maximising whenua potential**	*Land utilisation and Knowledge growth*
INSIGHTS: Options to utilise our whenua to its fullest potential is important to our people. Suggestions included growing crops on land waiting to be developed, supporting māra on marae and in schools, and providing education so whānau know how to best use and care for our whenua. *"Educating whānau, utilising whenua at the marae and connecting with schools to maintain community maara"*	

"Utilising whenua that is awaiting housing development to be growing seasonal crops/grow TA crops"	
Our people have access to knowledge, skills and resources that will set them up forever. **Environmentally secure and sustainable**	*Kai security, Knowledge growth, Iwi sustainability, Land utilisation, and Investment*
INSIGHTS: Whānau want support for long-term sustainability and kai security. This means thriving pātaka and māra kai, access to affordable nutritional kai, and intiatives like recycling, solar, water tanks, and native plants. *"New or old ways of thinking, being to be more sustainable"* *"Expand into growing kai in TA whenua. Develop a social enterprise for sustainability"*	
We can drink, swim and eat kai from our water. **Waterway re-generation and preservation**	*Wai protection and Iwi sustainability*
INSIGHTS: Restoration of our awa, streams, and moana so they are healthy and thriving once again was highlighted by whānau. This vision includes mokopuna being able to drink safely from the awa, the return of tuna and other traditional food sources, and a strong focus on regeneration and preservation. *"Mauri ora wai, mauri ora moana, mauri ora whenua"* *"Our mokopuna can drink the water in our rivers"*	
We are staunch in our protection of our whenua. **Toitu te whenua**	*Policy and Whenua protection*
INSIGHTS: Whānau are clear that protecting our whenua is a priority. This means strong hapū involvement to ensure whenua is safeguarded from contamination, so it remains healthy and thriving for future generations. *"Protection of contamination of whenua through hapū"* *"Resource Management"*	
We know our bones are of this whenua. **Living our pepeha**	*Knowledge growth*

> **INSIGHTS:** Stronger connections to the Taiao, especially for our Tamariki, is another area of significance. This includes wananga, learning whakapapa to the whenua, and creating opportunities for tamariki to build confidence the taiao.
>
> *"Teaching tamariki their whakapapa to te taiao"*
>
> *"Whānau hikoi to key sites"*

Te Iho Tangata

Major Theme	Sub-Themes
Our whānau are provided the opportunity to be their best knowledgeable selves. **Access to knowledge growth and advancement**	*Relationship building, Knowledge growth and Strategy*
INSIGHTS: Whānau want strong, lifelong education pathways that connect Te Ātiawa, hapū, and whānau with schools, kura, and the wider education sector. This includes a Te Ātiawatanga curriculum across Taranaki kura, and ensuring priorities like Te Iho Whenua, mental health, and neurodiversity are reflected in school programmes. *"Connection and relationships built between our schools and kaiako and akonga and our iwi, hapū and whānau"* *"All kura (Taranaki) teaching a Te Atiawatanga curriculum"*	
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**	*Event, Content creation and Knowledge growth*
INSIGHTS: Whānau want more kaupapa that connect us together to celebrate who we are. This includes whānau days, wānanga, cultural events, sports, and opportunities for tamariki, rangatahi, and kaumātua to connect, learn, and strengthen whakapapa. *"Rangatahi who are confident, connected and know the whakapapa"* *"Increase Tamariki and whanau days"*	

We are always learning and growing our reo. **Advancing Te Reo o Te Atiawa**	*Knowledge growth, Strategy, Event, Investment and Content creation*

INSIGHTS: Whānau want ongoing opportunities to strengthen Te Reo o Te Ātiawa through wānanga, kura reo, waiata, and mentoring. A long-term, supported approach with experts and resources will help our people grow confidence in reo, karanga, whaikōrero, and everyday use.

"Pātaka kupu o Te Atiawa"

"More input into Te Reo Development, courses, free, immersion"

We have the right data about our people to make decisions. **Data capture**	*Knowledge growth and Policy*

INSIGHTS: Whānau want transparent and simple registration processes so Te Ātiawa has the right information to make strong, evidence-based decisions.

"Evidence based decision making"

"Process transparency on registration"

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**	*Iwi sustainability, Knowledge growth and Iwi connectivity*

INSIGHTS: Whānau want strong and diverse leadership, with clear succession pathways to grow the next generation of leaders. This includes governance and leadership training at all levels, opportunities for rangatahi, and support for whānau across hapū, marae, and iwi. A focus on politics and wider capability training was also seen as important for the future.

"Get to growing more of our uri into governance and management roles, same faces in all roles "succession""

"More focus on politics"

Our people know what is going on. **Communications Approach**	*Strategy, Content creation, Engagement and Communications and Relationship building*

INSIGHTS: Whānau want clear, consistent, and accessible communication about what's happening across Te Atiawa. This includes regular updates through social media, websites, calendars, and mail, as well as simple language for rangatahi and celebrating the achievements of our people.

"Updated communication of what is happening in each area"

"Highlight achievements of our members"

Emerging Themes

Major Theme	Sub-Themes
Grants and Scholarships	*Investment*
INSIGHTS: Whānau want Te Kotahitanga o Te Atiawa to continue offering grants and scholarships, including education support for uri, specialist course, and professional development opportunities. *"Keep education grants to uri and scholarships"* *"Education Grants for specialist courses? Professional Development"*	
Building strategic relationships for the benefit of our people	*Relationship building*
INSIGHTS: Whānau want Te Kotahitanga o Te Atiawa to strengthen relationships across hapū, councils, and the wider community to share resources, support hapū kaupapa, and ensure accountability in decision-making. *"Help hapū with dealing with all their kaupapa they are"* *"Corporate and community more interaction"*	
Our journey to Sovereignty	*Sovereignty*
INSIGHTS: It is important for our whānau that we are working toward Mana Motuhake. *"Mana Motuhake"* *"Mana Ture"*	
Our people are able to live long and health lives. **Hauora Resources**	*Investment and Well-being*

INSIGHTS: Whānau want better access to health and wellbeing support, and initiatives that strengthen hauora-ā-tinana and ā-wairua, so all Te Atiawa can live long, healthy, and supported lives.

"Health and Wellbeing ā tinana ā wairua"

"Uplift and bring into fruition Rongoa Māori so every TA whanau has access to Rongoa"

We will have the right expertise to carry out our mahi **Organisational recruitment**	*Recruitment*

INSIGHTS: Whānau want Te Kotahitanga o Te Atiawa to ensure we have the right people with the expertise needed to carry out strategic planning and deliver on key initiatives effectively.

"Resourcing to recruit the expertise to carry out strat review and planning"

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Un-themed
"Listening Ears" "Awareness and Acceptance" "Its more than money" "Kahui Rōia" "Sources" "Assess what works, go from there" "Why does hapū need a strategic plan to get $ for special projects?"
INSIGHTS: Whānau want Te Kotahitanga o Te Atiawa to listen, be aware, and understand what really matters beyond funding. This includes accessing expert advice and assessing what works best for our people.

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, **Ngārue 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 two lead facilitators and four kaimahi who had been part of the engagement. Together 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 we 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 also noted a number of emerging themes that did not align with the pou. These themes are captured and will be developed further as we continue with the engagements.

8. Next Steps

Over the next 6 weeks we will be continuing our engagement across a number of 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 Kairau Engagement (24th August 2025)
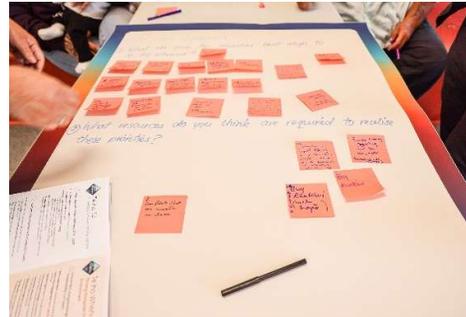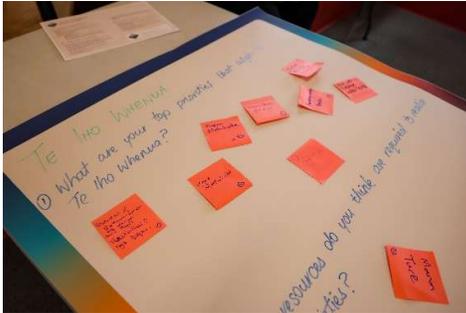
Appendix 2: Analysis (Thematic, Inductive and Deductive)

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 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-exisiting 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.