



Te Tōpuni
Ngārahu Trust



Draft Annual Plan

FY 2026 - 2027

Te Tōpuni Ngārahu Cultural Narrative

Tahia tahia te marae nei koia ko Tarawainuku.

Horahia atu te takapou nei ko Tāpakimarae tōna ingoa

Ko te takotoranga o ngā kōrero tuputupua o ngā matua I ahu mai i te whare o Kaimirumiru

E titiro iho ai a Tāne i uta te ahi o Tahurangi

Uru atu au i te paepae roa i te paepae tapu o te whare o Tāne. Uru atu ai au e tane ki roto

Tiritiria ngā ngārahu tapu ki waho e hai

Te Kāhui Tupua & Te Tōpuni Ngārahu Values

Ko Te Kāhui Tupua, he rārangi maunga here ā-nuku, here ā-rangi

Te Kāhui Tupua, the mountain range binding heaven and earth

Ko Te Kāhui Tupua, koia ko ō matou nei okiokinga, ko mātou nei tō rātou okiokitanga

Te Kāhui Tupua, our embodiment in life and death

Ko Te Kāhui Tupua, ko te puna i heke mai ai te tangata

Te Kāhui Tupua, from which we descend and take our identity

Ko Te Kāhui Tupua, ko Tawhito Kawa, he kawa ora

Te Kāhui Tupua, the ancestral knowledge, the ancient law, the law of existence

Ko Te Kāhui Tupua, he puna koropupū, he manawa whenua, hei mou ake nei i te tini mokopuna

Te Kāhui Tupua, a spring, a source of enduring naturally filtered water and life, protected for future generations

Te Tōpuni Ngārahu Focus Areas

Paihere Tangata

Collective Leadership

Punawai koropupū

Quality Environments

Ka tupu, ka whai hua

Wealth Creation

Kai whakatonu

Healthy Living

Korikori e te iwi

Connected Culture

Te manu ka rere

Future Knowledge

Executive Summary

Overview

This Annual Plan sets out the strategic priorities for the Trusts workstreams, and key deliverables for the 2026–2027 financial year.

It gives practical effect to the Trust's long-term aspirations by aligning operational activity with:

- He Kawa Tupua
- Ngā Pou Whakatupua
- The collective aspirations of Ngā Iwi o Taranaki

The plan is designed to:

- Strengthen governance and cultural leadership
- Build capability across iwi, hapū and whānau
- Support sustainable economic and environmental outcomes
- Enable intergenerational wellbeing and prosperity

The plan is structured around four Strategic Priority Areas, supported by a quarterly operational roadmap that ensures delivery discipline, scalability, and continuous improvement.

Annual Approach

Quarter	Delivery Phases
Q1: July – September 2026	• Te Kāhui Tupua: Governance, Agreements & Baseline Establishment • BAU: Foundation and Quick Wins
Q2: October – December 2026	• Te Kāhui Tupua: Capability Building & Operational Readiness • Mātanga mai ai and BAU: Embed and Standardise
Q3: January – March 2027	• Te Kāhui Tupua: Implementation, Partnerships & Delivery • Pūngao ka rere and BAU: Scale & Measure
Q4: April – June 2027	• Te Kāhui Tupua: Review, Evaluation & Continuous Improvement • Tūruhi ka eke and BAU: Optimise & Lock-In

Strategic Priority Areas



Te Kāhui Tupua: Maunga

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakatupua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.



Mātanga mai ai: Cultural

Mātanga mai ai nurtures confident practitioners and collective cultural leadership, ensuring tikanga Māori is practised, protected, and passed on while supporting whānau wellbeing across generations.



Pūngao ka rere: Energy Futures

Ngā Iwi o Taranaki exercise collective authority and leadership across the energy system, achieving resilient, affordable and sustainable energy outcomes that restore mana to Te Kāhui Tupua, strengthen whānau and community wellbeing, and enable long-term intergenerational prosperity.



Tūruhi ka eke: Tourism

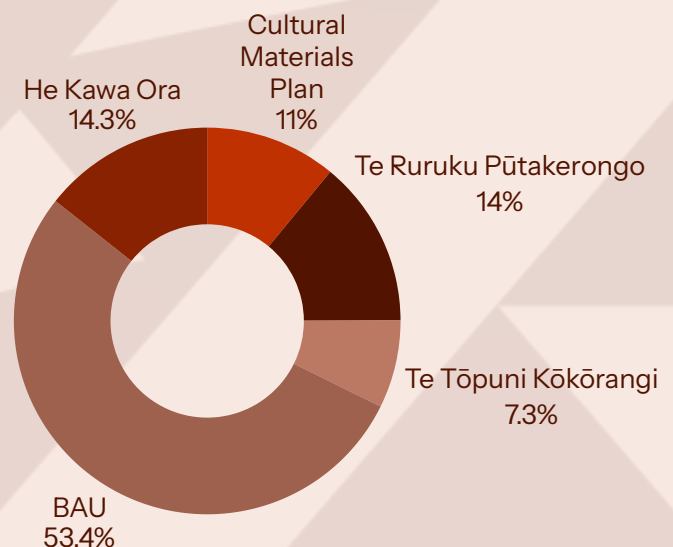
Māori tourism in Taranaki is shaped collectively by iwi, hapū marae & uri, grounded in tikanga, and exercised through strong iwi leadership within the regional visitor economy—ensuring cultural integrity, environmental protection, and long-term benefits for whānau and mokopuna.



Business as usual

Audit & Risk, Planning & Year End, Strategy and Alignment & Performance

Budget Allocation





Te Kāhui Tupua: Maunga

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakatupua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Workstreams

Establishment & Governance

Capacity & Capability

Operational Management

Cultural Materials Plan

He Kawa Ora

Te Mana o Te Kāhui

Monitoring & Evaluation

Key Initiatives

Quarter 1: Governance, Agreements & Baseline Establishment

- Statutory relationship agreements negotiated and progressed with key partners.
- Governance protocols, operating procedures and implementation arrangements developed.
- Tendering framework and workforce capability assessment commenced.
- Environmental baseline information and monitoring framework established.

Quarter 2: Capability Building & Operational Readiness

- Governance arrangements operationalised and reporting systems established.
- Workforce capability and training plan developed, and implementation commenced.
- Environmental monitoring programmes and iwi participation mechanisms initiated.
- Te Whenua Taurikura management priorities and restoration opportunities identified.

Quarter 3: Implementation, Partnerships & Delivery

- Governance processes functioning under agreed relationship arrangements.
- Workforce development initiatives and contracting opportunities actively supported.
- Environmental monitoring data collected and analysed.
- Restoration and whenua management initiatives implemented.

Quarter 4: Review, Evaluation & Continuous Improvement

- Annual governance effectiveness review completed.
- Workforce and capability outcomes assessed and reported.
- Environmental monitoring and restoration outcomes evaluated.
- Statutory functions and concessions processes reviewed for continuous improvement.



Other Strategic Priorities & BAU

Key initiatives for other Strategic Priorities and Business as usual (BAU)

Other Strategic Priorities

Mātanga mai ai

Pūngao ka rere

Tūruhi ka eke

BAU Workstreams

Strategy

Alignment and Performance

Audit and Risk

Planning and Year End

Key Initiatives

Quarter 1:
Foundation and Quick Wins



Business as usual (BAU)

- Review and approve annual plans

Quarter 2:
Embed and Standardise



Mātanga mai ai: Cultural

- Practitioners develop confidence, capability & readiness to practise tikanga, te reo & carry cultural roles through supported tikanga led learning environments
- Whānau begin to participate in tikanga led cultural programmes

Quarter 3:
Scale and Measure



Pūngao ka rere: Energy Futures

- Māori rights in energy policy & planning & early-stage influence
- Māori workforce & communities begin to equip for energy roles
- Māori businesses enter energy supply chains & iwi/hapu engage in investment & development decisions

Quarter 4:
Optimise and Lock-in



Tūruhi ka eke: Tourism

- Earlier iwi engagement in key tourism decisions
- Stronger protection of tikanga & narrative integrity
- Reduced engagement pressure on individual iwi
- Clearer & more consistent iwi voice in tourism settings
- More sustainable whanau employment pathways
- Stronger evidence and decision readiness for the board
- Benefits realisation report; next-year improvements pipeline



Business as usual (BAU)

- Approve next year annual plans, meeting schedules, review 5 year plan



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