



**Te Tōpuni
Ngārahu**
Limited Partnership



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

The Te Tōpuni Ngārahu LP Annual Plan for FY2026–2027 sets out a coordinated programme of strategic, cultural, economic, and operational initiatives aimed at strengthening governance, building organisational capability, and delivering sustainable outcomes for iwi and stakeholders.

It is structured around four key priority areas—Te Kāhui Tupua (Maunga), Mātanga mai ai (Cultural), Pūngao ka rere (Energy Futures), and Tūruhi ka eke (Tourism)—supported by core business functions, and delivered through a phased approach across the year: establishing foundations in Q1, building capability and engagement in Q2, implementing key programmes in Q3, and reviewing and transitioning in Q4.

Collectively, the plan focuses on advancing environmental stewardship, cultural revitalisation, workforce and economic development, and organisational maturity, while ensuring alignment, accountability, and continuous improvement across all activities.

Annual Approach

Quarter	Phases
Q1: July – September 2026	- Te Kāhui Tupua: Foundation and Quick Wins - Mātanga mai ai: Programme Design and Foundations - Pūngao ka rere: Foundation and Framework - Tūruhi ka eke: Strategy and Foundation
Q2: October – December 2026	- Te Kāhui Tupua: Embed and Standardise - Mātanga mai ai: Engagement and Development - Pūngao ka rere: Capability and Engagement - Tūruhi ka eke: Business Development and Capability
Q3: January – March 2027	- Te Kāhui Tupua: Scale and Measure - Mātanga mai ai: Implementation and Delivery - Pūngao ka rere: Implementation and Development - Tūruhi ka eke: Product Development and Implementation
Q4: April – June 2027	- Te Kāhui Tupua: Optimise and Lock-in - Mātanga mai ai: Events and Evaluation - Pūngao ka rere: Review and Reporting - Tūruhi ka eke: Review and Growth Planning

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

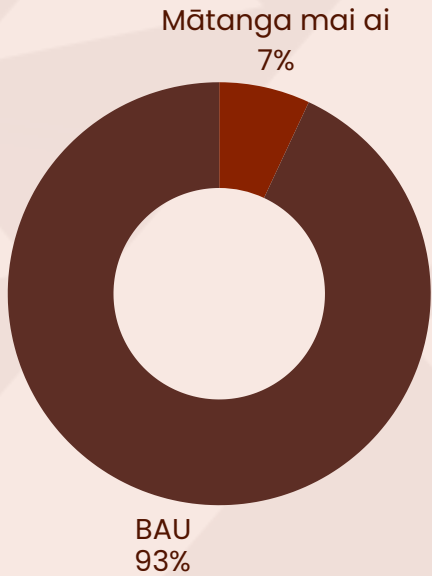
Māori tourism in Taranaki is shaped collectively by iwi, hapū marae & uri, grounded in tikanga, and exercised through strong iwi leadership within the regional visitor economy—ensuring cultural integrity, environmental protection, and long-term benefits for whānau and mokopuna.



Business as usual

Taiao, Operations, Finance, Funding, IT, HR, Communications & Engagement and Strategy.

Budget Allocation





Te Kāhui Tupua: Maunga

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

Workstreams

Governance Arrangements

Capacity & Capability

Operational Management

Cultural Materials Plan

He Kawa Ora

Te Mana o Te Kāhui

Key Initiatives

Quarter 1:

Foundation and Quick Wins

- Joint decision making occurring as required by Act

Quarter 2:

Embed and Standardise

- Joint decision making occurring as required by Act
- Increased iwi leadership & contracting capability plans established
- Iwi aspiration and tikanga embedded in daily operations
- Culturally safe & tikanga based access to cultural materials in place

Quarter 3:

Scale and Measure

- Joint decision making occurring as required by Act
- He Kawa Ora is a trusted decision-making framework
- Te Mana o Te Kāhui upheld in statutory processes

Quarter 4:

Optimise and Lock-in

- Joint decision making occurring as required by Act
- He Kawa Ora is a trusted decision-making framework
- Te Mana o Te Kāhui upheld in statutory processes



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.

Workstreams

Tuputupua: Mātanga Development

Tahitahia: Regional Cultural Leadership

Tiritiria: Intergenerational Cultural Wellbeing

Key Initiatives

Quarter 1: Programme Design and Foundations

- Tuputupua Development Programme resources drafted, and programme outline developed with Mātanga.
- Annual Symposium and Kura Reo scoping commenced; kaupapa, content and speakers identified.
- Regional inter-iwi protocols engagement initiated; Mātanga consulted on shared takiwā tikanga.
- Digital resources and podcast planning commenced; concept development and Mātanga engagement.

Quarter 2: Engagement and Development

- Tuputupua programme resources finalised by Mātanga; stakeholder engagement to grow participant interest.
- Annual Symposium venue secured, and programme developed; marketing and communications initiated.
- Regional inter-iwi protocols drafted and reviewed by Mātanga; Kura Reo delivered.
- Digital resources content developed; digital repository opportunities investigated with Te Reo o Taranaki.

Quarter 3: Implementation and Delivery

- Tuputupua application portal opened; applications received, reviewed, and participants accepted.
- Annual Symposium marketing active; regional inter-iwi protocols finalised.
- Digital resources technical integration completed; podcast pre-production and talent engagement.
- Digital repository parameters and restrictions scoped; Rā Wairua events supported.

Quarter 4: Events and Evaluation

- Tuputupua programme orientation delivered; Wānanga 1 commenced for accepted participants.
- Annual Symposium delivered; evaluation and reporting completed; protocols socialised.
- Digital resources quality assurance completed; podcast recording and production finalised.
- Digital repository technical investigation completed; annual cultural events supported.



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.

Workstreams

Policy Advocacy

Regional Spatial Planning

Education, Skills and Career Pathways

Economic Growth

Monitoring, Evaluation & Learning

Key Initiatives

Quarter 1: Foundation and Framework

- Energy policy landscape mapped; coordinated iwi advocacy positions established
- Core spatial datasets established; GIS energy mapping tools development commenced
- Energy governance framework developed; Energy Sovereignty Advisory Group established
- MEL framework developed; te taiao assessment framework established

Quarter 2: Capability and Engagement

- Energy literacy programme piloted at marae; rangatahi career pathways established
- Māori business capability workshops delivered; collective investment opportunities identified
- Marae energy assessments delivered; community resilience plans commenced
- Cultural impact assessment guidelines created; iwi environmental position established

Quarter 3: Implementation and Development

- Energy literacy programme expanded; governance capability programme delivered
- Investment analysis framework completed; energy investment options presented to governance
- Solar and renewable options explored for marae; whānau hardship support ongoing
- Intergenerational impact assessment tools developed; energy proposals reviewed

Quarter 4: Review and Reporting

- Energy literacy outcomes evaluated; Māori workforce participation tracked
- Economic participation report prepared; iwi co-investment strategy developed
- Annual energy resilience and affordability progress report completed
- Annual energy sovereignty progress report to Board; He Kawa Tupua alignment hui



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.

Workstreams

Collective Iwi Strategic Leadership

Cultural Protection

Regional Alignment & Iwi Capacity Support

Embedding Iwi Perspectives

Iwi-led Whānau Livelihood Pathways

Key Initiatives

Quarter 1: Strategy and Foundation

- Tourism strategy framework developed; Tourism Advisory Group established
- Iwi tourism business directory established; Māori operator capability baseline mapped
- Cultural tourism assessment framework developed; cultural narratives documented
- MEL framework established; baseline data collection commenced

Quarter 2: Business Development and Capability

- Business capability workshops delivered; digital marketing support initiated
- Tourism workforce pathways established; partnerships with training providers active
- Sustainable tourism best practice guidelines developed; environmental baselines set
- RTO and industry stakeholder partnerships formalised

Quarter 3: Product Development and Implementation

- Cultural tourism product pilots launched; whānau-led experiences supported
- Sustainable tourism certification programme implemented
- Tourism internship and cadetship placements active; capability tracking ongoing
- Investment opportunities assessed; collective investment options prepared

Quarter 4: Review and Growth Planning

- Tourism strategy impact evaluated; visitor outcomes and feedback reviewed
- Annual Māori tourism participation report completed; growth targets set
- Cultural tourism outcomes evaluated; environmental impact assessed
- Annual tourism sovereignty progress report to Board; governance review completed



Te Tōpuni Ngārahu

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