

TE PŪRONGO Ā-TAU

Annual Report 2025 – 2026

TARANAKI WHĀNUI KI TE UPOKO O TE IKA
PORT NICHOLSON BLOCK SETTLEMENT TRUST

TUKUA TE WAIRUA KIA RERE
KI NGĀ TAUMATA, HEI ĀRAHI
I Ā TĀTOU MAHI

Let the spirit rise to the heights,
to guide all that we do.

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Disclaimer

The information contained in this annual report is accurate and correct to the best of our knowledge at the time of printing.

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HE KUPU WHAKATAKI

About This Report

This is the annual report of the Port Nicholson Block Settlement Trust, the Post Settlement Governance Entity for Taranaki Whānui ki te Upoko o Te Ika, for the year ended 31 March 2026.

This report is our account to you. It records what was done for registered uri of Taranaki Whānui between 1 April 2025 and 31 March 2026, what it cost, what it returned, and what remains unfinished.

The report follows Te Rautaki 2040, the generational strategy that sets our direction to the bicentenary of Te Tiriti o Waitangi, and the five strategic priorities that carry it:

- **TOITŪ TE TAIAO**
As kaitiaki, whenua, moana and awa are reclaimed, obtained and protected.
- **TE ORANGA O TE WHĀNAU**
The health and well-being of our people are prioritised, nurtured and resourced.
- **TE MĀTAURAU ME TE REO**
Reclamation and intergenerational transmission of our knowledge, our reo and our tikanga.
- **NGĀ RAWA O TE ĀPŌPŌ**
Investment decisions are tupuna-guided, mokopuna-focused and sustainable.
- **TE KAHA ME TE ĀHEINGA**
Taranaki Whānui is capable and collaborative, supporting whānau and mokopuna success.



Behind those priorities sit our kaupapa tuku iho —

- te mouri o te taiao;
- e kore e piri te uku ki te rino, ka whitingia e te rā ka ngahoro;
- poua ki runga, poua ki raro; and
- Te Kahu o te Raukura.

They are not decoration. They are the test applied to each decision recorded in these pages.

For your easy reading.

- Where a kaupapa progressed, we state what changed and what it produced.
- Where a kaupapa did not progress, we state why and share our reflected next steps.
- Financial figures quoted throughout are drawn from the audited consolidated financial statements for the year ending 31 March 2026 unless otherwise stated.
- Events occurring after the balance date but before publication are identified as such, as several significant kaupapa occurred during that period.



NGĀ KAITIAKI

Our Trustees

Providing leadership and guidance, while ensuring the aspirations of our whānau remain at the heart of our decision-making.



TE WHATANUI WINIATA

Chair

Te Āti Awa, Ngāti Raukawa

Term of service: 2023 – 2029



HUIA PUKETAPU

Deputy Chair

Te Āti Awa, Ngāti Ruapani, Tūhoe

Term of service: 2019 – 2028



AMELIA VINNELL

Trustee

*Ngāti Mutunga o Wharekauri,
Te Āti Awa*

Term of Service: 2024 – 2027



ARAMA WAKEFIELD

Trustee

*Taranaki Whānui, Ngaa Rauru,
Te Ātihaunui-ā-Pāpārangi*

Term of service: 2024 – 2027



DANIEL HARRISON

Trustee

*Taranaki, Te Āti Awa,
Te Pakakohi, Ngāti Ruanui*

Term of service: 2021 – 2027



HOLDEN HOHAIA

Trustee

*Ngāti Maruwharanui, Ngāti Tupaia
ki Te Aro, Taranaki Whānui*

Term of service: 2025 – 2028



KURA MOEAHU

Trustee

*Te Āti Awa, Ngā Ruahine, Taranaki-tuturu,
Ngāti Mutunga, Ngāti Tama, Ngāti Toa*

Term of service: 2025 – 2028



MĀRIE WINITANA

Trustee

Te Āti Awa, Ngāti Ruapani

Term of service: 2024 – 2027



MATIU JENNINGS

Trustee

*Te Āti Awa, Ngāti Mutunga,
Ngāti Tama, Ngāti Rārua*

Term of service: 2025 – 2028

HE KUPU NĀ TE HEAMANA

Message from the Chair

E ngā uri o Taranaki Whānui ki te Upoko o te Ika,
tēnā koutou katoa.



Tēnā koutou, tēnā tātou i ngā tini kaupapa, i ngā tini āhuatanga, i ngā tini mate o te wā. E kore e tawhiti i te pane whakahiwa o te whakaaro te hunga kua piki te ara tiatia, i te ara kohukohu ki te kāinga tūturu o te tangata. Haere atu rā e ngā mate, nau mai rā e ngā tini moemoeā hei whakatutuki mā te hunga e ora tonu nei. Kāti.

This was a year in which kaupapa our old people carried for generations finally took legal shape, in which we sat again with Ministers after eight years of silence, and in which our own where changed from the inside. Te Rautaki 2040 sets the course and our kaupapa tuku iho steer it — te mouri o te taiao; e kore e piri te uku ki te rino; poua ki runga, poua ki raro; and Te Kahu o te Raukura. I have written this report against those four kaupapa tuku iho.

Toitū te Taiao

Whenua, moana, awa

Mātai Moana is the milestone of the year as the Crown confirmed some 72 hectares of our whenua as a recreational reserve. Huia Puketapu has been the lead Trustee for this kaupapa since 2020 and elaborates further in her report to follow.

On Mātiu, our Kaitiaki Board, now chaired by Amelia Vinnell, has driven the Spatial Plan, a solar upgrade that has ended our reliance on diesel, and the heritage refurbishment that becomes the Mātiu Museum. Te Ara o Tupua

Hororangi opened on 2 May 2026, with six ūranga restored to their own names and its taonga carved and made by our own people. Te Rōpū Tiaki continues to hold Kōhanga Te Rā and Kōhanga Piripiri at Parangarahu. At Ōpau, kiwi-nui returned with the Capital Kiwi Project; we are grateful to our whanaunga managing an incident at our urupā and will continue to support them. He rau ringa e oti ai.

Kōhanga Valley (Gollans Valley) is newer ground. We are working with Greater Wellington Regional Council toward co-governance and co-management, and the first piece of that work is a values-based framework to guide how we collaborate and how decisions are weighed. That may sound like process. It is not. A framework built on our kaupapa tuku iho is what allows a decision taken this year to still make sense to a mokopuna who asks, decades from now, why we chose as we did.

From 1 July 2026 our water services passed from Wellington Water to Tiaki Wai, owned by the five metropolitan councils and partnered with Taranaki Whānui and Ngāti Toa Rangatira. The name — carers for water — was gifted by us, and we hold a seat on its Partners Committee. That table is where te mana o te wai either becomes real or becomes a slogan.

At Moa Point, Te Whare Wai Para Nuku comes into operation, cutting sludge to landfill by up to 80 percent and treatment emissions by around

60 percent. Over the next twelve months our uri can expect us to report on how Tiaki Wai performs against te mana o te wai, on the Water Services Strategy guiding its investment, and on what Moa Point delivers for our moana.

Whare Ōrongorongo is close to completion and will give uri access to a large facility in the Ōrongorongo valley. Governance of whenua counts for little if our people never stand on it. Ūkaipōtanga — that sense of belonging — is what this whare is for.

Te Oranga o te Whānau The well-being of our people

Our eleven kaumātua units at Te Puna Wai were fully tenanted all year. We are grateful to our uri who keep driving this kaupapa, and this week we engaged a company showing real promise on meaningful and affordable housing options.

Te Mātauraura me te Reo Knowledge, reo and tikanga

Tono Services carries our tikanga and kawa into rooms where they were once absent, and along Te Ara Tupua that work took physical form — bilingual signage, ūranga restored to their names, hautapu for Matariki and Puanga led by uri. Behind it sits a larger kaupapa. For years the Te Āti Awa identity has stood in for all of us, when in fact our whakapapa runs wider: Te Āti Awa, Taranaki Tūturu, Ngāti Tama, Ngāti Mutunga,

Ngāti Ruanui. Our old people chose Taranaki Whānui because it holds that breadth. Poua ki runga, poua ki raro — telling our history in our own words belongs on our work programme.

Ngā Rawa o te Āpōpō The assets of tomorrow

The Trust is most grateful to the efforts of Taranaki Whānui Limited. We have had another positive year which is decribed and explained clearly in the report by the TWL chair, Jamie Tuuta.

Our whanaunga entities have proposed another way to express kotahitanga with commercial benefits. This is a co-investment approach to supporting our marae and uri. We will continue to work with our whanaunga entities to determine how we can collectively benefit our uri culturally, economically, educationally and in their overall well-being.

Te Kaha me te Āheinga Capability and collaboration

The Whole of Government Accord Forum on 11 September 2025 was our first with Ministers since 2017. An Accord is only worth what follows it. Just as important is holding a clear line of sight across the legislative programme. Much of it lands on our uri in their everyday lives — what they can access, where they can be heard, how they are counted. Other parts move slowly and decide what our mokopuna inherit, the taiao chief among them. We have to watch both

horizons at once, because a change that looks technical this year can close off an option for the next hundred. Holden Hohaia continues as our Pouwi at Wellington City Council, a seat now under threat from legislation restricting committee voting to elected members and from amalgamation proposals — though to the credit of the councils in our takiwā, all have committed to continuing current arrangements through Te Kāhui Whakarehunga.

We took our place at both National Iwi Chairs Forums — Tūrangawaewae in October 2025, and Tāhuna in July 2026 under the theme Hikina te Kō, where the future of the Forum itself was on the table alongside dialogues with the political parties in an election year. The pattern is worth naming: national event, regional implications; national approaches, regionally led; national relationships, regional collaboration. What is decided at the level of the motu lands in our takiwā, and we are far better placed to shape it from inside the room than to answer for it afterwards.

I have met regularly with the Chairman of Te Ātiawa ki te Upoko o te Ika a Māui Pōtiki Trust, and we are exploring whether a kawenata could bind the two entities as one. We are two entities and one people, carrying two sets of obligations written under different statutes. Nothing is settled — a step of that size belongs to the uri of both entities, not to two chairs. Ki te kotahi te kākaho ka whati, ki te kāpuia e kore e whati.

Our 2025 elections brought Matiu Jennings, Kura Moeahu and Holden Hohaia onto the Board, and our Whakapapa Komiti, chaired by Matiu Jennings, verified around 140 applications, up from about 100. One appeal: many of our members have no email or mobile recorded with us. We cannot reach you if we cannot find you. Update your details through TikiOS or MāoriMe or ring the office.

Te Arotake i te Tauria Whakahaere Reviewing our operating model

Our Trust buys in much of what it delivers, so the knowledge built on our kaupapa accumulates in other organisations rather than ours, and our uri see no career pathway inside their own Trust. A more balanced model is before the Board. We have not rushed it. Decisions like this go wrong for want of a sound process far more often than for want of good intent, so our Board has agreed how it will be made: clear terms of reference, an honest comparison of what our current arrangements truly cost against delivering the work ourselves, options tested against Te Rautaki 2040 and our kaupapa tuku iho rather than cost alone, independent advice where our expertise runs out, fair dealing with everyone affected, and the decision recorded with its reasons. E kore e piri te uku ki te rino, ka whitingia e te rā ka ngahoro. Integrity is not only the choice; it is being able to stand behind how it was made.

Applications closed on 20 September 2026 for

the new Pou Ārahi role. Keep an eye out for our Te Kawekaweā pānui for the announcement of the successful applicant.

Te Tau Kei Mua The year ahead

Ngā whakaarotau mō te tau 2026–27:

- Complete the Mātai Moana Charitable Trust and begin its 100-year vision.
- Release and continue to implement the Mātiu Spatial Plan.
- Work toward a resolution at Te Puna Wai that our uri can accept.
- Begin telling our story in our own words.
- Pursue further right-of-first-refusal opportunities.
- Hold the Crown to the Accord, and settle mana whenua representation whatever shape local government takes.
- Resolve the operating model and appoint our Pou Ārahi.

Behind all of it sits one question:

He aha tā tātou ki te whakawhanaketanga o ngā uri? What is our contribution to the prosperity of our people?

Ngā Mihi Whakakapi Acknowledgements

Tēnei te mihi ki a tātou katoa e whakapau kaha nei ki te whakakaha i tō tātou whare kia tū mārō hītararī ai ia mō ngā tini tau kei mua i te aroaro.

Ko te pou o te whare, ehara i te tangata kotahi. He rāranga, he hononga, he manaaki.

The pou of the house is not one person; it is woven, connected, sustained by many.

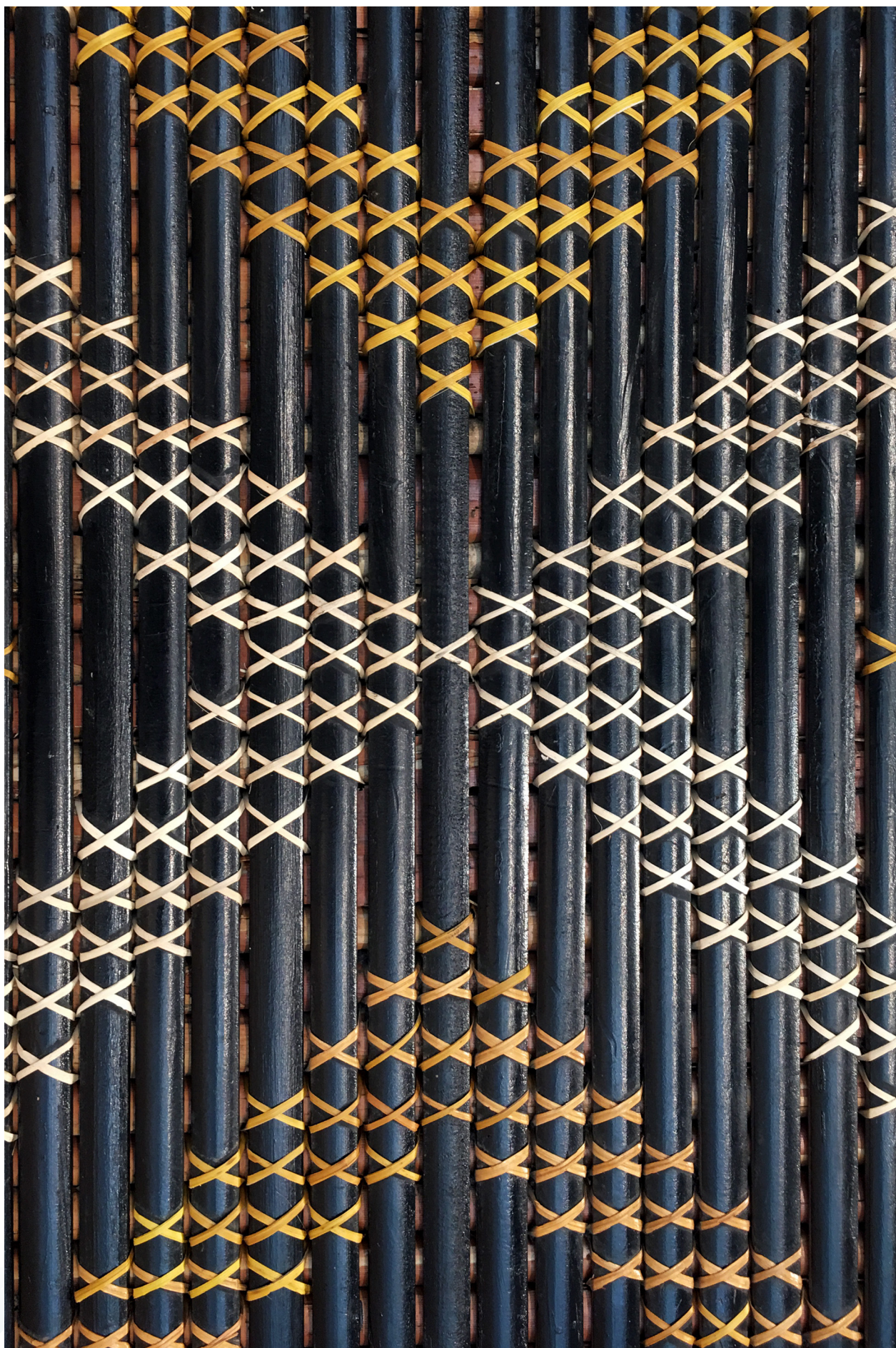
Nō reira, tēnā koutou, tēnā koutou, tēnā tātou katoa.



Te Whatanui Winiata

Heamana | Chair

Taranaki Whānui ki te Upoko o te Ika (PNBST)



TARANAKI WHĀNUI LIMITED

Commercial Board Report



EHARA TAKU TOA I TE TOA
TAKITAHĪ, ENGARI HE TOA
TAKITINI

My success is not mine alone, but the strength of many.

NGĀ KAITIAKI PŪTEA

Our Directors

Providing commercial leadership and oversight to protect and grow our assets, create sustainable opportunities, and deliver long-term value for Taranaki Whānui.



JAMIE TUUTA

Chair

Ngāti Mutunga, Ngāti Tama, Ngāti Maru, Te Āti Awa, Taranaki Tūturu

Appointed: 2015



ADRIAN ORR

Director

Te Āti Awa

Appointed: 2025



CHRIS MONEY

Director

Te Āti Awa

Appointed: 2025



DANIEL HARRISON

Director

Taranaki, Te Āti Awa, Te Pakakohi, Ngāti Ruanui

Appointed: 2026



PHILLIP JACQUES

Director

Te Āti Awa

Appointed: 2025



KIRSTY TAMANUI

General Manager Business
and Operations

Ngāti Porou, Ngā Ariki Kaipūtahi

Appointed: 2017



MAHINA PUKETAPU

Director

Te Āti Awa

Appointed: 2022



LISLE MCERLANE

Commercial Manager

Tangata Tiriti

Appointed: 2016

HE KUPU NĀ TE HEAMANA

Message from the Chair

Taranaki Whānui Limited | Year ended 31 March 2026

Tēnā tātou katoa i roto i ngā tini āhuatanga o te wā.



This Annual Report provides an overview of the work, progress and activities of the Taranaki Whānui ki te Upoko o te Ika (PNBST) over the past year. It reflects our ongoing commitment to serving and representing Taranaki Whānui, while strengthening the foundations that support the aspirations of our whānau.

Throughout the year, PNBST has continued to focus on responsible governance, protecting and growing our collective interests, and supporting opportunities that contribute to the cultural, social and economic well-being of our people.

Within these pages, we share key achievements, strategic progress and financial performance, alongside the mahi undertaken across our kaupapa. Together, they provide a picture of where we have been, where we are now, and the direction we continue to move in as Taranaki Whānui.

It is a privilege to present my first annual report as Chair of Taranaki Whānui Limited, the commercial arm of Taranaki Whānui ki te Upoko o te Ika (PNBST).

This year confirmed the strength of the foundations built over the past decade. At 31 March 2026, the consolidated Group held assets of \$68.69 million and equity of \$65.15 million. TWL recorded a net profit of \$2,831,532, well ahead of budget.

Approximately \$2 million of that profit arose from the successful exercise of the right of first refusal

over, and subsequent sale of, 134 Dixon Street. Excluding that transaction, TWL produced an underlying profit of approximately \$831,532 – almost double the budgeted \$432,000. This is a strong result, but it is not a reason for complacency. Our job is to convert a sound balance sheet into durable income and tangible benefit for Taranaki Whānui.

From challenge to strength

The Trust has faced significant challenges and, at times, more public attention than any of us would have wanted. TWL's response has been to focus on unity, commercial discipline and delivery. That approach has enabled us to protect the settlement base, secure new opportunities and rebuild confidence in the future.

A defining step was the formation of Tai Hekenga between 2016 and 2019. Working with other Taranaki iwi organisations, TWL helped create a consortium capable of securing most of the Crown's deferred selection properties available through our Treaty settlement.

Tai Hekenga shows what kotahitanga can achieve. TWL initially committed \$8.5 million and, by making sale-and-leaseback properties available to the consortium, secured an additional carried interest. At 31 March 2026, TWL held a 19.60% interest valued at \$30.05 million. During the year, that interest generated \$1.50 million in rental and valuation income and \$1.34 million in cash distributions.

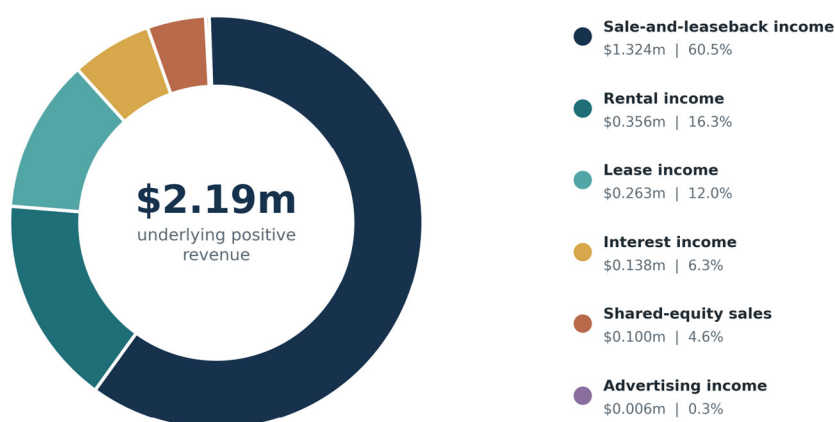
TWL performance

TWL's performance was ahead of budget both with and without the Dixon Street transaction. Recurring sale-and-leaseback and rental income remained resilient, interest income exceeded expectations, and property expenditure was below budget. Lease income was softer than forecast as market conditions affected unit sales under the Ryman arrangement.

Measure	Actual	Budget	Variance	Commentary
Gross revenue	\$5.227m	\$2.076m	\$3.151m favourable	Includes \$3.040m of Dixon Street sale proceeds.
Operating expenses	\$2.379m	\$1.643m	\$736,000 above	Includes the \$1.040m Dixon Street acquisition cost. Excluding it, expenses were \$304,000 below budget.
Net profit	\$2.831m	\$432,000	\$2.399m favourable	Strong result, materially influenced by Dixon Street.
Indicative profit excluding Dixon Street	\$831,532	\$432,000	\$399,532 favourable	A clearer indication of underlying performance.
Sale-and-leaseback income	\$1.324m	\$1.293m	\$31,000 favourable	Stable income from the Tai Hekenga portfolio.
Rental income	\$356,000	\$343,000	\$14,000 favourable	Rental returns remained ahead of budget.
Lease income	\$263,000	\$300,000	\$37,000 below	Affected by softer unit sales under the Ryman arrangement.
Interest income	\$138,000	\$80,000	\$58,000 favourable	Higher balances and investment returns.

TWL 2025/26 underlying revenue mix

Positive revenue excluding the one-off \$3.04m Dixon Street sale proceeds



Source: TWL March 2026 management report. Excludes an immaterial investment loss of \$180. Figures are provisional and subject to confirmation against the final audited financial statements.

TWL underlying positive revenue mix for 2025/26, excluding the one-off Dixon Street sale proceeds.

The chart reinforces both the value and the concentration of our recurring earnings. Sale-and-leaseback income represented just over 60% of underlying positive revenue. The stability is welcome, but it also underlines the need to broaden TWL's recurring income over time.

Consolidated Group position

The consolidated accounts bring together the Trust, TWL and the wider group of controlled entities. The Group remains well capitalised, liquid and conservatively geared.

Measure	2026	2025	Movement
Total assets	\$68.690m	\$66.050m	Up \$2.640m
Equity and net assets	\$65.151m	\$62.701m	Up \$2.450m
Cash and cash equivalents	\$7.683m	\$6.225m	Up \$1.458m
Total liabilities	\$3.539m	\$3.349m	Up \$190,000
Revenue	\$4.290m	\$2.601m	Up \$1.689m
Operating surplus before financing	\$832,000	\$377,000	Up \$455,000
Surplus after tax	\$2.450m	\$1.901m	Up \$549,000
Tai Hekenga investment	\$30.047m	\$29.881m	Up \$166,000
Directly held investment properties	\$22.915m	\$23.865m	Down \$950,000

The consolidated surplus includes a \$618,000 historical adjustment relating to the Victoria Quarter development and a \$950,000 reduction in the carrying value of directly held investment properties. These are important distinctions: cash earnings, one-off transactions and accounting valuation movements do not carry the same weight when assessing long-term performance.

Commercial success with purpose

Commercial performance is a means, not an end. TWL exists to strengthen the collective and intergenerational well-being of Taranaki Whānui. Our assets must ultimately create opportunity for uri and reinforce our relationship with our whenua, our harbour and our communities.

That purpose is reflected in our housing work and in relationships with Te Rūnanga o Te Āti Awa, the Wellington Tenth Trust, the Crown, councils, Wellington Airport and commercial and community partners including Bunnings, Zealandia and the Interislander. We expect these relationships to open pathways for employment and procurement, strengthen cultural and environmental outcomes, and give uri a more direct connection to TWL's work.

Progress has not always been straightforward. The next stage of the Wainuiomata housing development remains paused while concerns raised by uri are addressed. The Board is committed to a constructive resolution that respects our people, protects the whenua and enables the underlying housing aspirations to move forward.

The year ahead

TWL's 2026/27 budget forecasts income of \$2.44 million and a surplus of approximately \$858,000, broadly in line with this year's underlying result. Sale-and-leaseback income, rent and investment returns will remain the principal recurring revenue streams. No distribution to the Trust has yet been assumed in that budget and any distribution will need to reflect liquidity, investment requirements and long-term sustainability.

The Board's priorities are to strengthen recurring income, reduce concentration risk over time, maintain disciplined liquidity and capital settings, improve reporting from joint ventures and partnerships, and pursue further right-of-first-refusal opportunities where the risk-adjusted return is compelling. Just as importantly, we must show more clearly how commercial performance translates into outcomes for uri.

Acknowledgements

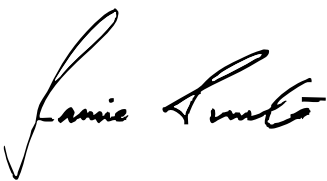
This year we welcomed four new directors to the Board: Adrian Orr, Chris Money, Phillip Jacques and Daniel Harrison. They join Mahina Puketapu and me, bringing additional depth in governance, finance and commercial experience at an important point in TWL's development. I thank them for accepting the responsibility and look forward to the contribution they will make as we build on the foundations laid over the past decade.

I acknowledge my fellow directors for their judgement and service throughout the year. I also thank the trustees, management, staff, advisers and commercial partners whose work is reflected in these results.

Finally, I pay tribute to my predecessor, the late Toarangatira Pōmare, who chaired TWL from 2015 to 2025. Toa helped guide the organisation through a formative decade and played a central role in building the relationships and commercial foundation from which we benefit today. It was an honour to serve alongside him and I take up the responsibilities he carried with humility. Nō reira e mihi ana ki a ia mō tāna mahi i roto i ngā tau.

Our obligation now is clear: protect what has been built, grow sustainable value, and ensure the benefits reach present and future generations of Taranaki Whānui.

Nō reira, tēnā koutou, tēnā koutou, tēnā tātou katoa.

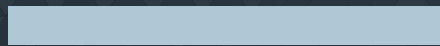


Jamie Tuuta
Heamana | Chair
Taranaki Whānui Ltd



KO WAI MĀTOU

Who we are



E KORE AU E NGARO,
HE KĀKANO I RUIA MAI
I RANGIĀTEA

I will never be lost, for I am a seed sown from Rangiātea.

Taranaki Whānui is our recognised Post Settlement Governance Entity (PSGE) charged with representing the broad collective cultural and commercial interests of all descendants of those tūpuna from Te Āti Awa, Taranaki Tūturu, Ngāti Tama, Ngāti Ruanui and Ngāti Mutunga who came to these shores during the heke of the 1820s and 1830s.

Our rohe spans the harbour and surrounding lands from Waiwhetū to Kaiwharawhara, from Te Motu Kairangi to Parangarahu, from Pipitea to Te Tatau o te Pō. It is a rohe of ancestral occupation, of layered histories, and of living relationships with tupua, whenua, moana and awa.



We are a people shaped by resilience, strategy, and intergenerational responsibility. We are not an iwi; we are a collective defined by time in our landscape, as agreed upon by our people for our Treaty Settlement. Our voice is one of unity, guided by our past and focused on the generations to come.

Ngā Mātāpono — Our Foundational Values

Our actions and decisions are grounded in our mātāpono — principles that reflect our whakapapa, our kawa, and our unique context in the capital:

- Te Kahu o Te Raukura – The mantle of peace, protection, and prestige that guides our leadership.
- Poua ki Runga, Poua ki Raro – Standing firm in our spiritual and physical obligations.
- Te Mouri o te Taiao – Recognising and sustaining the intrinsic life force of our environment.
- E Kore e Piri te Uku ki te Rino – Safeguarding integrity and ensuring that what is not meant to bind us, does not.

These values are not static; they live in our decisions, our kaupapa, and the way we carry ourselves across governance, operations, and community.

Governance and Legal Mandate

The Trust operates under its Trust Deed and is guided by the Strategic Plan 2024–2029, supported by annual planning and reporting processes. Trustees are elected by registered members and are accountable for setting direction, providing oversight and upholding our cultural mandate.

Our Organisational Structure

- Our operating structure includes:
- Taranaki Whānui ki te Upoko o te Ika (PNBST) – The PSGE and ultimate parent entity, responsible for governance, strategy, and stewardship of the settlement.
- Taranaki Whānui Limited (TWL) – Our wholly owned commercial subsidiary, mandated to deliver long-term, intergenerational commercial returns.
- Committees and Advisory Groups – Including the Whakapapa Committee, Finance, Audit, Assurance and Risk Committee.
- Committees where we make appointments: Te Rōpū Tiaki, Harbour Islands Kaitiaki Board and Pipitea Marae Charitable Trust (and other organisations which may from time to time seek Taranaki Whānui representation).
- Together, these parts form Ngā Niho o te Whare, each playing a role in holding up the structure of our collective future. Our strength lies not in these teeth in isolation, but in the way they interlock to give form, function, and direction.



Te Rautaki 2040 is the long arc of our vision, a generational pathway that ensures Taranaki Whānui stands strong, united, and future-focused as we approach 200 years since Te Tiriti o Waitangi was signed.

Our strategy is unapologetically intergenerational. It recognises that the work we do today must lay the foundation for tomorrow — in our whenua, in our homes, in our institutions, in the health of our environment, and in the identity of our people. At the heart of our strategy are eight pou:

- Whenua – Reclaiming and restoring our lands.
- Wai – Protecting the health and mauri of our waterways.
- Oranga – Supporting the well-being of our people and whānau.
- Kāinga – Enabling housing solutions that reflect our needs and whakapapa.
- Tikanga – Upholding the kawa, reo, and cultural identity of Taranaki Whānui.
- Mātauraura – Growing our knowledge systems, leadership, and learning pathways.
- Pūtea – Building sustainable, intergenerational wealth.
- Hauora Tonu – Ensuring the long-term vitality and integrity of our governance and operations.

Progress since 2025 Report

Since adopting Te Rautaki 2040 and finalising the 2024–2029 Strategic Plan, we've made significant structural and kaupapa-based shifts:

- We reset the operating model between governance and operations — including the return of management functions to the Trust.
- We adopted and funded our first Annual Plan and Budget as a Trust, with direct investment in cultural, environmental, and governance initiatives.
- We supported key kaupapa such as the Kaitiaki Board, Whole of Government Accord refresh, and housing project activation.
- We strengthened partnerships across the motu, particularly in the taiao space, RFR property opportunities, and inter-agency alignment.
- We made solid progress on the return of Mātai Moana, a landmark kaupapa we expect to finalise in the coming year.

While the terrain remains complex, our direction is firm. The strategy is no longer just a document — it is active, visible, and embedded in our workstreams.

Te Rautaki 2040 is not about fixing the past — it's about preparing our whare for the mokopuna yet to arrive.

In 2025/26, our strategic priorities came to life across multiple kaupapa, from whenua restoration to commercial return, from cultural revitalisation to direct support for uri, each representing steps toward the future mapped out in Te Rautaki 2040.

Message from the IED (Interim Executive Director)



Kia ora e te whānau whānui

I was humbled to serve as Interim Executive Director for Taranaki Whānui for three months following the former Chief Executive's departure in May 2026. It was an honour and a privilege to serve the Trust in this capacity, albeit briefly. The insights gained have given me a much deeper appreciation and understanding of the operational requirements of the Trust.

I would like to take this opportunity to thank Kirsty Tamanui and Lisle McErlane for all the support they gave me during my time in the role, but also more broadly for their commitment and loyalty to the Trust over many years.

Put simply, my brief was straightforward: provide continuity for the Trust's operations and implement a 90-day transition plan. Having achieved both these objectives, I provide here a few observations on key challenges, as I see them, facing Taranaki Whānui going forward:

Review the Trust's operating model

The Trust currently outsources to third parties much of what we deliver — whether that be financial and accounting services from KPMG, resource consent advice from Hikoikoi Management Ltd, cultural or taiao input from uri acting as independent contractors, or, in my case, political voice at the WCC table under an outsourced contract arrangement. In short, we buy a lot and don't make a lot ourselves.

While this lean organisational approach has its advantages, it means that the Trust fails to build its own capacity and capability internally. We miss the opportunity to build our own team. In discussions with the board I proposed a more balanced model whereby we bring in-house

some of the functions currently being outsourced. While the board is yet to formally endorse this approach, I look forward to working with the new Trust GM and my fellow trustees and Chair to explore what this might look like.

Reaffirm our mana motuhake as the voice of our tribal collective

In a similar vein, over recent years the Trust has moved to collaborate more closely with whanaunga entities such as Wellington Tenth's Trust, Te Rūnanga o Te Āti Awa, Te Āti Awa Fisheries Trust, Ngāti Toa and others. This is of course to be encouraged, as we are stronger together. However, there is now some confusion, certainly amongst local and central government and the wider community, as to who represents whom and for which kaupapa.

Taranaki Whānui is our recognised Post Settlement Governance Entity (PSGE) charged with representing the broad collective cultural and commercial interests of all descendants of those tūpuna from Te Āti Awa, Taranaki Tūturu, Ngāti Tama, Ngāti Ruanui and Ngāti Mutunga who came to these shores during the heke of the 1820s and 1830s. None of our whanaunga entities has this same broad mandate. Yet our collaborative arrangements don't seem to reflect this, and I would suggest that is creating inefficiency and role confusion. Again, I look forward to working with the new Trust GM, board and Chair to address this.

Clarify the Taranaki Whānui tribal narrative

The third and final challenge, as I see it, is one of identity. For many years, the Te Āti Awa tribal identity has been used to describe who we are

as a collective. But that does not fully reflect who we are. Our collective whakapapa is broader and more diverse.

Many different Taranaki tribes migrated to Te Whanganui-a-Tara, as illustrated in the infographic below. Those migrations brought together people from a range of iwi and hapū, whose descendants collectively make up the indigenous community we are today.

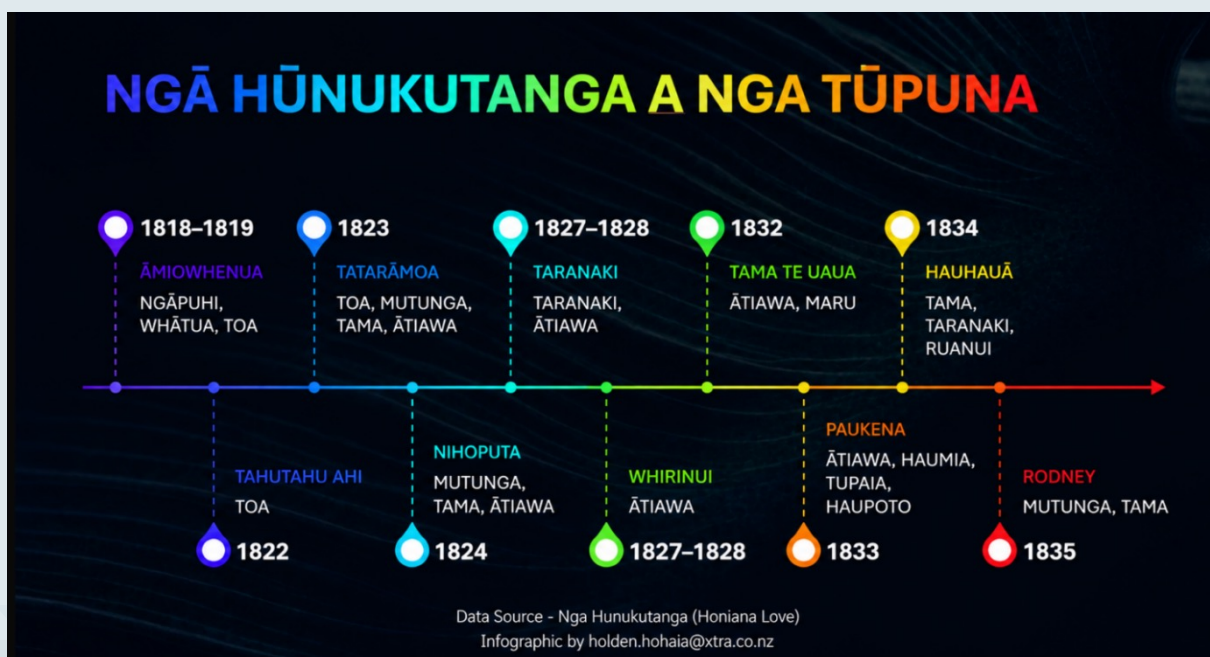
This is why our parents and old people chose a more inclusive name for our tribal collective: Taranaki Whānui. The name recognises the breadth of our whakapapa and, importantly, that we do not all identify as Te Āti Awa.

Clarifying our tribal narrative therefore means telling our own history in a way that reflects the full breadth of our whakapapa — and being confident

in identifying ourselves as uri of Taranaki Whānui. I think this will be a key challenge for the Trust going forward. We need to do more to articulate the unique Taranaki Whānui narrative and give uri a reason to be proud to identify as such. I have some ideas on that front, and look forward to sharing them at the AGM.



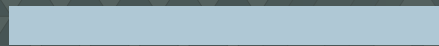
Holden Hohaia
Interim Executive Director
(May–July 2026)





NGĀ KAUPAPA MATUA

Our Key Achievements



KO TE PAE TAWHITI WHĀIA
KIA TATA, KO TE PAE TATA
WHAKAMAUA KIA TĪNA

Seek to bring distant horizons closer, and sustain
and maintain those that have arrived.



MĀTAI MOANA

The past year has marked an important period of progress for Mātai Moana, moving from longstanding aspiration toward an enduring framework for the governance, protection and care of our whenua.

In September 2025, the Crown publicly confirmed the process to establish approximately 72 hectares of Mātai Moana as a recreation reserve. This followed Ministerial decisions confirming the reserve boundary and the intention that a new charitable trust would be appointed to control and manage the whenua. The Crown decision built on the earlier commitments by Taranaki Whānui ki te Upoko o te Ika and Wellington City Council to pursue a shared governance model for Mātai Moana.

A major milestone followed in June 2026, when Taranaki Whānui and Wellington City Council formalised their joint management arrangements and established the Mātai Moana Charitable Trust. Then the whenua was formally set apart and classified as a Crown-owned recreation reserve, and the Trust was appointed by Minister Potaka to control and manage Mātai Moana under the Reserves Act 1977.

These arrangements give effect to the shared aspirations for Mātai Moana and establish an enduring role for Taranaki Whānui in shaping its future. They recognise the cultural significance of the whenua and provide a foundation for its ecological restoration, the protection of cultural and historic values, and its careful development as a place that can be experienced and enjoyed by future generations.

This year, we deepened our commitment to the protection and revitalisation of whenua and wai.

Our Kaitiaki Board was supported to guide kaupapa such as biosecurity management, cultural monitoring, and restoration of high-value sites, including Parangarahu Lakes.

The Trust is currently being guided through its establishment phase by three establishment trustees: Huia Puketapu for Taranaki Whānui, Liam Hodgetts for Wellington City Council, and Alice Heather for the Department of Conservation. During this establishment phase, the trustees have focused on putting in place the practical foundations required for the Trust to operate, including financial, banking, insurance, governance and administrative arrangements.

In September 2026, the Trust has moved into the next stage of its development, with recruitment underway for five longer-term trustees. Once the appointments are complete, the Trust will have a seven-member board comprising three trustees appointed by Taranaki Whānui, three by Wellington City Council and one by the Department of Conservation.

The Trust will be fully established by December this year, then the immediate focus will be ensuring the whenua can be managed safely and responsibly. Looking ahead, the Trust will also begin the longer-term work of developing a 100-year vision for Mātai Moana and a Reserve Management Plan to guide its future protection, restoration, use and public access.

Huia Puketapu
Heamana | Establishment Chair
Mātai Moana Charitable Trust

MĀTIU ISLAND



“We are guided by our tūpuna towards a mokopuna-focused future”

Strategic works

The Kaitiaki Board alongside key partners have been working on an overarching strategy for Mātiu. The strategy sets out our long-term vision for the motu “mouri motu, mouri tangata, mouri ora,” focuses on five strategic pou: whakahono connection; whakahaumanu revitalisation; whakauka conservation; whakamaru protection; and whakahaere decision making; and touches on how we will remain accountable to delivering on this vision.

The strategy is being brought to life through the development of the Mātiu Island Spatial Plan - one of the most significant pieces of strategic work undertaken to date by the Kaitiaki Board and Taranaki Whānui.

The plan, funded by DOC, has been developed collaboratively with Thrive Spaces and Places in consultation with Taranaki Uri and the Kaitiaki Board. We hope to release the plan in early November.

The Spatial Plan will provide a visual, practical and transformative framework to guide the

Kaitiaki Board in representing the long-held ahi kā of Taranaki Whānui on Mātiu.

A central focus of the plan is the engagement and reconnection of Taranaki Uri with Mātiu. We envision the entire island as a pā, driving mātauranga for future generations.

With its whakapapa, conservation and colonial history, the Kaitiaki Board has an aspiration for Mātiu to become one of the pre-eminent destinations within Te Whanganui-a-Tara and Aotearoa, alongside significant institutions such as Te Papa and Zealandia.

Recent engagements



Taranaki Uri and the Kaitiaki Board welcomed Department of Conservation Director-General Peter Crisp and regional directors on Mātiu in August. The occasion enabled Iwi representatives to share kai and kōrero directly with DOC's frontline Treaty Partners and communicate the collective vision and aspirations for Mātiu. Our Rangatira provided karakia for our manu following the recent discovery of highly pathogenic avian influenza (HPAI) in the region. This engagement continues to strengthen relationships between Taranaki Whānui and DOC and supports a shared approach to the future stewardship of Mātiu.





Infrastructure upgrades

Wharf Replacement Project

Since its reopening, the new wharf has supported a consistent and increasing number of manuhiri visiting the motu, particularly during the summer months. The improved infrastructure represents an important investment in the accessibility, resilience and long-term visitor experience of Mātiu.



Sustainable Power Upgrade

The island's power upgrade project, delivered by Super City Solar for DOC, was completed in April 2026. The upgraded system combines a significant array of modern solar technology with the existing wind turbine and new lithium-ion battery storage.

The system now provides Mātiu with the capacity to generate approximately 50 kilowatts of sustainable energy.



A notable outcome of the upgrade is that the diesel generator backup system has not been required, including throughout the winter months.

This represents a significant step towards increasing the island's energy resilience and reducing its reliance on diesel generation.



Heritage Building Refurbishments

In February 2026, the full refurbishment of two significant DOC heritage buildings began – the Caretaker's Cottage and the former WW1 Hospital – transforming what is the current visitor centre into the future Mātiu Museum.

The works included:

- New roofing
- New exterior cladding
- Exterior painting and restoration works

The Museum will provide an important opportunity to tell, through interactive and engaging presentations, the layered history and significance of Mātiu through five key themes:

1. Iwi History
2. Wartime
3. Animal and Human Quarantine
4. Conservation
5. Volunteers



Bull Ben and Meat Safe Refurbishment

Planning and scoping work has commenced for the refurbishment of two additional heritage structures on the island: the Bull Ben and the Meat Safe.

These works are expected to progress through the coming year, with completion anticipated in 2027.

Main Circuit Track Upgrade

Scoping work has commenced for the widening and regrading of the island's main Circuit Track.

The proposed works will improve the condition, accessibility and resilience of this important island infrastructure.

Completion of the project is currently expected in 2027.

Sewage and Stormwater Upgrade

The scope of work for upgrading the island's sewage and stormwater systems has also commenced. Completion is expected in 2027.

Looking Ahead

The programme of work underway on Mātiu represents a significant period of investment and transformation for the motu.

The completion of major infrastructure and heritage projects, alongside the development of the Spatial Plan, Strategic Plan and Mātiu Museum, provides a strong foundation for the Kaitiaki Board and Taranaki Whānui to realise a long-term vision for Mātiu.

The continued reconnection of Taranaki Uri with the motu remains central to this work. Through partnership, cultural leadership, conservation and sustainable development, the Board is committed to ensuring Mātiu is protected, celebrated and presented in a way that reflects its ahi kā, history, identity and significance to Taranaki Whānui.

Mā te wā, ka nui ake te mana me te mouri o Mātiu mō ngā uri whakatipu me ngā manuhiri katoa.

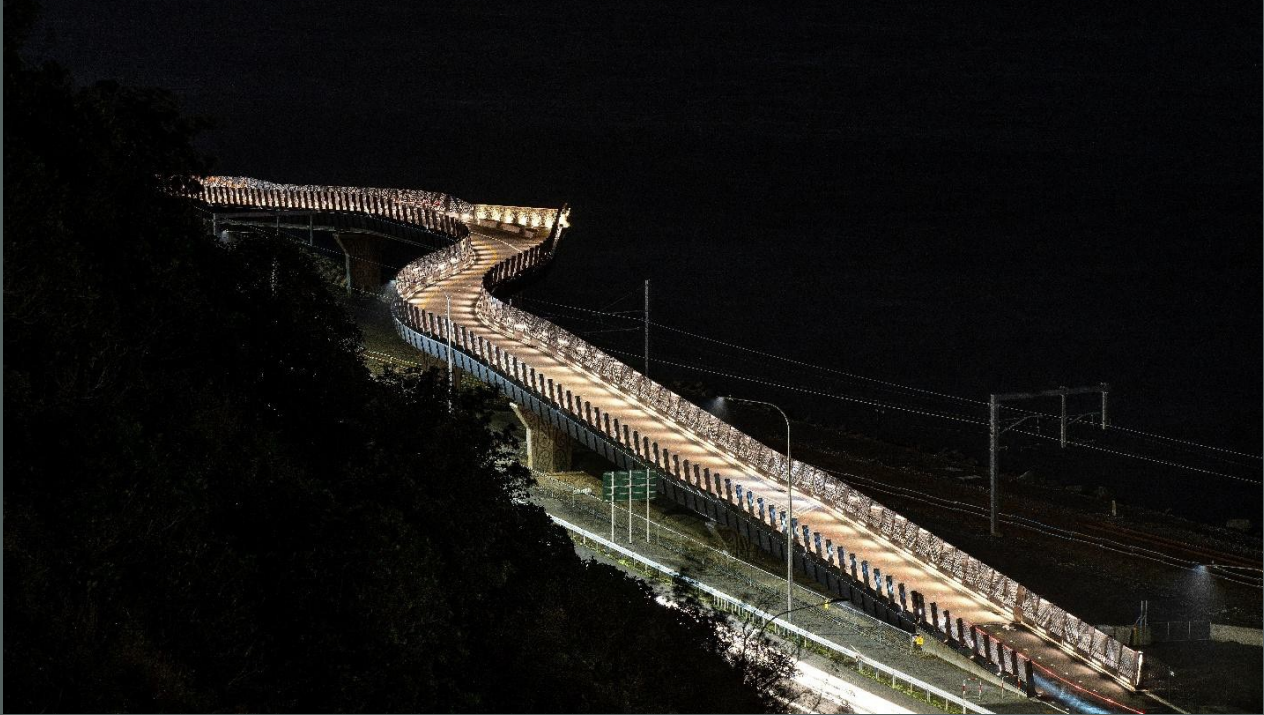


Amelia Vinnell
Heamana | Chair
Mātiu Island Kaitiaki Board

Ani Karena
Ihaia Puketapu,
Nicole McCrossin,
Shane Cotter,
Angus Hulme-Moir,
Steve Bielby
Mātiu Island Kaitiaki Board Members

TE ARA TUPUA ALLIANCE

Partnering with Mana Whenua — completed 2025–26



Te Ara Tupua was a New Zealand Transport Agency (NZTA) Waka Kotahi funded resilience project delivered in partnership with Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira (iwi mana whenua) and Alliance construction partners Downer NZ and HEB with designer partner Tonkin + Taylor.

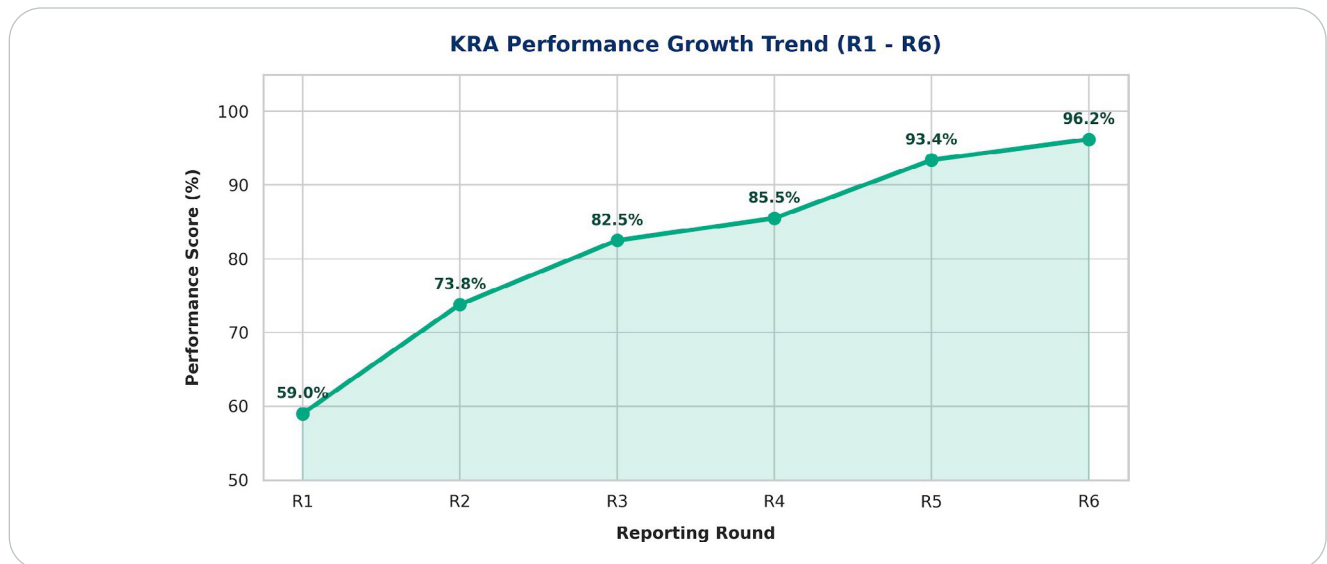


The Mana Whenua Steering Group from left to right: Lee Hunter, Levi Rona (Mana Whenua Integration Lead), Kim Skelton (Chair - Mana Whenua Steering Group), Kesh Keshaboina, Jenny Ngarimu, Ulvi Salayev and Len Hetet (Mana Whenua Cultural Design Lead) at the Te Hura a Tai event in February 2023.

People

The partnership successfully transitioned from “Business as Usual” 59% KRA score to a consistent “Breakthrough” performance score of 96.2%. Key investments in talent development, cultural capability, and leadership delivered meaningful career growth across the workforce.

Key Metrics & Leadership Development



Career Interventions: 37 career interventions delivered, encouraging professional growth and a redeployment focus at project end.

Cultural Inductions: 1,560 cultural inductions delivered since August 2022.

Leadership Courses: Developed emerging Māori leaders through Downer NZ’s Te Ara Whanake and Te Hā! leadership programmes.

Direct Uri Employment Roles

Strategic Role	Engagement Type	Long-term Outcome
Kai Ahurea (Cultural Advisor)	Direct Role	Guidance of tikanga and cultural safety protocols
Kairuruku (Iwi Integration)	Strategic Role	Bridge between MWSG and Alliance operations
Iwi Lead Design	Strategic Role	Ensure cultural narrative is woven into all aspects of the project.
Whakaako Taiao (Enviro Coach)	Specialist	Team training and Kororā protection leadership
Kaiwhakapā (Comms & Engagement)	Research Lead	Ensuring cultural narrative and identity is upheld
Kaitiaki (Cultural Monitors)	Direct Role (2)	Kaitiakitanga and marine monitoring capability
Kaupapa Māori Research	Specialist	Iwi-led reef research and ecological data ownership
Tauira (Student Placements)	Pipeline (2)	Rangatahi entry into infrastructure



From left to right: Hana Puketapu-Deys – Ringa Kaiārahi (Leading Hand). Charlie Rudd – Kaiwhakaako Taiao (Environmental Coach). Ropata Rona (left) – Kaitiaki (Cultural Monitor) with Marcus Cameron (Senior Aquatic Ecologist).



From left to right: Kiiana Okeroa – Office Manager and Executive Assistant. Manea Sweeney – Former PEP-C Manager and current Project Alliance Board member (for Tonkin and Taylor). Paula Hohaia – Former Kaiwhakahaere Arumoni (Commercial Manager), current Kairuruku and Kaiwhakahaere Putea (Iwi Integration and Finance Manager).



From left to right: Tahana Okeroa – (front left) Quantity Surveyor with Levi Rona (front right) – Former Kairuruku (Iwi Integration Lead). Bodhi White – Kaiwhakapā (Communications and Engagement Assistant).



From left to right: James Robb – General Superintendent. Te Ara Herewini-Smiler (right) – Kaitiaki (Cultural Monitor) with Ashleigh Johnston (Marine Ecologist). Ali Houpapa (left) – Kaitohutohu Ahurea (Cultural Advisor) with Dr Christine Stockholm and Mumuhou.

INDIVIDUAL SUCCESS SHOWCASE

Shaun Nuku



Shaun Nuku — Ngāti Ruanui, Ngā Ruahine, Ngāti Toa, Ngāti Tūwharetoa, Ngāti Raukawa ki te Tonga, Ngāti Hauiti.

Shaun led the Enhanced Reef Research team and exemplified building iwi marine research capabilities:

- **Commercial Diving CoC:** Successfully obtained a Certificate of Competence.
- **Environmental Management:** Completing an environmental bachelor's degree at Te Wānanga o Raukawa.
- **Reef Research:** Māori-led kaupapa using conventional aquaculture infrastructure. Transitioning as Kaitiaki (Cultural Monitor – Reef) as per consent conditions to 2029.

Whakawhitinga: Talent Pipeline & Redeployment

Strategic redeployment of uri staff ensures key capabilities remain within the Wellington regional infrastructure network:

- **Paula Hohaia:** Transitioned to Te Wai Takamori o Te Awa Kairangi.
- **James Robb:** Transitioned to a National role with Downer NZ.
- **Len Hetet:** Transitioned to multiple projects within the rohe including Iwi Lead Design with Te Wai Takamori o Te Awa Kairangi.
- **Hana Puketapu-Deys:** Transitioned to Ōtaki to North Levin (Ō2NL).
- **Ali Houpapa:** Appointed as Kaitiaki Lead (Cultural Monitor – Reef) to 2029, continuing with Māori leadership course facilitator role with Downer NZ.
- **Charlie Rudd:** Transitioned to Ōtaki to North Levin (Ō2NL).

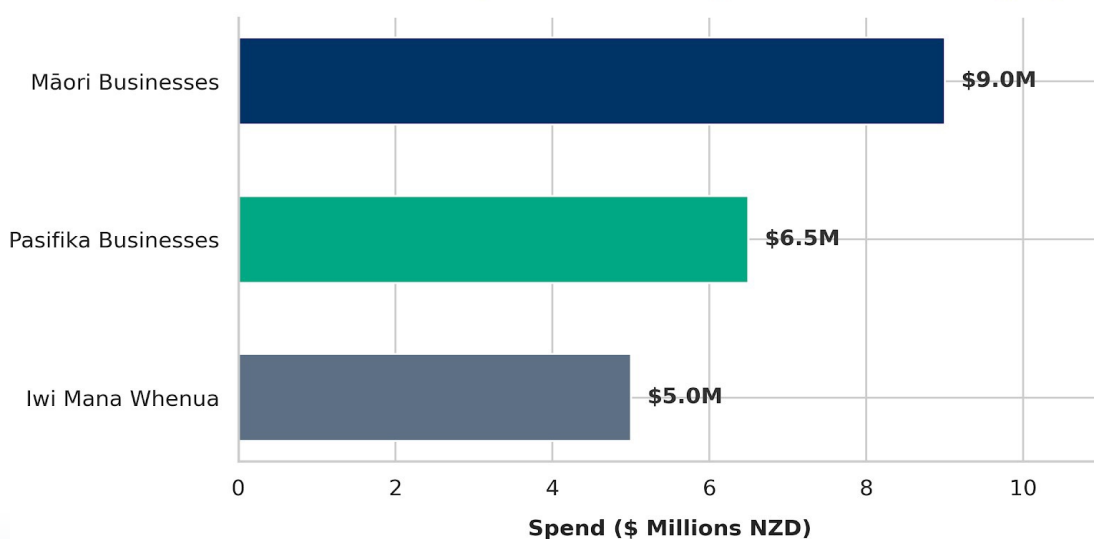
Procurement

Procurement reform shifted engagement from transactional spending to sustainable capability growth, generating substantial economic uplift for local, Iwi, Māori, and Pasifika businesses.

Economic Impact & Diverse Spend Breakdown

\$20.3M delivered across 24 Iwi, Māori, and Pasifika businesses (~10% of total project revenue) as shown below with a total of \$37.6M local spend delivered through Hutt Valley businesses (this includes Iwi, Māori, and Pasifika businesses that have a registered address in Lower or Upper Hutt).

Economic Impact: Diverse Spend Breakdown (\$M)



Procurement Reform Outcomes

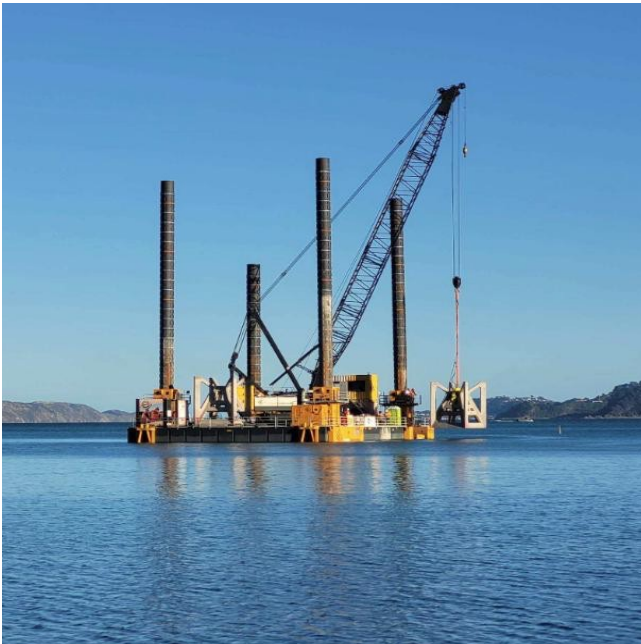
Initiative	Outcome	Evidence / Progress
Direct Engagement	Achieved	RFP for Mana Whenua businesses as per PAB approved plan.
Non-Price Attributes	Achieved	Cultural, Environmental, and social outcomes emphasised in tender adjudications.
Advanced Notification	Achieved	Kairuruku collaborated with Commercial team to identify procurement packages.
Proposal Assistance	Achieved	Guided support on pre-tender capability building and process navigation.

Taiao

Under the Tiaki Taiao pou, the Alliance integrated Mātauranga Māori practices alongside modern ecological science to restore the mouri of the moana and safeguard wildlife.

Marine Biodiversity & Enhanced Reef Project (2024–2029)

- Habitat Compensation:** Placed 56 precast units creating Aotearoa’s first artificial reef in Te Whanganui-a-Tara, designed to enhance biodiversity, whilst minimising the seabed footprint. Each unit weighs 23 tonnes and measures 4 m by 4 m, standing 5 m tall.
- Iwi-Led Research:** Established an iwi-led reef research team combining Mātauranga Māori and western science.
- Cultural Monitoring:** Direct iwi employment in commercial diving and ongoing cultural monitoring through to 2029.



Reef units designed by MMA Pty Ltd and placed in the harbour by Brian Perry Civil May 2024.

Consenting & Regulatory Approvals

Early involvement of Mana Whenua in the consenting phase streamlined approvals and unlocked innovative design solutions:

- Accelerated consenting timeline through joint strategic direction.
- Successful S127 process making the project constructable.
- Fulfilled MACA approvals and supported Wildlife Act compliance.

Governance

The five pou of value

1. **Ahi Kā:** Visibility and presence on our whenua through the Tāwharau pods and taonga.
2. **Muka Tangata:** Establishing enduring and meaningful relationships with uri beyond Te Ara Tupua.
3. **Tiaki Taiao:** Supporting iwi as kaitiaki of Te Whanganui-a-Tara and integrating mātauranga Māori practices.
4. **Pūmanawa:** Nurturing the skills and traditional knowledge of our people.
5. **Whakatauirā:** Setting a benchmark for future infrastructure projects to follow in Tiriti partnership.

Industry Awards & Governance Recognition

- NZ Concrete Construction Awards (5 June 2025): Winner – Excellence in Concrete Infrastructure.
- Environment Analyst Sustainable Delivery Awards (10 June 2025): Winner – Transportation Project of the Year Award.
- NZ Coastal Society Awards 2025: Finalist – Terry Healy Award. Australasian Coasts and Ports 2025: Published Abstract – Reef

Research. Te Uru Tangata Diversity Awards 2026: Finalist – Cultural Competence.

- ISC Awards 2026: Finalist – Excellence in Governance Outcomes. ISC Awards 2026: Winner – Excellence in Environmental Outcomes. CCNZ 2026 Projects over \$100m: Finalist.
- Building Nations 2026 Social Impact: Finalist.
- Building Nations 2026 Innovation: Finalist.
- NZ Institute of Landscape Architects Wānanga November 2026: collaboration with Len Hetet.

Taonga and Sculptures

The cultural design linking Ngā Ūranga and Pito One is conceptualised as a waka taua, acknowledging the leadership, mana, and maritime authority of Te Wharepōuri and Honiana Te Puni, principal rangatira of Te Āti Awa in the region.

For Te Wharepōuri, the waka represents more than a vessel – it reflects rangatira knowledge of navigation, harbour use, and settlement. His authority was exercised across both land and water, and through this relationship he shaped how people moved, settled, and connected within Te Whanganui-a-Tara. Ngā Ūranga, meaning ‘many resting places,’ was named by Te Wharepōuri during his survey of the land upon arrival, reflecting his intimate knowledge of place and landscape.

Te Tauihu (the prow) is cast in bronze and forms a viewing platform overlooking the harbour and its many resting places. It acknowledges Te Wharepōuri’s role in guiding movement and establishing presence, with spiral motifs and figures symbolising duality, partnership, and connection. Patterns cascading along the bridge’s acrylic panels represent waters sent by Ranginui to soothe Papatūānuku, referencing the narrative of Te Ara Tupua – The Ancient Pathway. The skirts beneath the bridge carry the puhoro design, traditionally used on waka hulls to signify speed, flow, and an enduring bond with water.

At Honiana Te Puni Reserve, Te Taurapa (the stern post) anchors the waka, featuring a bronze sculptural representation of Honiana Te Puni. The repeating spiral forms mirror those of Te Taihu, reinforcing the shared leadership, balance, and partnership that underpinned Te Āti Awa settlement in this place.

Together, Te Taihu and Te Taurapa frame the walkway as a single waka, recognising the enduring cultural, historical, and whakapapa connection between Ngā Ūranga and Pito One, and affirming the importance of this pathway to iwi past, present, and future.

A manu tukutuku is a traditional Māori kite made from natural materials such as toetoe, raupō, muka and kōrari, and was flown by releasing (tukutuku) the cord so that it could soar like a bird (manu). Culturally it acted as a messenger between Papatūānuku (earth) and Ranginui (sky), carrying between the physical world and the spiritual realm. The flying of the manu tukutuku symbolises hopes, aspirations, and collective dreams offered to the heavens.

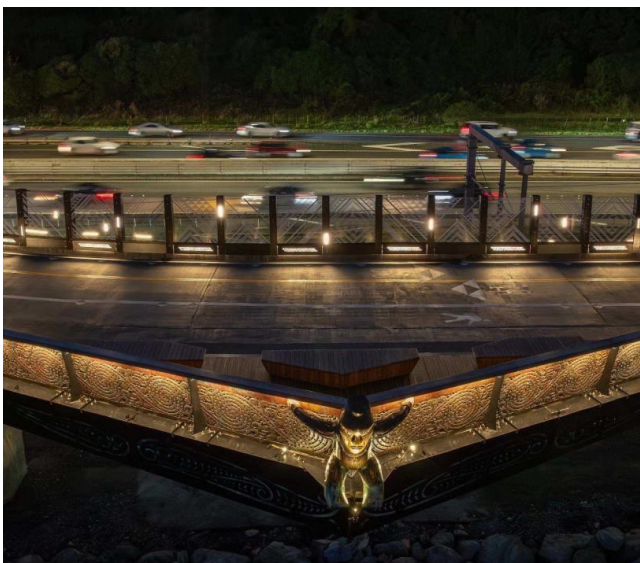
The name of this canopy is Manu Tukutuku. It was purposefully designed to resemble a manu tukutuku (kite), which historically served roles in both recreation and communication. The term

manu signifies 'kite' as well as 'bird', highlighting its symbolic connection between the terrestrial environment and the spiritual realm. The design of the canopy features bird-like wings, while its skeletal rib structure echoes that of a manu tukutuku.

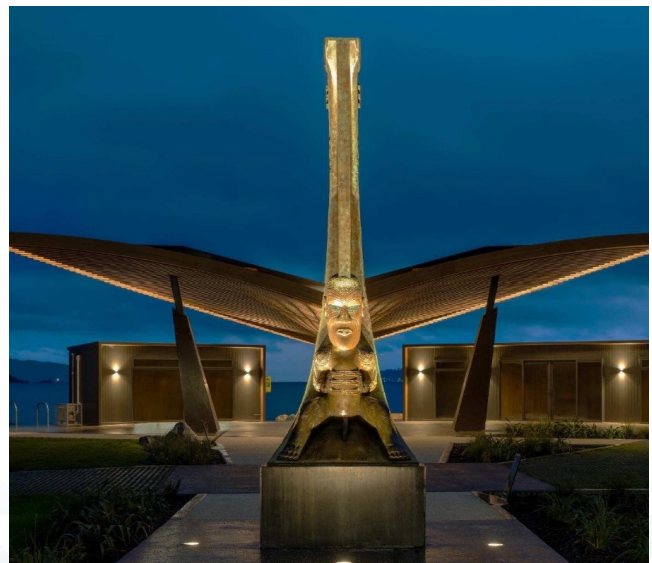
Pou Kanapa (Shimmering Post) embodies the function of a pou (post) that holds life. The carved patterns represent niho taniwha, symbolising the numerous houses that form a village. These carved sections are designed to provide habitats for insects and nesting sites for birds; the resulting abundance of life hosted by these pou will generate a visible shimmering effect or sense of movement.

As you journey between ūranga sites, look up at the pou, and you will see bird boxes nestled within. The varying heights of each pou are an aesthetic choice, creating a more natural feel that harmonises with the landscape.

The design intentionally starts higher up, with the lower section of the pou left blank, ensuring that the boxes remain out of reach. This thoughtful approach creates a safe space for both the birds and the insects that inhabit this pou, allowing them to embody the life and intent of the pou kanapa.



Te Matarae o Wharepouri



Te Kaiurungi o Te Puni (front) Manu Tukutuku (back)



Bringing back the kōrero

The project revitalised te reo Māori me ōna tikanga across the community and workforce:

- **Cultural signage:** Cultural narrative signs installed across Te Ara o Tupua Hororangi pathway honouring tīpuna and rangatira of Taranaki Whānui.
- **Bilingual navigation:** Comprehensive bilingual signage established across the shared pathway.
- **Community outreach:** Value-based narrative communicated via marae information posters, digital media, and on-site educational resources.
- **Tikanga elevation:** Uri-led Matariki and Puanga hautapu ceremonies and project milestone blessings.

Pou kanapa designed by Len Hetet and carved by his son Wi Hetet.

Photos



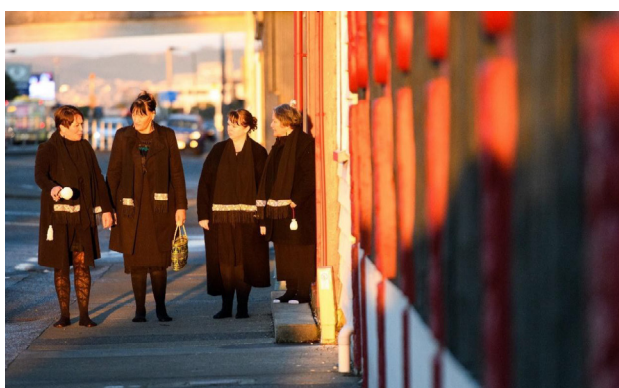
Pōkai Whenua Pōkai Moana ceremony prior to construction commencement at Honiana Te Puni reserve performed by Puharikiriki September 2022.



Te Kaiurungi o Te Puni being installed at Honiana Te Puni reserve. This taonga was carved by Sam Hauwaho and his team at Artek Ltd, then cast in bronze by iwi mana whenua business The Heavy Metal Company owned by Brett Rangitaawa (Te Āti Awa, Ngāti Raukawa) and Jen Waterson (Te Pakakohi, Muaūpoko).



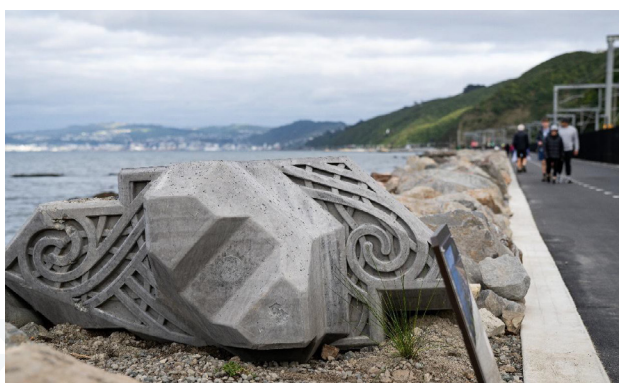
On 16 February 2023, Te Hura a Tai was held to cement Ngāti Te Whiti and Ngāti Tawhirikura primacy, prominence, and presence on the whenua. The installation of the Tāwharau pods marked the very first task undertaken on the project.



From left to right Malesha Hunter, Dr Alishia Moeahu, Juliette Robertson and Auntie Sharon Wright waiting to pōwhiri Te Ara Tupua Alliance onto Te Tatou o Te Pō Marae for the signing of the Interim Project Alliance Agreement (iPAA) July 2021.



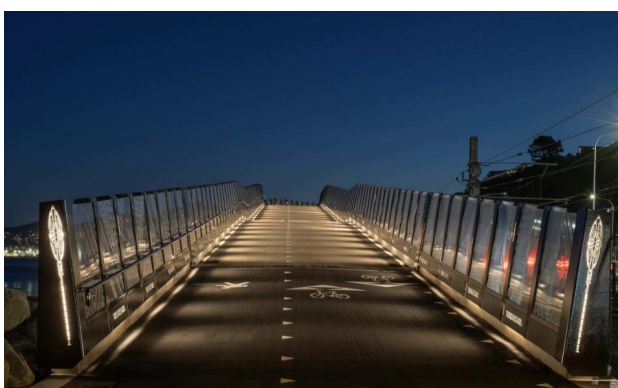
Te Kaiurungi o Te Puni designed by Sam Hauwaho and his late father-in-law Rangi Hetet.



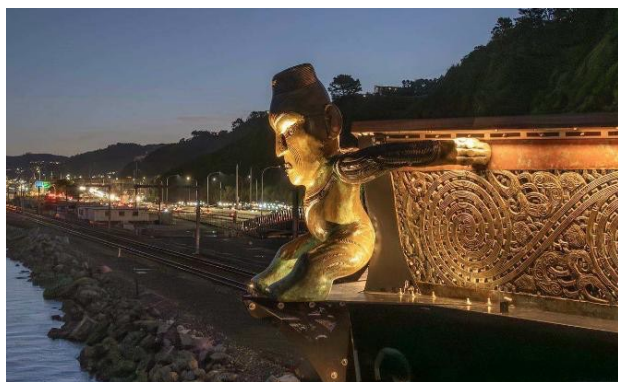
Te Ripowai, an award-winning, ecologically enhanced XBlocPlus® unit designed by Len Hetet which mimics the rocky foreshore. Te Ripowai speaks of the rippling water. It connects to our whakataukī of guardianship: Te Āti Awa tupua rau, He auripo i te manga iti, He auripo i te manga nui, He kaitiaki ki te whenua.



One of six ūranga along Te Ara o Tupua Hororangi whose original names were restored (Horokiwi, Te Ana Puta, Parororangi, Pari Kārangaranga, Tahataharoa, me Piki Wahine).



Te Matarae o Wharepōuri designed by Holmes Group and Isthmus in collaboration with Waiwhenua Design Co.



Tekoteko depicting Te Wharepōuri looks over Te Whanganui-a-Tara toward Pukeatua.



Te Ara Tapuae and opening of Te Ara o Tupua Hororangi by Puharikiriki and Te Kahui Turoa 02 May 2026

Cycle Pathway Statistics (post opening)

The figures in the table below were recorded by sensors installed along the Te Ara o Tupua Hororangi (Ngā Ūranga ki Pito One) shared path. Please note the following parameters regarding this data:

- Data provided from NZTA Waka Kotahi
- The totals reflect overall sensor activations rather than unique visitors. As a result, if a single individual triggers multiple sensors or completes a return journey, each pass is logged as a separate event.
- This dataset covers the period from the official pathway opening on Friday, 15 May 2026, through Sunday, 19 July 2026.

Table: Cycle Pathway Statistics (Post Opening)

Week	Cyclist	Pedestrian	Total
Week 1	7,332	5,620	12,952
Week 2	14,175	11,240	25,415
Week 3	10,690	11,094	21,784
Week 4	5,699	7,827	13,326
Week 5	5,912	5,316	11,228
Week 6	4,119	3,367	7,486
Week 7	3,161	2,285	5,446
Week 8	4,737	3,590	8,327
Week 9	2,891	4,283	7,174
Week 10	6,236	6,869	13,105
Total	64,952	61,291	126,243

The figures in the table below were recorded by sensors installed along the Te Ara o Tupua Horonuku (Eastern Bays) shared path. Please note the following parameters regarding this data:

- Data provided from Hutt City Council.
- The totals reflect overall sensor activations rather than unique visitors. As a result, if a single individual triggers multiple sensors or completes a return journey, each pass is logged as a separate event.
- This dataset covers the period from Thursday, 30 April 2026, through Sunday, 19 July 2026.

Table: Secondary Traffic Counter Statistics

Week	Cyclist	Motorbike	Pedestrian	Scooter	Total
Week 1	1,046	23	884	18	1,971
Week 2	866	39	1,115	8	2,028
Week 3	1,712	54	1,164	11	2,941
Week 4	2,128	77	1,359	21	3,585
Week 5	1,760	61	1,245	21	3,087
Week 6	992	39	1,138	21	2,190
Week 7	915	46	970	13	1,944
Week 8	872	42	868	6	1,788
Week 9	482	28	668	6	1,184
Week 10	750	24	1,005	15	1,794
Week 11	771	4	882	3	1,660
Week 12	1,450	24	1,166	10	2,650
Total	12,708	438	11,582	123	24,851

KORORĀ



From left to right Dr Leigh Bull (left) and Charlie Rudd relocating a Kororā from the project construction zone. Figure 30: Charlie Rudd releasing a Kororā.

A flagship environmental success was the comprehensive protection and monitoring of the Kororā (Little Blue Penguin) population along the coastal corridor during construction:

- **Whakaako Taiao:** Dedicated iwi role created to upscale the project team's skill in identifying environmental risks and protecting Kororā.
- **Habitat Creation:** Installation of custom-made Kororā hotels along the pathway corridor.
- **Regulatory Conformance:** Achieved 100% compliance with the Wildlife Act.

TE WAI TAKAMORI O TE AWA KAIRANGI – INFRASTRUCTURE PROGRAMME

Te Wai Takamori o Te Awa Kairangi is a partnership between NZ Transport Agency Waka Kotahi, Greater Wellington, Hutt City Council, and iwi mana whenua Taranaki Whānui ki Te Upoko o Te Ika and Ngāti Toa Rangatira. The programme is made up of inter-dependent projects that aim to transform Lower Hutt: SH2 Melling Transport Improvements, crucial flood protection and river restoration work, and city centre infrastructure upgrades.

Over the past year, work has progressed across every part of the programme. Below ground, the delivery Alliance of AECOM and Fletcher Construction has been laying the groundwork for the new interchange and bridge at Melling on behalf of NZ Transport Agency Waka Kotahi, including piling, ground improvement, and relocating underground utility services. Along Te Awa Kairangi, Greater Wellington's flood protection work has continued, including bioengineering developed with input from Taranaki Whānui. Hutt City Council has been engaging with the community, including mana whenua, to shape a new riverside park and street upgrades designed to better connect the city centre with Te Awa Kairangi. The council is also looking for a contractor to build the new City Link Bridge, a walking and cycling connection between the city centre and the future Melling train station. Construction of this scale inevitably brings disruption, and the programme continues to work through its impact on the community and businesses in the area. Throughout, the project partners have continued to work alongside Taranaki Whānui.

The following highlights some of Taranaki Whānui's contributions to Te Wai Takamori o Te Awa Kairangi.

Toitū te taiao

Taranaki Whānui's role in protecting Te Awa Kairangi is written into how the programme operates. The Mana Whenua Steering Group, representing Taranaki Whānui and Ngāti Toa, holds a formal role endorsing plans for how the awa and its surrounding environment are cared for during construction, to ensure they align with mana whenua objectives and kaitiaki principles.

This helps to shape flood protection work along Te Awa Kairangi. Willows and native plantings are being trialled together to stabilise the riverbank and slow floodwater, developed with input from mana whenua partners, with native plants intended to progressively replace willows over time, helping restore the natural character of the awa.

It shapes, too, how the programme responds when taonga are uncovered. When an obsidian

tool-making artefact was found near Pharazyn Street, decisions on how it was cared for were made in partnership with mana whenua.

And it shapes environmental controls across the site. Stormwater carries contaminants that affect the mouri of the awa and the taonga species that depend on it, so perimeter bunds catch sediment before it can reach the water, and treatment systems are in place to reduce what reaches the awa as construction continues.

Te matauraura me te reo

Taranaki Whānui's knowledge, reo and tikanga are woven into how the programme operates. Everyone joining this programme takes part in a cultural induction, learning karakia, the cultural narrative and meaning behind the programme's name, and the values that guide how the programme cares for people, the awa and its surrounding environment, and spiritual well-being of those involved, alongside practical guidance on tikanga, including what to do if a taonga is uncovered.

When the Alliance moved into its new office in Lower Hutt, next to the project area and within the community, Puharikiriki, led by Kura Moeahu, held a tohi tangaengae to bless the space. Each

year, the programme also marks Puanga and Matariki together, reflecting the tradition carried south from Taranaki, where Puanga marks the new year. On Waitangi Day, the programme acknowledges that Taranaki Whānui called Te Whanganui-a-Tara and Te Awa Kairangi home long before the Treaty was signed in 1840, and continues to hold responsibility today.

Ngā rawa o te āpōpō

Taranaki Whānui's presence in the programme's procurement builds on the momentum from Te Ara o Tupua Hororangi pathway from Ngā Ūranga ki Pito One. More iwi, Mataawaka and Pasifika businesses have been identified and engaged on Te Wai Takamori o Te Awa Kairangi and spend is fast approaching \$1 million. A Subcontractor and Supplier Development Programme, run jointly by the Broader Outcomes and Procurement teams, is helping build capability among engaged businesses. Job and internship opportunities have also been shared directly through Taranaki Whānui channels this year, offering pathways into the programme for whānau and rangatahi. Work is also under way to grow employment and training pathways, including a cadetship programme in development with the region's Job and Skills Hub.



An artist's impression of the SH2 Melling Transport Improvements.

ŌPAU URUPĀ

He wāhi tapu, he wāhi whakamahara.

Ōpau Urupā: A Sacred Place of Remembrance

Overview

Ōpau Urupā, the sacred resting place of Taranaki Whānui, continues to flourish under the guidance of its dedicated Komiti. Situated in the Mākara Valley among adjoining farmland and native bush, Ōpau is a peaceful and significant site, with majestic views towards Taranaki Maunga to the north.

The care and development of Ōpau continues to reflect the commitment of Taranaki Whānui to kaitiakitanga, environmental restoration, and the protection of this wāhi tapu for present and future generations.

Partnership with Wellington City Council

Since formalising a five-year partnership with Wellington City Council (WCC) in July 2024, significant progress has been made in enhancing Ōpau and its surrounding environment. The partnership has brought together the Ōpau Komiti, dedicated volunteers and Council teams for regular planting and maintenance days.

We acknowledge with gratitude Anita Benbrook, WCC Biodiversity Specialist, who retired in December 2025. Anita and her nursery team played an important role in sourcing native plants and supporting their establishment at Ōpau. The strong relationship with the WCC team continues and remains an important part of our environmental restoration programme.

Continuing the Plastic-Free Kaupapa

In July 2021, Ōpau was declared the first plastic-free urupā. This important kaupapa continues to guide the way the urupā is cared for and maintained.

For the past two years, volunteers have worked to establish a picking garden, which will provide natural foliage for whānau to gather and use in decorating burial sites and honouring their loved ones. As the garden matures, it will become a meaningful and practical resource for whānau while supporting the wider environmental vision for Ōpau.

Ōpau is currently the final resting place for four uri and two kōiwi who whakapapa Māori.



July 2025 Planting Crew

Growing Connections with the Mākara Community:

- The planting day held on 4 July 2026 marked an important milestone in Ōpau's growing relationship with the wider Mākara community. The event was facilitated through the Mākara Carp(as) Regeneration Team and brought local residents together with our regular volunteer crew.
- A total of 500 plants were planted, supplemented by a generous contribution of a further 100 plants from Mākara Carp(as). The day demonstrated the strength of collective action and the shared commitment to restoring and protecting the Mākara environment.
- Following the planting, volunteers gathered at Mākara Hall for kai and refreshments hosted by the local community. A highlight of the afternoon was hearing kōrero from Mary-Anne Crompton, alongside Hana Buchanan, who shared her deep knowledge of the cultural significance of Ōpau to uri of Te Āti Awa and the journey involved in establishing the urupā. The gathering concluded with a beautiful waiata by Hinemoana Baker.
- The event was a powerful expression of he rau ringa e oti ai — many hands make light work — and demonstrated the value of building strong relationships between Taranaki Whānui, whānau, local residents and environmental groups.

The Return of Kiwi-nui to Ōpau

The wider environmental revival of the Mākara area was marked by a particularly significant milestone in early April 2026, when nine kiwi-nui from Sanctuary Mountain Maungatautari were welcomed into their new home at Ōpau.

The release was shared with Taranaki Whānui, whānau, friends, Mākara residents, Meridian staff and the Wellington Mayor. It was an immensely meaningful occasion as these precious taonga returned to a landscape connected to their ancestral environment.

The Capital Kiwi Project expressed its deep gratitude to Taranaki Whānui for their enduring kaitiakitanga and partnership in making this historic return possible for the wider community.

The arrival of the kiwi-nui reinforces the importance of Ōpau as both a place of remembrance and an important site within the wider ecological restoration of the Mākara Valley.

Environmental protection and site security

Protecting the delicate ecosystem at Ōpau remains a key priority.

The installation of a solar-powered electric fence has significantly improved the protection of the planting areas by keeping goats outside the perimeter and allowing native plants to establish and flourish. When the fence controller was recently stolen, a neighbouring farmer generously stepped in to replace and reconnect it, demonstrating the strong support that exists within the local community.

Wellington City Council continues to undertake goat control when animals are present in the area, along with night shooting for hares.

There have also been two incidents of unauthorised vehicle access to the grounds involving boy racers. These incidents caused considerable concern within the local community, who were keen to support efforts to protect the urupā. Following discussions with Police, a message was shared through the Mākara Community Facebook page encouraging residents to report suspicious activity.

As an additional security measure, a padlock has reluctantly been installed on the boom gate at the bottom of the drive. The combination is available from Taranaki Whānui ki te Upoko o te Ika (PNBST) or from Komiti members.

Priorities for the year ahead

The Ōpau work programme is focused on strengthening the long-term resilience, accessibility and sustainability of the urupā.

Key priorities include:

- Fortifying the southern bank of the urupā and the roadside bank to reduce the risk of recurring slips.
- Installing a rainwater collection tank to provide water for handwashing.
- Constructing a composting wharepaku outside the top-entry fence.
- Installing a bench beside the picking garden.
- Developing and installing appropriate signage throughout the site.
- Erecting a beautifully carved pou at the entrance to the urupā.
- Continuing native planting and environmental restoration in partnership with whānau, volunteers, WCC and the wider Mākara community.

In addition, Ben Buchanan, a local artist and uri of Te Āti Awa, will be working on a collaborative project to create a new stained-glass window for the historic St Patrick's Mākara Church.

Acknowledgements and volunteers

The continued care and development of Ōpau is made possible through the commitment of many people and organisations. We acknowledge our Komiti, volunteers, whānau, Wellington City Council, the Mākara community, local landowners, environmental restoration groups and all those who contribute their time, knowledge and resources.

He rau ringa e oti ai – many hands make light work.

We welcome new volunteers to join our planting and maintenance crew. Every contribution helps us protect Ōpau and strengthen its future as a wāhi tapu, wāhi whakamahara and living environment for generations to come.

Upcoming working bees and other opportunities will be communicated through pānui on the Port Nicholson Block Settlement Trust Facebook page.

Ōpau Komiti

Mary-Anne Crompton

Jane Ratcliffe

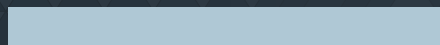
Rawiri Walsh

For enquiries, please contact Mary-Anne Crompton at maryannecrompton@icloud.com



NGĀ IWI

Membership



HE WAKA EKE NOA

We are all on this together.

Our membership register is the living record of who we are. Every entry is a whānau connected to the tūpuna who came to Te Whanganui-a-Tara in the heke of the 1820s and 1830s, and every verification is a whānau coming home to their whakapapa. This section sets out who our uri are, where they live, how old they are, and — just as importantly — how much of that picture we still cannot see.

Basis of these figures

All figures in this section are drawn from the Taranaki Whānui Tribal Register as at 1 September 2026, and rest on two bases. Every figure and chart states which base it uses.

Base	Count	What it covers
Base A — register records	19,889	Every record held on the register, whether or not whakapapa verification is complete. Used for country of residence and region.
Base B — verified members	17,430	Records for which whakapapa verification is complete. Used for age and for contact details.
Difference	2,459	Records on the register for which verification is not yet complete.

How the figures reconcile

Reconciliation	Count
Base A — all register records	19,889
Living in Aotearoa	15,288
Living in Australia	1,078
Living elsewhere overseas (Europe 71, Americas 41, Asia 2, Africa 1)	115
No known address	3,408
Total	19,889
Of the 15,288 with an Aotearoa address	15,288
Region recorded (Figure 2)	13,401
Region not recorded	1,887
Total	15,288
Base B — verified members	17,430
Age extract (Figure 3)	17,432
Variance to be confirmed	2
Contact details analysis (Figure 4)	17,430

Summary

At 1 September 2026 the Trust held 17,430 verified members, within a register of 19,889 records. Just over three quarters of all records show an address in Aotearoa, with the largest concentrations in Wellington and Taranaki. Our membership is young: more than two in five verified members are aged between 20 and 39, and the single largest bracket is 30–39. A little over a thousand of our uri live in Australia, and 115 are spread across Europe, the Americas, Asia and Africa.

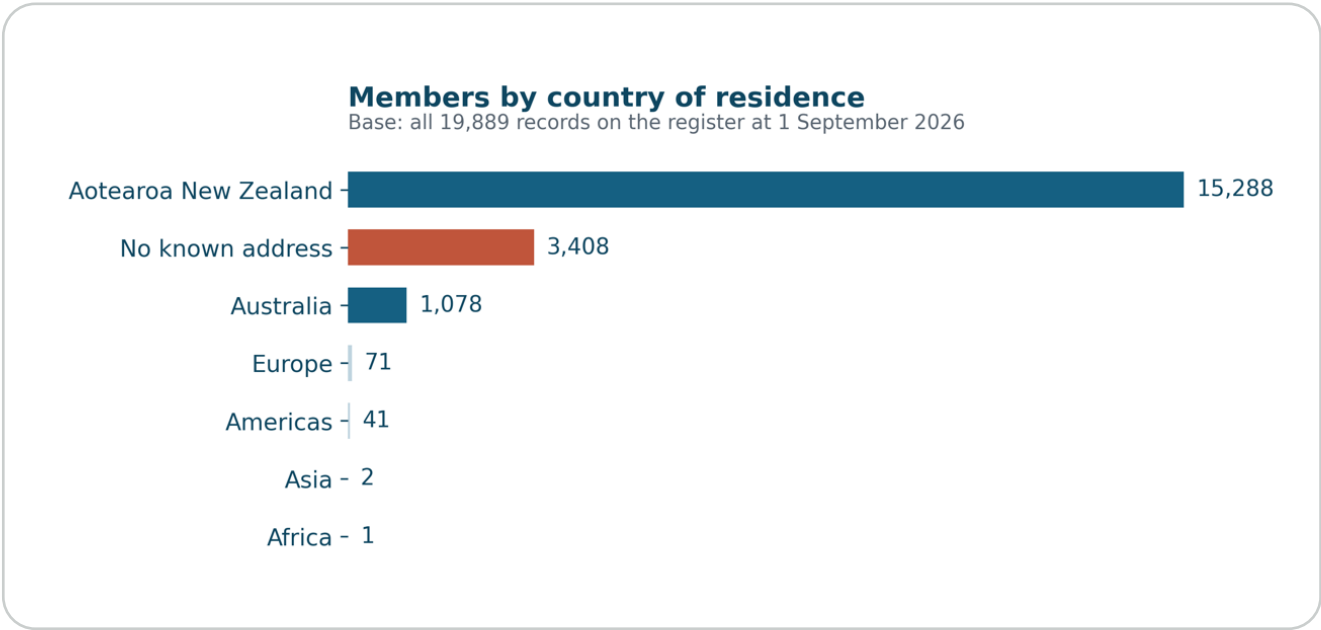
The register's greatest weakness is contact information. We hold a mobile number for one in ten verified members, an email address for one in four, and for 2,455 uri we hold no way of reaching them at all. That gap limits our ability to consult our people, share opportunities, and reach whānau quickly when it matters.

Measure	At 1 September 2026	Base
Records on the register	19,889	A
Verified members	17,430	B
Applications verified during 2025–26	Approximately 140 (2024–25: approximately 100)	B
Living in Aotearoa	15,288	A
Living in Australia	1,078	A
Living elsewhere overseas	115	A
No known address	3,408	A
Largest region	Wellington — 3,900	A
Largest age bracket	30–39 — 3,827	B
Members with no contact details at all	2,455	B

WHAKAPAPA KOMITI

The Whakapapa Komiti carries responsibility for verifying every application for membership of Taranaki Whānui ki Te Upoko o Te Ika. It is meticulous, unglamorous and essential work, and it is the foundation on which everything else in this section rests. During 2025–26 the Komiti verified approximately 140 applications, up from approximately 100 in the previous year. The 2,459 records awaiting verification are the Komiti’s forward workload.

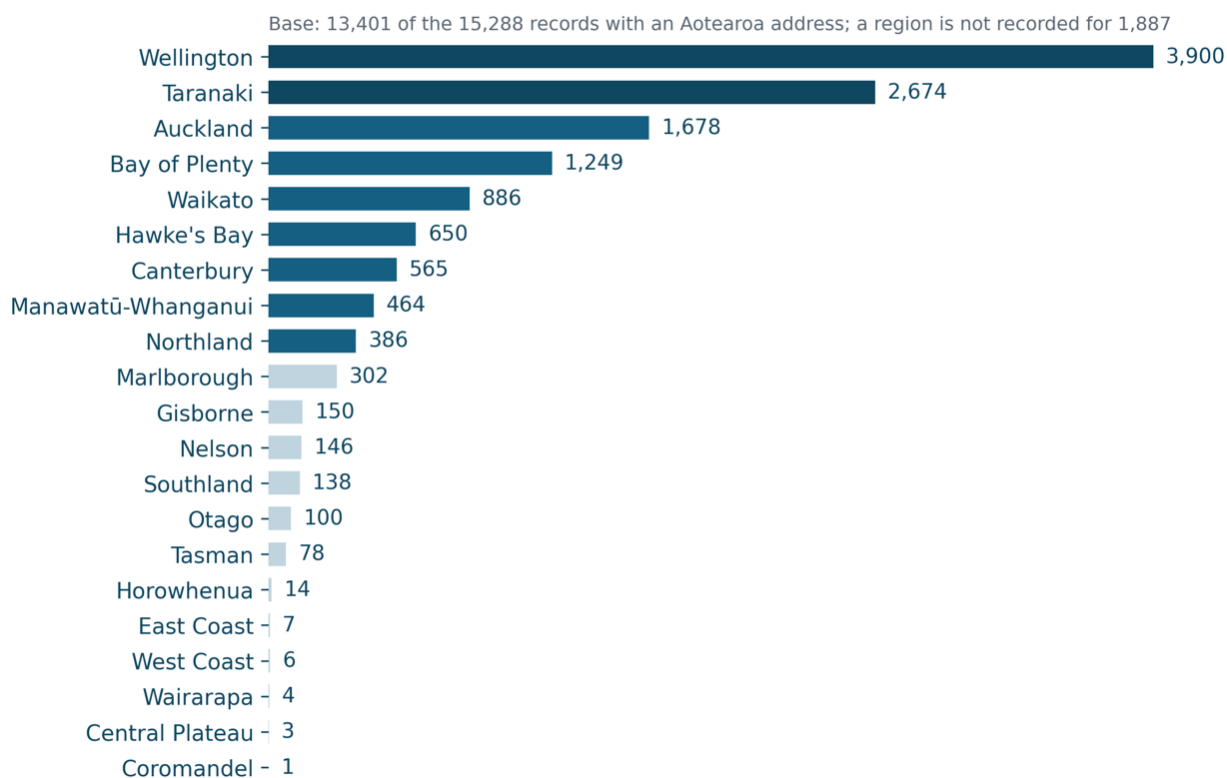
Where our uri live



Members by country of residence. Base A — all 19,889 register records at 1 September 2026.

Three quarters of the register — 15,288 records, or 77 percent — show an address in Aotearoa. Australia is the second-largest single location with 1,078, more than live in any New Zealand region other than Wellington, Taranaki, Auckland or the Bay of Plenty. Europe, the Americas, Asia and Africa together account for 115. The figure that should hold our attention is the second bar: 3,408 records, one in six of the register, with no known address. That is not a population living somewhere unusual — it is a gap in our own records, and it sits alongside the 2,459 records still awaiting verification.

Members by region within Aotearoa

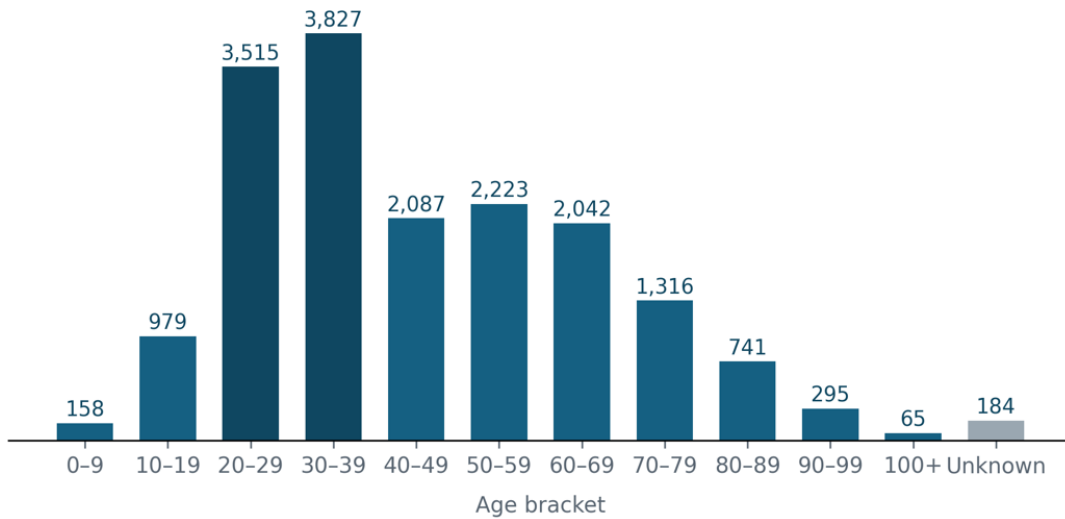


Members by region within Aotearoa. Base A — the 13,401 of 15,288 Aotearoa records for which a region is held.

Wellington holds 3,900 and Taranaki 2,674 — together 49 percent of the 13,401 records for which a region is held. Adding Auckland's 1,678 accounts for just over three in five. The Bay of Plenty at 1,249 and Waikato at 886 reflect generations of movement for work and whānau. The South Island holds 1,335 in total, a tenth of the recorded population, led by Canterbury and Marlborough. A region is not held for 1,887 of the records showing an Aotearoa address, so the regional totals do not sum to 15,288.

Members by age

Base: 17,432 records in the age extract, against 17,430 verified members

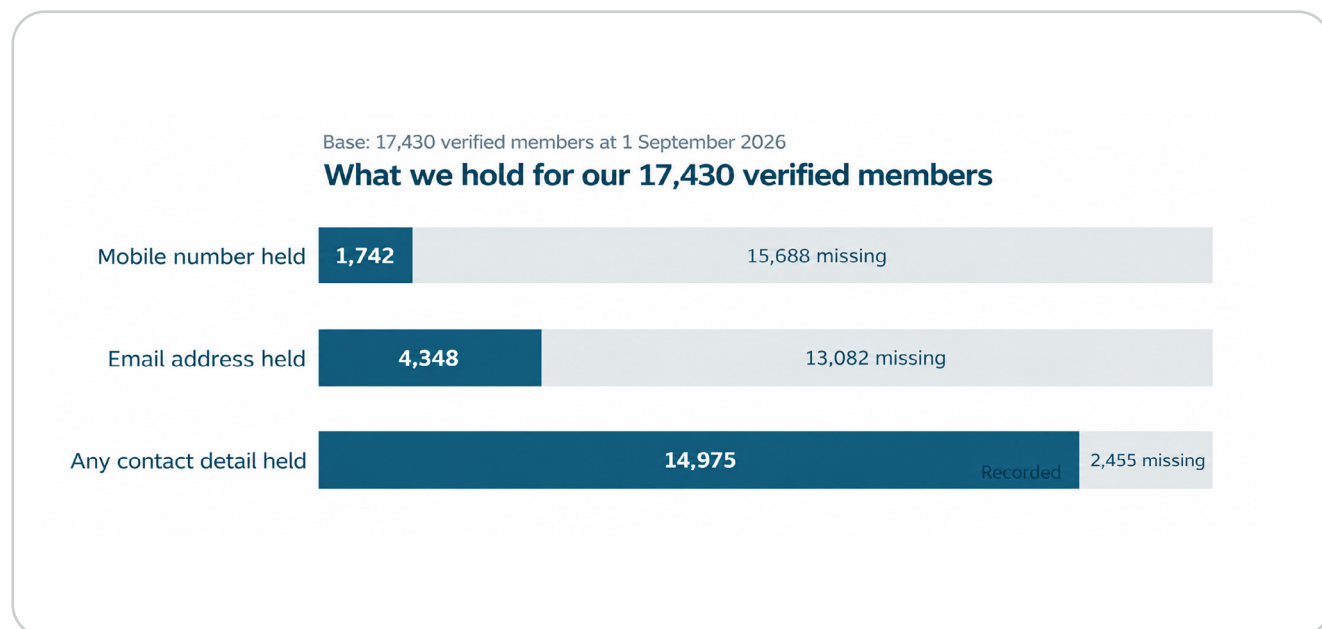


Members by age bracket. Base B — verified members at 1 September 2026.

Our register is young. The 20–29 and 30–39 brackets hold 3,515 and 3,827 respectively — together 42 percent of verified members. A further 4,310 sit between 40 and 59. Those aged 60 and over number 4,459, and 1,101 of our uri are 80 or older, including 65 who have passed 100. Only 1,137 members are under 20, which almost certainly understates the true number of tamariki and rangatahi: registering children is a step many whānau have not yet taken, and it is one of the clearest opportunities to strengthen the register.

Staying connected

APPEAL TO MEMBERS — WE NEED YOUR HELP



Contact details held. Base B — verified members at 1 September 2026.

We hold a mobile number for 1,742 of our 17,430 verified members and an email address for 4,348. For 2,455 uri we hold no contact details of any kind. In practice this means that when there is news to share, a survey to run, a role to fill or a decision to consult on, the large majority of our people cannot be reached directly. Closing this gap does not require a new system or a budget — it requires five minutes from each of our uri.

Please help us reach you. We want to share:

- News and employment opportunities
- Member surveys and polls
- Benefits such as the Bunnings PowerPass

How to update your details

Method	Detail
TikiOS	Log in to your account at https://www.tikios.co.nz/login.aspx
MāoriMe	Create an account to update your records across all iwi at https://maorime.tikios.co.nz/
Email	reception@portnicholson.org.nz
Phone	04 472 3872
Freephone, including overseas	0800 767 8642





NGĀ KUPU WHAKAKAPI

Conclusion



WAIHO I TE TOI POTO,
KAUA I TE TOI ROA

Let us keep close together and not far apart.

WHAKAKAPI

Conclusion

The year just passed was one of consolidation, and in several places of breakthrough.

Mātai Moana moved from a longstanding aspiration into an enduring legal framework, with Taranaki Whānui holding a permanent place in the governance of that whenua alongside Wellington City Council and the Department of Conservation. Te Ara o Tupua Hororangi opened with six ūranga restored to their names and its taonga made by our own people. On Mātiu the wharf, the power supply and the heritage buildings all moved forward, and at Ōpau kiwini returned to the whenua. New relationships took shape at Kōhanga Valley and through Tiaki Wai, and Whare Ōrongorongo is close to giving our uri a place of their own in the Ōrongorongo valley.

We sat with Ministers at an Accord Forum for the first time since 2017, held our seat at the Wellington City Council table, and took our place alongside the iwi of the motu. The consolidated Group closed the year with total assets of \$68.69 million and equity of \$65.15 million, and Taranaki Whānui Limited returned a result well ahead of budget.

Three matters remain unfinished, and we record them plainly. The next stage of housing at Te Puna Wai has not moved, and no resolution has yet been reached with the Uri Working Group. Our operating model still buys in capability rather than growing it within our own whare, and the Board has yet to resolve that question. And the arrangements that give mana whenua a voice in local government are now genuinely uncertain, threatened by legislation and by proposals to amalgamate councils across the region.

None of these is a reason for discouragement. Each is simply the work in front of us. In the coming year we will complete the establishment of the Mātai Moana Charitable Trust and begin

its hundred-year vision, release and implement the Mātiu Spatial Plan, hold the Crown to the commitments made at the Accord, work toward a resolution at Te Puna Wai that our uri can accept, resolve the operating model and appoint our Pou Ārahi, and begin telling the Taranaki Whānui story in our own words.

Everything recorded in this report is held on behalf of people who are not yet born. That is the measure that matters, and it is the question Te Rautaki 2040 puts to every Board, every committee and every uri who carries this kaupapa forward:

He aha tā tātou ki te whakawhanaketanga o ngā uri? What is our contribution to the prosperity of our people?

To our Trustees and directors, to our komiti and kaimahi, to our whanaunga entities and our marae, to our partners in the Crown, the councils and the Department of Conservation, and above all to the uri of Taranaki Whānui at home and across the world — thank you for the work of this year.

Ko te pou o te whare, ehara i te tangata kotahi. He rāranga, he hononga, he manaaki.

The pou of the house is not one person; it is woven, connected, sustained by many.



TE PŪRONGO Ā-TAU

Annual Report 2025 – 2026

**TARANAKI WHĀNUI KI TE UPOKO O TE IKA
PORT NICHOLSON BLOCK SETTLEMENT TRUST**