

Te Ao Māori

TRENDS AND INSIGHTS

March 2018

CHAPMAN
TRIPP 



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Te Ao Māori – Trends and Insights

Tēnā koutou katoa.

Iwi and Māori are expressing ourselves and our values in all spheres of development – personal, whānau, organisational, community, national, and international.

Kaitiakitanga, manaakitanga and other Māori concepts are becoming part of everyday Aotearoa New Zealand life. Our communities are growing, and our own internal diversity is being explored.

Challenges to our identity remain significant. The physical environment is pressured by climate change and pollution. The social fabric is stretched with intergenerational education, employment, health and incarceration issues. Our spiritual awareness, depth of reo fluency, and marae are in various states. While Crown-Māori and Council-Māori relationships are yet to be optimised, New Zealand businesses and philanthropy are steadily embracing the view that Māori are a turnkey component of national success.

Māori organisations are embarking on initiatives to deliver more meaningful outcomes for the majority of their members. Technology, young people, wāhine, wellbeing and enterprise are at the centre of these. Transparency and responsible investment, operations and distribution are standard expectations.

Genuine collaboration with one another, and those who share the same vision for Aotearoa New Zealand will recognise that, over the long-term, these organisations will primarily be facilitators rather than providers.

This publication provides a platform for discussion – how some Iwi and Māori organisations will provide for their people in 2018 and beyond – and outlines some tangible benefits for whānau members. The trends identified by Chapman Tripp in this publication, and their insights into Te Ao Māori, evidence to me that there has never been a better time to be Māori.

Kia mau, kia ita, ita ita! Mau tonu!



Tama Potaka
Senior Advisor, Te Kaitiaki Tahua Penihana
Kaumātua o Aotearoa
The New Zealand Super Fund

Mr Potaka is from Ngāti Hauiti, Whanganui/Ngāti Rangi, Mōkai Pātea, and Taranaki, and has strong connections to Ngāti Tūwharetoa and Ngāti Raukawa.

“This publication provides a platform for discussion – how some Iwi and Māori organisations will provide for their people in 2018 and beyond.”

2018 and beyond: more tangible benefits for iwi members and their whānau

The Māori economy has powered its way beyond \$50 billion and increasingly powerful and influential iwi corporates are extending their investment into social initiatives of direct benefit to their members – leadership development, housing, insurance, and savings schemes.

The tide is beginning to turn, as large iwi begin to invest more heavily in their people, using a more diverse range of initiatives. Iwi organisations as a collective will soon be delivering a broader range of programmes to a broader range of their membership.

The fact that Māori are a young population (one in three Māori are 15 or younger), is a force for modernisation and means that iwi must stay ahead of new communication and digital technologies.

There is an increasing acceptance of the fundamental elements of Māori culture – in particular, the acknowledgement of taonga in the law and the normalisation of te reo in the business world.

As all these themes come together in the coming years, iwi members will begin to see more and more tangible benefits for themselves and their whānau.

Major trends we expect to see this year and beyond are:

- large and medium-sized iwi will implement more expansive social benefits programmes, particularly in areas of housing, health and savings
- more businesses likely to have dedicated te reo teachers and tikanga consultants to upskill and educate staff on Te Ao Māori
- iwi will pave the way for authentic social enterprise leadership
- once all settlements are completed, hopefully in the next three-to-five years, the Office of Treaty Settlements will evolve into a Ministry focused on honouring existing settlements and collaboration with Māori
- iwi and hapū will use technology to engage with a broader base of members, which will increase engagement and resonate with under 30s, and
- the concept of legal personality will not be limited to the significant environmental tūpuna of those iwi that are yet to settle. Instead, it will be replicated across other environmental areas in New Zealand and could form the basis of contemporary Treaty claims as the Crown grapples with “ownership” of natural resources.

Social investment – early beginnings

“Even though we are able to acknowledge the milestones that have been achieved over the last two decades, we are acutely aware of the length and breadth of the road that lies before us to support the goal of tino rakatirataka of our whānau.”



Hana O'Regan
General Manager, Oranga
Te Rūnanga o Ngāi Tahu

Re-investing in people

Ngāi Tahu and Waikato-Tainui are now heavy-hitters in the iwi financial portfolio space, with a combined asset base close to \$3 billion. As their asset holdings continue to grow, they and other iwi are beginning to diversify into social investment opportunities for iwi members.

This includes initiatives in housing, insurance, savings and the development of future leaders. These expensive and expansive programmes are just the beginning of what we expect will be the future of iwi re-investment in their whānau.

Housing

In 2016, Ngāi Tahu moved three earthquake-affected houses to Addington, Christchurch and renovated them to provide modern, comfortable homes for iwi members. The project was completed in partnership with the Rātā Foundation and Te Puni Kōkiri. Community social housing provider Comcare is responsible for managing and tenancing the houses.

Ngāi Tahu has also investigated a shared-equity home ownership pilot which, at completion, would support a further 15 whānau into home ownership.

Last year, a whānau of 19 moved into a new eight bedroom papa kāinga home in Ngāruawāhia, with the support of Waikato-Tainui.

The Turner Whānau Papakāinga Development received \$450,000 from the Māori Housing Network through Te Puni Kōkiri, which was launched in 2015. The funding granted to the papa kāinga home was part of a \$32 million push to increase the supply of affordable homes.

Last year, Ngāti Whātua Ōrākei built 30 affordable, medium-density homes on the Ōrākei ridge-top under its Kāinga Tuatahi communal housing scheme, a programme which included underwriting mortgages to help whānau get into their own property.

Access to decent and affordable housing for iwi members is also a priority for Waikato-Tainui and Ngāti Porou, both of which are providing home ownership workshops to educate members on how to raise a deposit, source funds from Kiwisaver and engage in the real estate market place.



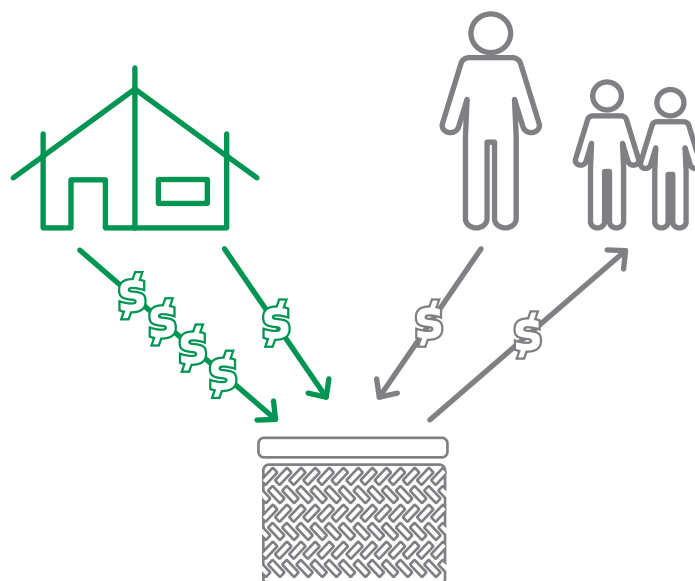
Social investment – early beginnings *(continued)*

Governance

Iwi have always recognised that their rangatahi (youth) are the future of their iwi so have invested in financial assistance for tertiary education. There has been a focus on governance training as part of broader succession planning for iwi boards.

Some iwi, like Ngāti Awa, have instituted associate-director roles for members to gain experience on boards, without exposing them to the obligations and liabilities of a full director role. Ngāi Tahu has also instituted a programme called Manawa Titī, which seeks to harness the skills of formal and informal leaders through three two-day wānanga.

We expect associate-director programmes will play a significant role in iwi corporate governance in the very near future.

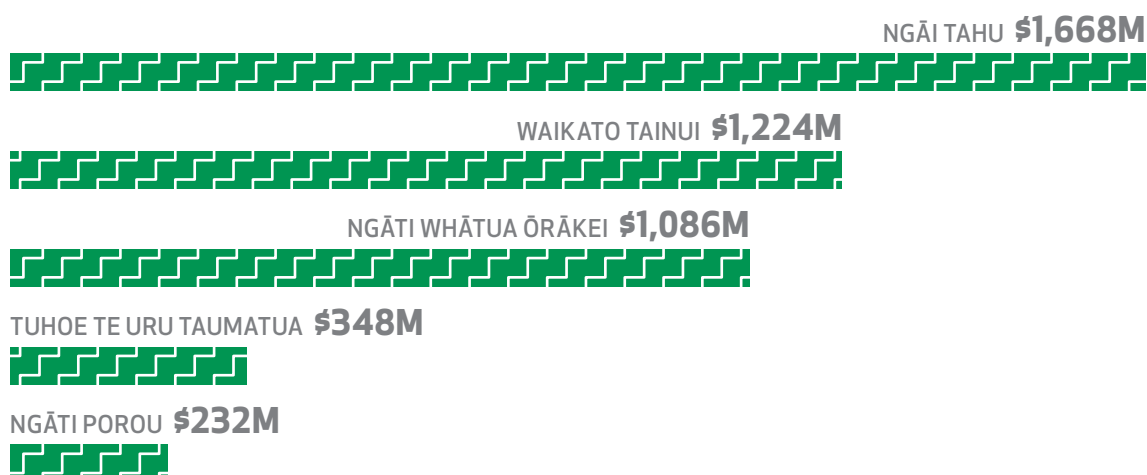


Savings schemes

Ngāti Whātua Ōrākei has just completed a number of roadshows throughout Aotearoa to inform whānau of the Toi Tupu savings and investment scheme which will be available for all hapū members. Ngāi Tahu is looking at incorporating a KiwiSaver component into its successful iwi savings scheme, Whai Rawa.

Both of these schemes will be expensive for their respective organisations. But long-term investment in people and their financial security and financial literacy will reap rewards for these iwi and their members.

Top 5 Iwi by total assets



Social investment – early beginnings *(continued)*

“This is a hugely significant opportunity for our hapū. For Ngāti Whātua Ōrākei to be in a position to offer private health insurance demonstrates our desire to look at innovative ways of delivering tangible benefits for whānau, and supports our commitment to our vision of Kia Rere Aorangi te Kāhu Pōkere ki ngā taumate tiketike.”



Marama Royal
Chairperson
Ngāti Whātua Ōrākei Trust

Insurance

Ngāti Whātua Ōrākei has joined with nib New Zealand to provide free health insurance to hapū members. If everyone joins, the deal will cost the iwi about \$3 million a year.

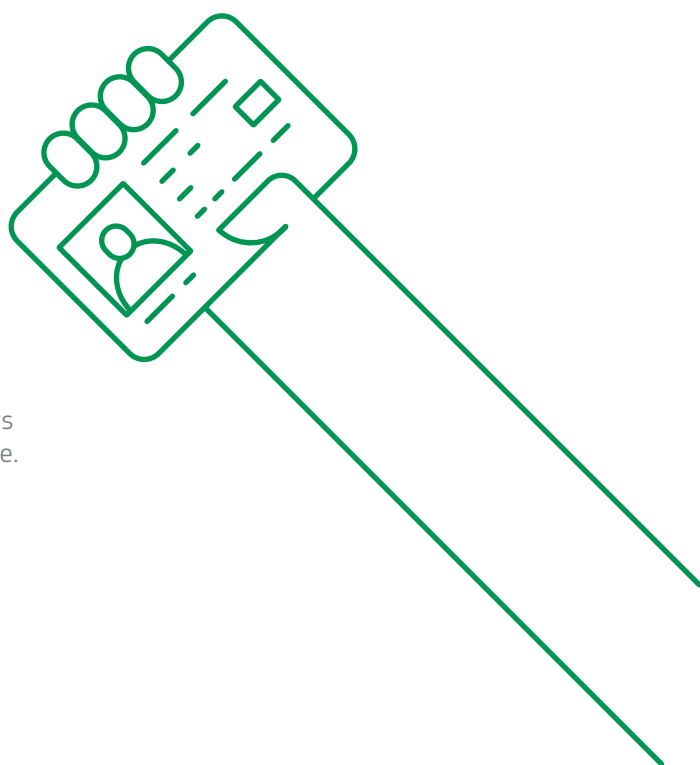
We understand that Ngāi Tahu has also been investigating the option of an iwi-supported health insurance scheme. They have also committed to establishing a Takiauē (funeral) fund in 2018 for its members.

We think that these types of initiatives will prove popular and be taken up by other iwi in the near future.

Other benefits

Ngāti Kahungunu has launched a funeral package for its members through an agreement with Simplicity Bereavement Services in Hastings. This will reduce the burden of expensive funerals and allow Kahungunu descendants to access a complete service from pick-up to burial for \$4,025.

Waikato-Tainui provides a 50% Driver Licence subsidy on a Class 1 Learner Car Licence for its members. It also offers a discount off the cost to attend a defensive driving course.



Te reo making itself heard

Learning te reo Māori has never been more popular. Beginner courses at Te Wānanga o Aotearoa are full until September 2019. At Unitec Institute of Technology, there is a waiting list of 200 people. These enrolment numbers show that students and employees, see the value in learning te reo, and this demand is also translating into the corporate world.

Te Reo in the corporate world

The *Te Wiki o Te Reo Māori Language awards*, held late last year, had more than 100 people and organisations nominated; a record since the awards started in 2004.

The Māori Language Commission's chief executive, Ngahiwi Apanui, said the awards illustrate the dedication and enthusiasm of so many people to the revitalisation of our indigenous language.

Apanui told media it was amazing to see the strength and range of corporate support for revitalisation.

"There's an increasing sense that te reo Māori is good for identifying your business as committed to New Zealand, authentic and customer focused."

Winners of last years' *Te Wiki o Te Reo Māori Language awards* included:

- Disney for their work with the Matewa Trust for the Māori language version of the movie, *Moana*
- Fletcher Construction for its Kāpiti roading signage
- Stuff for its introduction of tohutō (macrons) across all its platforms, and
- Vodafone and Google for developing better pronunciation of Google Maps.



“There’s an increasing sense that te reo Māori is good for identifying your business as committed to New Zealand, authentic and customer focused.”

Te reo making itself heard *(continued)*

Business is starting to get it

Mercury chief executive Fraser Whineray has said publicly that speaking te reo is culturally and commercially beneficial for businesses, like Mercury, that work in the natural resources field. Whineray encourages other chief executives to “give it a good nudge” because the language is “part of who we are as New Zealanders”.

Fonterra has its own waiata (song), titled Ka Puāwai, and has begun rolling out free te reo lessons to all employees.

Sir Pita Sharples encouraged the use of te reo and tikanga Māori in international trade and diplomacy in his capacity as Māori Affairs Minister and noted that our Asian trading partners place a high value on etiquette and cultural expression.



Demand for professional te reo teachers and translators is increasing as government agencies, councils and businesses seek to increase their fluency through wānanga, language classes, bilingual publications, and marae visits.

Some major organisations have created dedicated roles to provide internal te reo and tikanga expertise and resources to staff and many more are actively recruiting for the new generation of ‘bilingual graduates’.

Tikanga observances such as the use of whakatau (formal welcomes) karakia (ritual prayer) and mihi (speeches of acknowledgment) have become commonplace in the meeting room. This will likely involve the recruitment of a dedicated consultant or business development manager to act as advisor and co-ordinator of free te reo lessons.

Social businesses in Te Ao Māori

“A social enterprise is one that is commercially sustainable but with a focus on delivering a positive social impact – in our case, providing healthy school lunches for school kids who would otherwise go without and enabling them to learn. Someone once told me that ‘in order to be a socialist, you must be a capitalist’ – and I think that is particularly fitting with the concept of social entrepreneurship.”



Lisa King
Founder
Eat My Lunch

Iwi to create authentic social enterprise leadership

The continued growth of the Māori asset base should, over time, lead to better outcomes for Māori in the health, education and housing sectors.

More generally, it has the potential to produce a culturally-rich economy in which te reo and tikanga have a place in the daily life of all New Zealanders – businesses included.

A horizon beyond profit

One of the best things about iwi investment is that it does not centre on purely profit-driven decisions. Iwi don't just invest for return. Most have cultural, sustainability and social objectives as well.

These include principles of kaitiakitanga (guardianship, stewardship), manaakitanga (supporting people) and taonga tuku iho mō ngā uri whakatipu (guardianship of resources for future generations).

But, while Māori businesses demonstrate many of the values of social enterprise, we are yet to see investment in business models that are solely created for a public or environmental good. We expect to see that soon.



KAITIAKITANGA



MANAAKITANGA



TAONGA TUKU IHO MŌ
NGĀ URI WHAKATIPU

Social businesses in Te Ao Māori *(continued)*

The spark of an idea

Nobel Laureate Professor Muhammad Yunus pioneered the micro financing of Bangladesh's poorest and most vulnerable citizens, especially women.

He found by releasing their entrepreneurial impulse, marginalised communities were empowered and generational cycles of poverty could be broken.

In 2017, Yunus gave a key note speech at Waipapa Marae and iwi leaders from all around New Zealand came to hear his message of social entrepreneurship. This aligns perfectly with iwi business and its cultural mandate.

Most economies seek to drive economic development from the top down, starting at a governmental or tribal level, but the success of initiatives working from the bottom up is truly impressive.

Current state of play

Iwi are faced with balancing the long-term growth of assets "mo nga uri whakatipu" (future generations), and paying dividends for the current generation. This tension manifests itself in decisions between how much money is spent on cultural revival and wellbeing versus how much is reinvested for financial growth.

Post Settlement Governance Entities (PSGEs) have to balance their commercial arm – which includes management and administration of assets and commercial activities of subsidiaries – with the needs of their people, or their community arm. This could include charitable purposes: tikanga, reo, kawa and korero, and community facilities. Other factors that are taken into account include appetite for risk and expectations of – and accountability to – iwi and hapū members.

As established PSGEs have grown their asset bases, they are increasingly focused on how they can provide social and affordable housing in a heated market, how they can make the best use of under-used and/or landlocked Māori land, whether or not to make cash distributions, and – if so – how to structure them.

We anticipate iwi investing more in social enterprises in the very near future. We also expect iwi to start looking at how they can marry financial and cultural objectives into a single business idea.

“We anticipate iwi investing more in social enterprises in the very near future.”

Māori and the Crown – timeless relationship enters new phase

The rules of engagement between Māori and the Crown are anchored in the Treaty of Waitangi and – to that extent – are timeless. But the relationship which sits on top of the Treaty is a creature of historical circumstance, so has a past, a present and a future.

Kelvin Davis sees his Crown/Māori Relations portfolio as very much “about the future” in contrast to the Minister for Treaty of Waitangi Negotiations role (now held by Andrew Little) which is about “righting the wrongs” of the past.

The threshold event will be the conclusion of the 30-year-settlement process triggered by the power given to the Waitangi Tribunal in 1985 to consider Crown actions dating back to the signing of the Treaty in 1840.

This has been a cathartic experience for all parties and has been transformational for Aotearoa, but it has necessarily been focused on grievance. The opportunity the Minister is looking at now is to move to a post-grievance mode based on partnership.

Canada, under Justin Trudeau, has embarked on a similar journey to build a new relationship with indigenous people by creating a legal framework to guarantee the rights of indigenous people in all government decisions.

“In the spirit of genuine partnership, I want to find out what Māori see the relationship (and portfolio) as encompassing.”



Hon Kelvin Davis
Minister for Crown/Māori Relations,
Corrections, and Tourism

The path from here

How the transition can be achieved and what the destination might look like will depend on the outcome of consultations Kelvin Davis will be holding over the coming months with national Māori organisations, rūnanga, hapū and rangatahi.

At the time of publication, preparations were still being developed but Davis was clear in response to questions from Chapman Tripp that he will be approaching the consultation with an open mind and open ears.

“It’s not a case of the Crown telling Māori what the nature of the relationship is, which has happened too often in the past. In the spirit of genuine partnership, I want to find out what Māori see the relationship (and portfolio) as encompassing. While Māori will have different views, I expect themes will emerge from the hui that will be fed into determining the portfolio and my work programme.”

On the institutional structure, he said he would not be looking at setting up a separate Ministry but at ensuring a coherent and consistent approach to Māori issues across government.

A key part of what Davis sees as his brief is to manage “the 7000 or so commitments” agreed in Treaty settlements and to ensure that they are honoured, in other words, moving the dial from the redress of grievance to the enforcement of good faith.

Treaty settlements 2020 deadline still on

Labour-led government adopts 2020 target

Minister for Treaty of Waitangi Negotiations, Andrew Little, has adopted the 2020 deadline inherited from National for the settlement of all claims, but is not guaranteeing that it will be met.

"I'm still working to that target. I think it's a stretch to reach but, if we don't, it won't be long after that before we can actually say we've dealt with the Treaty claims aspect. Then it's about what the future relationship looks like," Little told *The National Business Review* last month.

He is right to seek some wriggle room because the history is of shifting parameters and targets unmet.

National set an end date of 2014 in 2008 then moved it out to 2017, and finally to 2020.

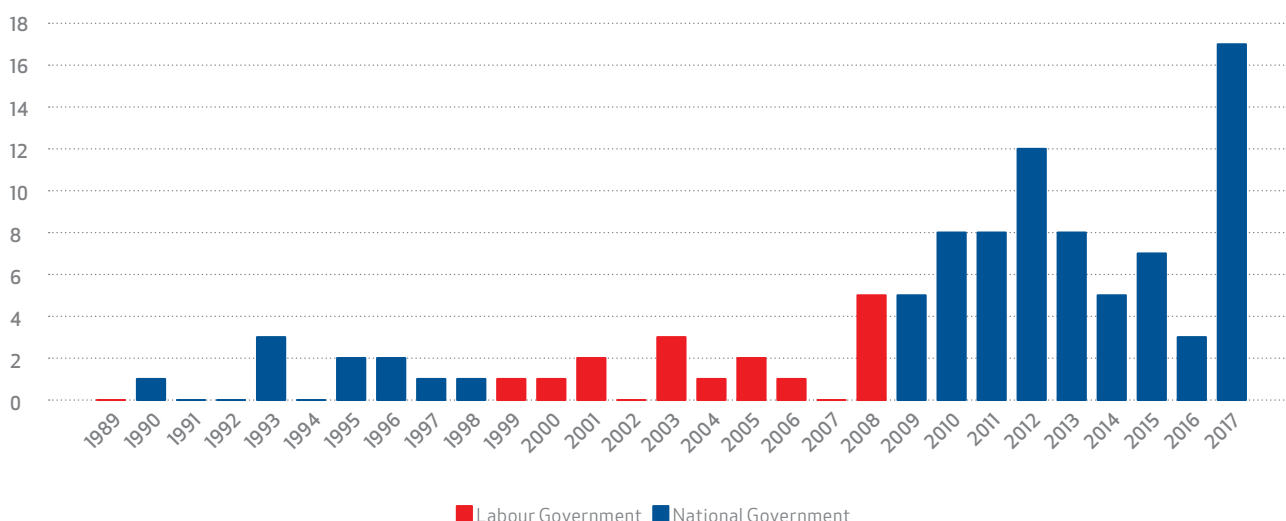
Despite this delay, National achieved significant momentum over the course of its nine years in office, hitting an all-time record with 17 Deeds of Settlement signed in its last year.

Little will be keen to maintain this pace and the signs from the government's early performance are promising. Little has taken several hui with Ngāpuhi over the summer, and the Prime Minister showed willingness by spending nearly a week at Waitangi. Also, Little is coming into a job which is very nearly done.

We expect that as Little continues to push forward with settlements, the issue of cross-claim disputes will linger while government policy remains confused.

Settlement progress to date

Deeds of Settlement signed



Treaty settlements 2020 deadline still on *(continued)*

Office of Treaty Settlements

The Office of Treaty Settlements estimated at the end of 2017 that settlements had been signed with 61% of all expected groups. This means those iwi or 'naturally-large groupings' have signed a Deeds of Settlement with the Crown and are awaiting legislation to give effect to their settlement.

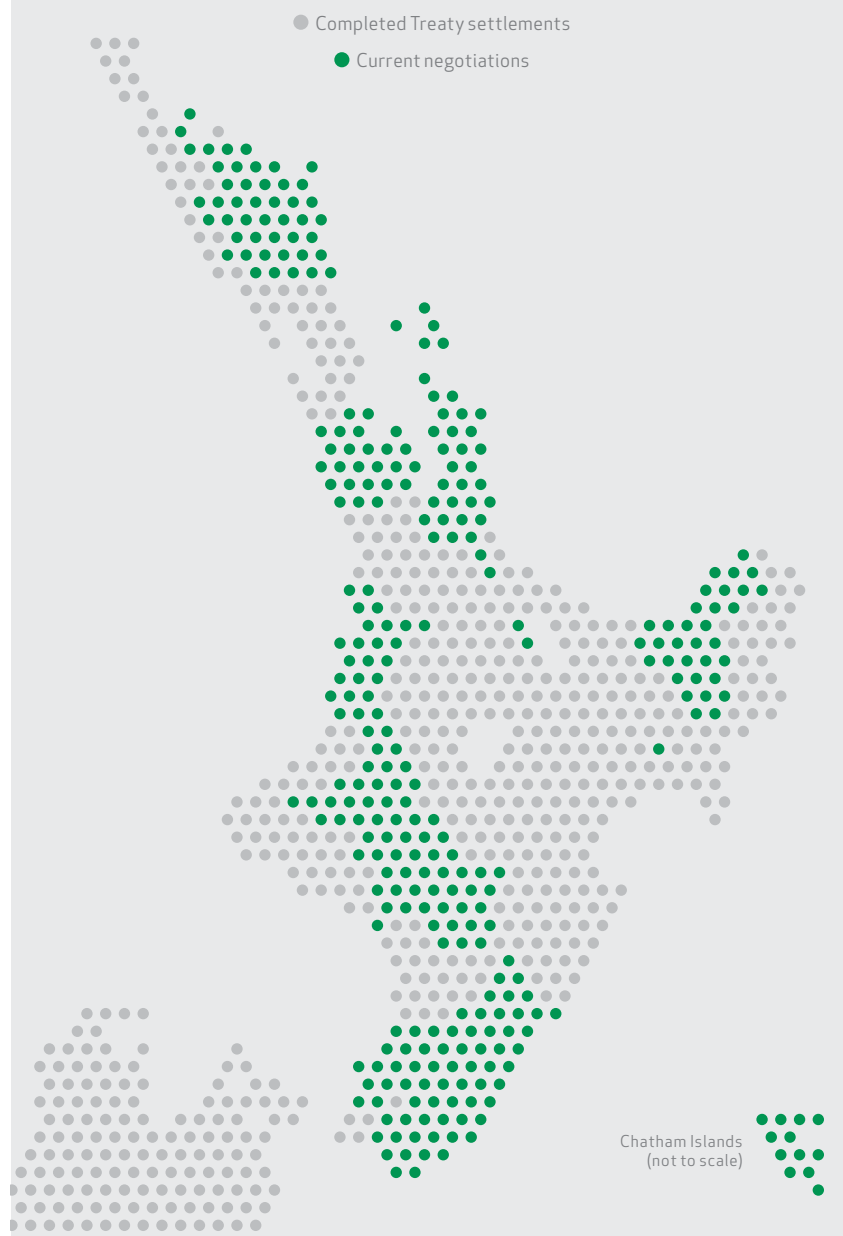
This can take up to a year or more, depending on a multitude of factors.

Pay-outs of \$190 million and \$180 million respectively were also made to iwi giants Waikato-Tainui and Ngāi Tahu under the relativity or 'ratchet clauses' designed to ensure that settlements remain proportionate throughout the settlement process.

These payments were not the first they have received under the ratchet mechanism and won't be the last as the system allows for a catch-up every five years. Ngāpuhi is expected to achieve anywhere from \$250 million to \$500 million in its settlement. Waikato-Tainui can expect a 17% share of that and Ngāi Tahu a 16.1% share, together with a proportion from any other future settlements.

Progress Map

The map below provides an overview of the areas where Treaty settlements have been completed and areas currently subject to negotiations or preparing for negotiations.



Digital innovation in Te Ao Māori

Around one third of Māori are aged 15 years or younger. This young population makes for a heavy representation of tech-savvy rangatahi who have grown up in the age of social media, on the right side of the digital divide.

In response, iwi governors are “getting with the programme” and using new technologies to communicate with their members and to share their history with the public.

Augmented reality app

Ngāti Whātua Ōrākei have recently launched their Auckland Virtual Tours app, giving the 500,000 people who visit Bastion Point each year the chance to take an interactive self-guided tour. The app – which is available in English, Māori, and Mandarin – overlays digital 3D images and information on to the physical world so that tourists and whānau alike can appreciate the historical and cultural significance of Bastion Point.



Ngāti Whātua Ōrākei were also the first iwi to get their own geofilter (special overlays or graphics) from Snapchat.



Iwi engagement app

Ngāti Maniapoto has developed an app for their whānau to engage with their iwi and whakapapa, and to keep up to date with news about the iwi and about the settlement process. They can also login to see their own iwi details.

Maniapoto Māori Trust Board Trustee, Haylee Putaranui, hopes that iwi members who have not yet registered with the iwi will soon be able to do so directly online in the app and then use it to stay connected with their iwi.



Silicon Valley Boot Camp

This July, a group of Ngāi Tahu rangatahi (youth) Year 9 and 10 students will attend a science, technology, engineering and mathematics boot camp in Silicon Valley, California. Chosen for their innovativeness and creativity, they will take part in design workshops and meet leaders from companies like Google and Facebook.

Ngāi Tahu is hoping this experience will create opportunities for whānau to prosper in the digital world.

“One of our constant focuses and challenges is communication; all forms of it and how to do that best to cater for all. Our app is one of our solutions so that if our people only have this one touch point with our iwi, then it will be an interactive and interesting experience. With our people spread across the world, having an app is a no brainer for us.”

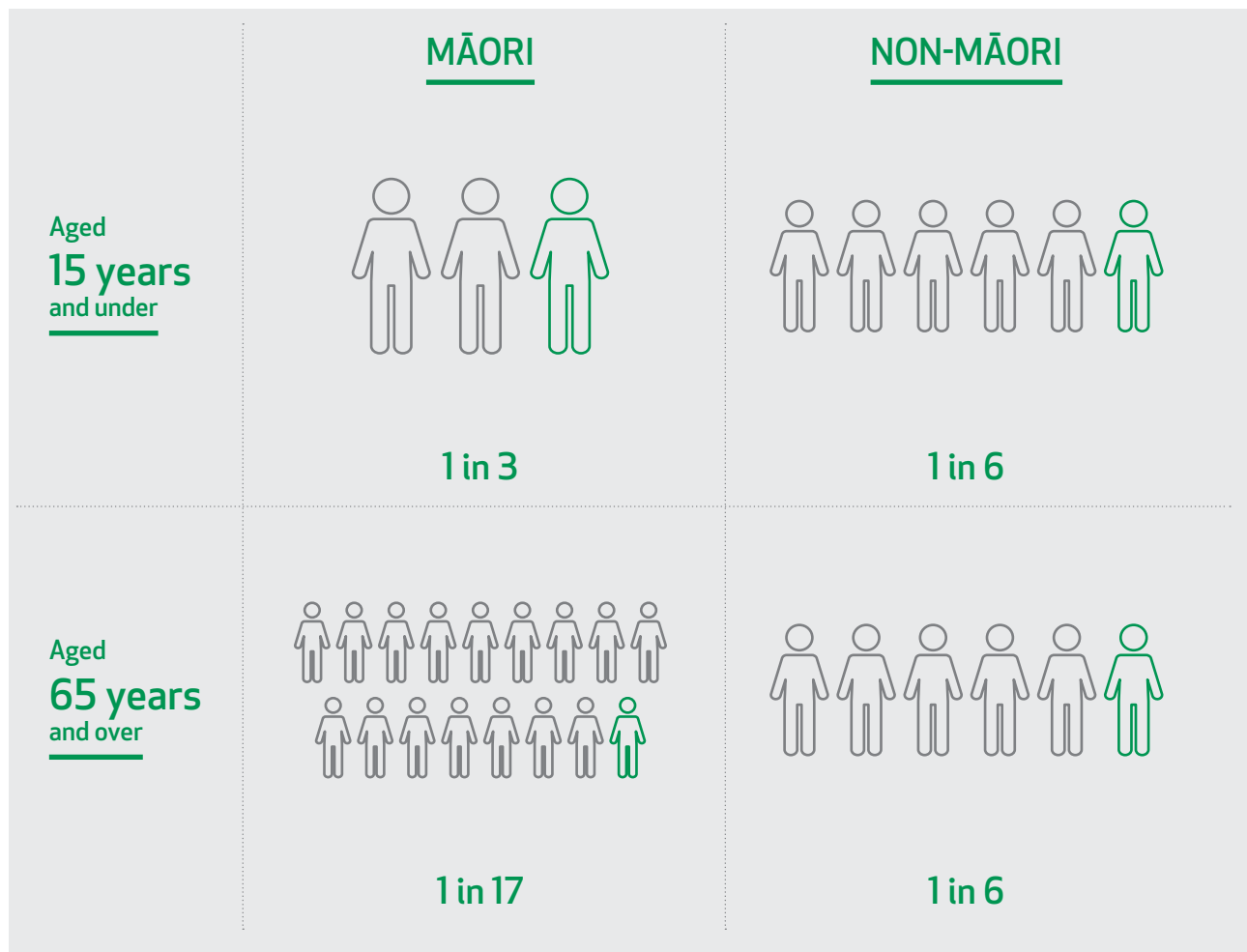


Haylee Putaranui
Trustee
The Maniapoto Māori Trust Board

Meeting the communications challenge

As iwi enter a more distributive phase, issues of engagement with the wider whānui will become increasingly important if the programmes on offer to members are going to get the best pick-up.

We expect governors will target the under 30's demographic, being by far the largest, and will look to technological innovations to ensure good reach with this audience. Already many iwi have significantly upgraded their websites and we think the development of further iwi-specific apps will be the next step, very soon.



Taonga personified in the law

Ngāi Tūhoe broke new ground when Te Urewera National Park was recognised as a legal person in their treaty settlement in 2014. Whanganui iwi followed suit in 2017 with Te Awa Tupua (the Whanganui River).

In December 2017, the government signed a Record of Understanding with Taranaki iwi in which Taranaki Maunga (Egmont National Park) would also receive legal personality, indicating that the concept will feature in further settlements if the context justifies it.

So what does it mean?

Te Urewera, Te Awa Tupua, and – soon – Taranaki Maunga, have all the rights, powers, duties and liabilities of a legal person. They are owned by no-one, and co-managed by Crown and iwi representatives. This represents a significant step for environmental law: natural bodies can sue and be sued.

The effects of legal personality are already becoming evident. Iwi have implemented sustainable models in the management of these legal persons. Tūhoe, for example, has worked with Opus Wellington to

trial a tall pitch oil resin for binding gravel roads in Te Urewera. This resin is to be used in place of less environmentally friendly bitumen.

Te Uru Taumatua (governing entity for Te Urewera) chairman Tamati Kruger has said, “we have spent a lot of effort and time really considering issues the world is concerned about, like our connection with nature and the earth.” He emphasised the tribe’s “sense of belonging and connection with Te Urewera”.

“This represents a significant step for environmental law: natural bodies can sue and be sued.”



Taonga personified in the law *(continued)*

Wider application to come?

We expect that the successful management of Te Urewera, Te Awa Tupua and Taranaki Maunga, will increase the likelihood of legal personality becoming a management tool in other environmental areas. We envisage that other taonga, such as Aoraki to Ngāi Tahu or Tongariro to Tūwharetoa could be possible candidates for this same recognition in the future.

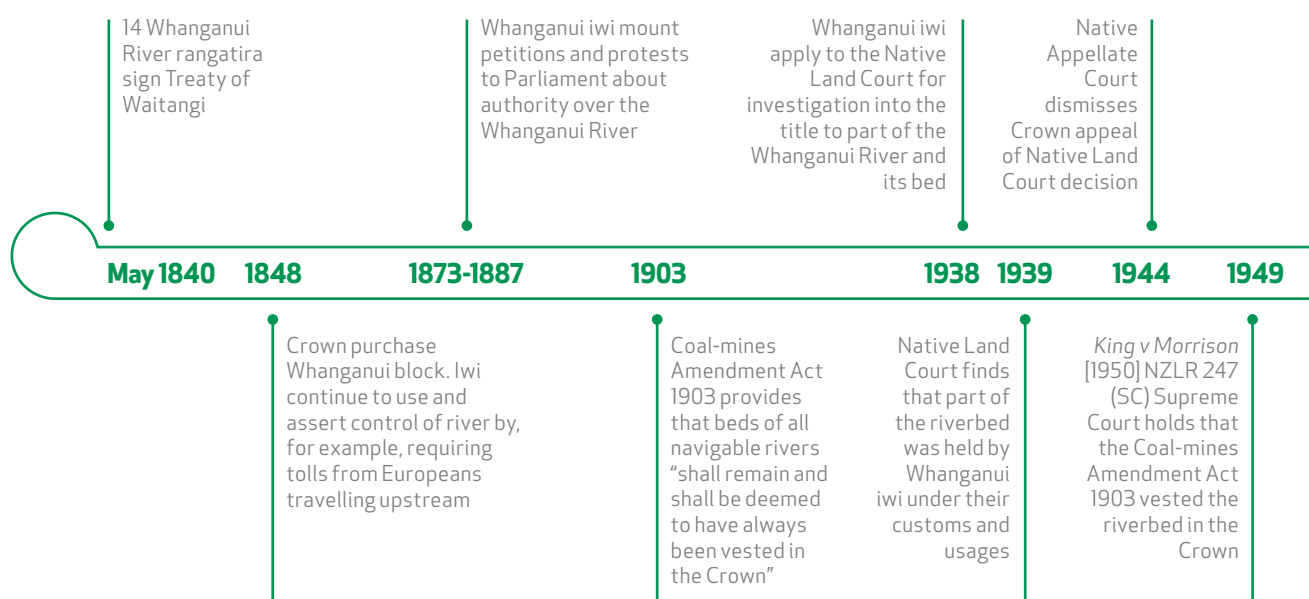
This is in line with the growth of the international ‘rights of nature’ movement. The movement advocates a transition from seeing nature as property to a subject deserving moral and legal recognition in itself. Wider use of the legal personality concept would also allow the Crown to sidestep uncomfortable ownership issues.

“The notion of legal personhood jolts us from complacency as a country and reminds us that Māori have cared for and know well these lands for hundreds of years.”



Professor Jacinta Ruru
Raukawa, Ngāti Ranginui, Ngāti Maniapoto
University of Otago / Co-Director Ngā Pae o Te Māramatanga

Snapshot of the legal history of the Whanganui River



Chapman Tripp's Te Waka Ture team

E anga whakamua ana te waka – Forging a new path

Te Waka Ture, Chapman Tripp's Māori Legal Group, specialises in providing commercial legal advice to iwi, hapū, Māori landowners, Māori businesses, and those looking to work with them, focusing specifically on:

- post-Treaty settlement transactions and initiatives
- joint ventures, and
- collective iwi arrangements.

As a substantial business, Chapman Tripp also takes responsibility to give back into the wider community.

Te Waka Ture regularly undertakes pro bono work in order to assist iwi groups, Māori land trusts, and other Māori organisations with promoting and achieving their objectives.

We also teach the iwi governance course (at undergraduate and masters level) at the University of Auckland's Law School, where Nick Wells, Chapman Tripp's Hoa Rangapū Whakarae (chief executive partner) is an adjunct professor.

By drawing on our expertise and experience, our core team of iwi-focused lawyers can assist iwi and Māori organisations to maximise their commercial assets and to roll out initiatives for whānau which achieve their social and cultural objectives as well.

“Te Waka Ture is an innovative approach by a large New Zealand law firm to meet the growing needs of organisations. They are professional and offer sound legal advice. A lasting partnership with Chapman Tripp will help us to achieve our tribal aspirations of growing a prosperous, vibrant and culturally strong iwi.”



Parekawhia McLean
formerly CEO and now Chair
of Te Whakakitenga o Waikato

Te Waka Ture's recent highlights

We have advised:

Ngāti Whātua Ōrākei on:

- the development and implementation of its post-settlement structure
- its interests in the Tamaki Collective, a settlement between the Crown and a number of Auckland-based iwi and hapū who have cross claims in the Tamaki Makaurau area
- their health insurance scheme and savings and investment scheme for hapū members
- their affordable and social housing initiatives, the legislative framework (including with respect to charities) and changes under the Social Housing Reform and structuring requirements

Te Whakakitenga o Waikato on:

- a range of governance issues including its governance review process and the rewrite of its rules
- their affordable and social housing initiatives, the legislative framework (including with respect to charities) and changes under the Social Housing Reform and structuring requirements

- the Rights of First Refusal mechanism under the Waikato Raupatu Claims Settlement Act 1995 and the statutory interpretation issues which arose between that Settlement Act and the Public Works Act

Ngāi Tahu on:

- their acquisition of Go Bus (one of New Zealand's largest public transport operators) for \$170m, in partnership with Tainui Group Holdings
- Kerepeti, a new housing development at Hobsonville Point in Auckland, that is being funded by Ngāi Tahu Property, NZ Super Fund and New Ground Capital

Ngāti Whātua o Kaipara on:

- their rights under the Woodhill Forest Crown Forest Licence (CFL), including negotiations with TPL 3 Limited (the licensee) over the rent review provisions of the CFL
- negotiations with Matariki to enter into a new joint venture over the Woodhill forest land to apply as TPL 3 Limited exits from the forest under the CFL

Ngāti Porou on:

- its forestry activities (including carbon leasing)
- the establishment of the Miere LP
- general commercial advice

Te Rūnanga ā Iwi o Ngāpuhi and Ngāpuhi Asset Holding Company Limited on:

- potential PSGE structures
- general corporate governance advice, including assistance around charitable and public benefit issues

The **Iwi Collective Partnership (ICP)**, a consortium of 12 iwi, on:

- the establishment of limited partnership joint ventures for the aggregation of fishing Annual Catch Entitlement (ACE), and

Te Tii (Waitangi) B3 Trust on:

- commercial structure and lending arrangements to protect whenua while growing pūtea.



Te Waka Ture primary contacts



NICK WELLS – HOA RANGAPŪ WHAKARAE
CHIEF EXECUTIVE PARTNER
Māori Law
T: +64 9 357 9004 M: +64 27 449 0041
E: nick.wells@chapmantripp.com



TE AOPARE DEWES – HOA RŌIA KAITIRIWĀ
SENIOR ASSOCIATE
NGĀTI POROU, NGĀTI RANGITIHI, NGĀTI WHAKAUE
Māori Law
T: +64 9 358 9839 M: +64 27 209 0810
E: teaopare.dewes@chapmantripp.com



JUSTIN GRAHAM – HOA RŌIA MATUA
PARTNER
Litigation & dispute resolution
T: +64 9 357 8997 M: +64 27 209 0807
E: justin.graham@chapmantripp.com

Chapman Tripp's Te Waka Ture team



GRAEME OLDING – PARTNER
Tax
T: +64 9 357 9259 M: +64 27 591 6103
E: graeme.olding@chapmantripp.com



GREER FREDRICSON – SENIOR ASSOCIATE
Corporate & Commercial
T: +64 9 358 9815 M: +64 27 205 7560
E: greer.fredricson@chapmantripp.com



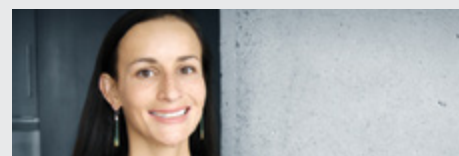
JAI NARIO – SENIOR ASSOCIATE
Tax
T: +64 9 357 9621 M: +64 27 350 9209
E: jai.nario@chapmantripp.com



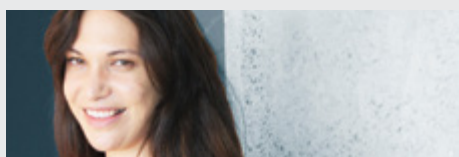
GEREMY HEMA – MĀTANGA HĀPAI
MĀORI CONSULTANT
TE RARAWA | NGĀTI PAOA
T: +64 9 358 8467
E: geremy.hema@chapmantripp.com



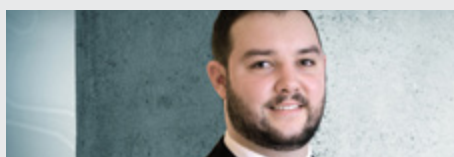
RACHAEL JONES – RŌIA
SOLICITOR
NGĀTI KAHUNGUNU | NGĀTI RAKAIPAKA
Litigation & dispute resolution
T: +64 9 357 9693
E: rachael.jones@chapmantripp.com



BRIAR PEAT – RŌIA
SOLICITOR
NGĀTI RANGIWEWEHI | NGĀTI WHAKAUE
Corporate & Commercial
T: +64 9 357 9036
E: briar.peat@chapmantripp.com



ROIMATA MITCHELL – RŌIA
SOLICITOR
RANGITANE | NGĀTI KAHUNGUNU
Finance
T: +64 9 357 9003
E: roimata.mitchell@chapmantripp.com



LIAM STONELEY – RŌIA
SOLICITOR
NGĀI TAHU
Corporate & Commercial
T: +64 9 357 8985
E: liam.stoneley@chapmantripp.com



KATE ROBERTS-GRAY – RŌIA
SOLICITOR
NGĀTI POROU
Tax
T: +64 9 357 9509
E: kate.roberts-gray@chapmantripp.com

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UCKLAND

23 Albert Street
PO Box 2206, Auckland 1140
New Zealand

T: +64 9 357 9000
F: +64 9 357 9099

WELLINGTON

10 Customhouse Quay
PO Box 993, Wellington 6140
New Zealand

T: +64 4 499 5999
F: +64 4 472 7111

CHRISTCHURCH

60 Cashel Street
PO Box 2510, Christchurch 8140
New Zealand

T: +64 3 353 4130
F: +64 3 365 4587

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