



**Crown Forestry Rental Trust**  
Business Plan *1 April 2009 - 31 March 2010*

# Directory

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## Executive Summary

The Crown Forestry Rental Trust (the Trust) is an independent organisation with three Maori and three Crown appointed Trustees.

The key purposes of the Trust are the investment of rental proceeds from the Crown forest licensed land and administering the interest earned from those investments. The Trust applies the interest to assist eligible Maori claimants in the preparation, presentation and negotiation of claims involving crown licensed land before the Waitangi Tribunal and Office of Treaty Settlements.

The Trust is not the only Treaty settlements funding agency. The government also plays a role in directly funding claims via the Office of Treaty Settlements. Support is also provided by other government agencies including Te Puni Kokiri and more recently the Treasury.

The Trust has forecast the year ahead using the best information available. The Trust has met with the Office of Treaty Settlements and the Waitangi Tribunal to examine the prospects for the year ahead and has collated all of the data which it believes represents a fair picture heading forward.

The Trust has historically projected a greater spend than anticipated. A number of factors have contributed to this, including claimant preparedness and a realignment of Crown priorities.

The Trust has adopted a more responsive approach to its funding criteria in order to keep pace with significant progress in the settlements area. However the Trustees still require firm business cases and analyses before committing Trust funding to claimant groups.

The Trust funds and supports eligible claimant groups by;

- Providing advice on matters concerned with the Waitangi Tribunal process or settlement negotiations managed by the Office of Treaty Settlements.
- Funding specific settlement related activities necessary to engage in these process
- Planning and funding research required to support claimants' claims.

For the year ending 31 March 2010 the Trust is expecting to receive \$20.7 million in income associated with the investments held:

These funds will be applied as follows:

- \$42.1 million on direct claimant costs; that is, direct funding to claimant groups, research and mapping projects;
- \$3.0 million in indirect claimant costs;
- \$5.6 million on corporate and administrative support;

This will result in a projected net operating deficit of \$30.0 million and will be funded from the Trust's Retained Earnings of \$144.1 million which is available to support claimants in future years.

The amount predicted to be spent on direct claimant assistance is totally dependant on progress within the claimant groups and other outcomes beyond the direct control of the Trust.

As at 30 September 2008, the total forest rental proceeds held in trust amounted to \$509.385 million, and retained earnings totalled \$139.695 million. The Trust's investment strategy provides for maximising interest income and future cash flow requirements along with applying prudence in stewardship and risk mitigation strategies safeguarding the Trust's capital is of paramount importance, as is ensuring that sufficient operational cash flow and funding are available when settlements are reached.

## CE Message Business Plan 2009-10

The Trust's 2009-10 work-plan represents the Trust's priorities for the year ahead. Input from our regional staff has been critical in gaining an understanding of claimants' preparedness to proceed with Treaty settlements. We have also sought input from our related sector agencies. However, as the sector is largely driven by political imperatives, the Trust expects that some realignment will be experienced as a result.

During the earlier part of this year I accompanied the new Minister of Treaty Settlements on a whistle-stop trip around the country. The trip was intended to allow the Minister to familiarise himself with the many claimants in settlement negotiations and their settlement issues.

The year 2009-10 brings with it an increasingly gloomy economic outlook for the economy as the world begins to calculate the costs of living beyond its means for the past five years. The government has signalled that a collective tightening of the belts is required, and the impact this has on the availability of human and financial resources in our sector will be critical to the Trust's ability to maintain progress.

The government has identified 2014 as the deadline for the settlement of all historical Treaty of Waitangi claims. The current economic forecast and the lack of human capacity and resources within the sector make this target an extremely ambitious one.

Increased efficiency in the use of resources and a committed approach by all sector agencies will be necessary to address the 2014 settlement deadline. In particular, Treaty sector agencies will need to develop a collaborative approach to ensure that claimant groups understand each agency's roles and responsibilities in the process. It will also be important to ensure that agencies across the sector continue to share information relating to groups (where appropriate) so that clear and consistent messages can be delivered.

In working towards the 2014 goal, the Trust in particular faces a number of challenges. In order to be eligible for Trust funding, groups must have claims which involve, or could involve, Crown forest licensed land. This means that some regions include both groups which are eligible for Trust funding, and groups who are not.

### Trust Deed

A key issue for the Trust is ensuring that claimants and Treaty sector agencies have an understanding of the Trust and the constraints arising from the Trust Deed. For example, the Trust is unable to provide funding for activities undertaken prior to Trustee approval. This can be problematic for groups seeking assistance and can leave them initially 'out of pocket'. Better information-sharing between the Office of Treaty Settlements and the Trust on priorities for engagement with claimants has reduced the risk of this occurring.

In practical terms, the funding milestones in the Trust's funding contracts are usually time-specific and tied to the completion of negotiation milestones. This means that the Trust needs to be advised of changes early by groups and/or the Office of Treaty Settlements when timeframes have changed, to ensure that variations to Trust contracts can be made in a timely manner and groups maintain continued access to funding.

### Specialists

Every claimant group will require expert advice at some point to assist their negotiations, particularly in the areas of negotiation strategy, historical research, and legal and economic advice. The Trust commissions historical research and mapping to support claimant groups in the settlement process. The limited pool of specialists qualified and available to undertake this work is a constant challenge faced by the Trust. Information-

sharing between sector agencies of the content of their work-plans will assist in prioritising the work commissioned by the Trust.

Notwithstanding the challenges it has identified, the Trust is committed to respond to all changes to the settlement work programme to meet claimants' needs quickly and efficiently.

### Waitangi Tribunal

The Tribunal is currently assessing the more than 1,800 historical claims that were filed before the 1 September 2008 deadline. Undoubtedly there will be new work emerging from the plethora of paperwork once the Tribunal has completed its assessment and allocated its resources accordingly.

### The regions

Progress toward settlement in the regions is going to be largely dependant on where each region is sitting on the Government's priority list. This year we expect significant movement in direct negotiations with the Te Tau Ihu, far North and East Coast regions.

We anticipate supporting a number of groups which are currently engaged in the Waitangi Tribunal process. These include the Whanganui District Inquiry, hearings in Northland from October 2009, casebook completion for the East Coast District Inquiry, casebook preparation in Te Rohe Potae District Inquiry, and the commencement of conferencing in Taihape ki Kapiti.

On 1 July 2009 the Trust will transfer more than \$290m to the Central North Island Iwi Collective, effectively closing a chapter in their settlement journey. For some of the groups it will mark the end of the Trust's client-funder relationship with them. We wish all of those groups the best as they navigate their new self determining course ahead.

### Staffing

During the past year the Trust has undertaken a robust recruitment process and has invested in developing and growing its own staffing resource. The Trust is in a healthy position to respond to claimant demand and take a leadership role within the Treaty sector.

The Trust's staff are suitably qualified and take their responsibilities very seriously. They are guided by the Deed which sets the Trust's funding parameters at a governing level. Often they are dealing with multiple claimant groups and, inevitably, even factions within those groups.

I commend our staff, who dedicate themselves to assisting claimant groups to reach critical milestones on their collective settlement journeys. It is not an easy task but it is a definitely rewarding one.

### Conclusion

This business plan presents a comprehensive work plan for the Trust.

Leadership continues to be the key driver for claimant organisations while the Crown's willingness to engage remains the critical element in forging ahead with progress.



Ben Dalton  
CHIEF EXECUTIVE

## Statement of Intent

### **CROWN FORESTRY RENTAL TRUST 2009 – 2010**

#### **OUTCOME STATEMENT**

*Ownership of all Crown forest land is resolved by 2014.*

#### **VISION**

The Trust is recognised by claimants and the Crown as a professional and valued organisation in the Treaty settlement process.

#### **MISSION**

The Trust assists claimants to resolve claims over Crown forest land.

#### **PURPOSE**

To deliver to Maori claimants as per the obligations under the Crown Forestry Rental Trust Deed.

#### **ROLE**

The Trust assists Maori to prepare, present and negotiate settlements of Treaty claims that encompass in part or in whole Crown forest licenced land.

## Key Result Areas

### KRA 1: Responsiveness to Claimants

Ensure claimants are ready when engaging with the Crown in the Treaty settlement process. To be effective, the Trust will adapt, according to their ability, the way it assists and supports claimants, to prepare, present and negotiate in the settlement process.

The Trust will:

1. Ensure eligible claimant groups receive high quality and timely advice through the settlement process.
2. Ensure that claimant groups receive accurate and timely information on any changes in policies and procedures of the Trust.
3. Provide clearly presented, easily understood and relevant guidelines on claimant eligibility and funding criteria.
4. Provide funding to eligible claimants to enable them to engage effectively with the Crown.
5. Negotiate and contract research in line with claimants' requirements.
6. Ensure claimants receive high quality historical research that is responsive to claimant requirements and robust under scrutiny.
7. Provide timely information/advice on the contract and audit requirements for funding.
8. Make payments to claimants promptly and in accordance with terms of contracts.

### KRA 2: Financial Integrity

Under the terms of its Deed, the Trust is to invest rental monies in government bonds and short-term deposits with registered banks in order to meet its commitments to claimants. Proper accounting records are kept and financial statements comply with accepted accounting practices.

The Trust will ensure that:

1. Forestry rentals are invested in accordance with the Trust Deed and the Trust's Investment Strategy.
2. All contracts with claimant groups are within the Trust's policy and procedures guidelines.
3. Claimant groups are informed of their contractual reporting requirements and responsibilities.



4. All contracts are monitored for adherence to policy, quality and effectiveness.
5. Adequate cash-flow is available which will allow funding support to claimants and payment of settlements to beneficiaries of Crown Forestry Rental funds.
6. All Trust expenditures are within current policies and guidelines.
7. Financial reports comply with relevant legislation.
8. Accurate and relevant monthly financial reports are available to Trustees to enable informed decision-making.

### **KRA 3: Organisational Effectiveness**

The Maori and Crown Appointors need assurances of the Trust's effectiveness. Trust staff play an integral part in delivering the Trust's obligations under the Deed and providing support to claimants with Crown forest licensed land to engage effectively with the Crown. All Crown agencies and Maori claimants understand the role that the Trust plays in the Treaty settlement sector.

The Trust will:

1. Assist and support current and prospective claimant groups to engage effectively in Waitangi Tribunal hearings or the negotiations process of the Office of Treaty Settlements.
2. Ensure Trustees receive advice and support to enable effective engagement with claimant groups.
3. Consult with the Office of Treaty Settlements and the Waitangi Tribunal and other agencies to ensure alignment of respective work programmes.
4. Undertake regular reviews of the Trust's policies on eligibility, funding criteria and benchmark costs.
5. Implement the Trust's Business Plan.
6. Ensure that all staff are equipped with competencies and skills commensurate with job descriptions.
7. Provide, through electronic and print media, easily accessible and understood information on the role of the Trust and how it assists claimants through the Treaty settlement process.
8. Ensure the Board of Trustees receives high quality and timely advice to enable informed decisions for Trust business operations.





# Appendices

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# OVERVIEW FOR BUSINESS PLAN 2009/2010

## The Trust's Work Programme

The Trust provides assistance in four key areas.

1. The Trust's Relationship Managers provide up to date *information* to claimants on the settlement process and the key requirements of both the Waitangi Tribunal and the Office of Treaty Settlements.
2. The Relationship Managers broker *relationships* between the claimants and the Crown.
3. The Relationship Managers provide advice on the Trust's funding requirements. They also provide the *interface* between the Trust and its clients, ensuring that Trustees are informed with 'on the ground' intelligence.
4. The Trust also provides *assistance with research services* and funding. The Trust works with claimants, claimant counsel and the Waitangi Tribunal and the Office of Treaty Settlement staff as appropriate to agree a programme of research which best reflects claimant needs and which will meet robust scrutiny.

**Appendix 1** sets out the activities claimants will be undertaking in each of the Districts in which the Trust will be active.

## Priorities for 2009/10

The Trust has established priorities for the 2009/10 year based on the anticipated work programme of the Waitangi Tribunal and the Office of Treaty Settlements and the Trust's own assessment of the readiness of claimants in engaging in the settlement process.

Given the active involvement by the Minister of Treaty of Waitangi Negotiations in early 2009 these priorities may change. It is not possible at this time for the Trust to determine whether new groups may require assistance or whether expected settlement milestones will be met more quickly by existing clients and/or groups. However, the Trust will ensure that it responds to all changes to the work programme quickly and efficiently to meet claimants' needs.

While the Trust can supply eligible and organised claimant groups funding to prepare for and undertake the settlement process, claimants are dependent upon the preparedness and resources of the Waitangi Tribunal and the Office of Treaty Settlements.



Without engagement with these agencies there can be no progress and ultimately no settlements.

The Trust needs to ensure that it is investing in outcomes which will progress and contribute towards settlement of claims involving Crown forest licensed land. Therefore the Trust must set priorities for the assistance it provides to claimants.

The Trust has arranged claimant groups into three priority categories as set out in Table 2: Priority Groups and Districts for 2009/10.

Districts and claimants in **Category A** are eligible, willing and organised. The Waitangi Tribunal and the Office of Treaty Settlements have engaged with them on an agreed goal, either to negotiate or to complete hearings. The Trust supports claimants by providing them with the following:

- Funding for Settlement Negotiations with the Crown (as per Trust policy).
- Funding for hearing preparation, presentation and hosting.
- Research and mapping services.

The Trust has allocated \$28.7m to support claimants in Category A.

Districts and claimants in **Category B** have indicated a willingness to enter either the Waitangi Tribunal hearings or settlement negotiations processes and are organising both themselves and the evidential base they need to engage the Crown. The Waitangi Tribunal and the Office of Treaty Settlements is engaged for these claimants in either recognition of a Deed of Mandate, or Terms of Negotiation. The Trust assists with the following:

- Research and mapping services toward the preparation of an evidential base.
- Relationship facilitation and brokering by assisting claimants to meet eligibility criteria.
- Information on the settlement process.
- Providing funding support to claimant groups.

The Trust has allocated \$9.8m to support claimants in Category B.

Claimants in **Category C** are either in between the Waitangi Tribunal and the Office of Treaty Settlements processes, lower down the Waitangi Tribunal or the Office of Treaty Settlements work priority list, or in the early stages of claim preparation. The Trust has allocated \$3.3m to support claimants in Category C. The Trust will continually monitor groups in this category, providing advice when required and reappraising their status as developments occur during the year.



# Projected Treaty Settlements 2009 – 2014

	Preparation	Hearings Complete	Deed of Mandate	Terms of Negotiation	Agreement in Principle	Draft Deed of Settlement	Settlement
PHASE	1.1	1.2	2.1	2.2	2.3	2.4	2.5
INDICATORS	Casebook complete	Hearings complete	Mandate plan approved by OTS. Deed of Mandate signed off by the Crown	Signed Terms of Negotiations. Negotiating Brief drafted	Agreement in Principle or Heads of Agreement. Draft Deed of Settlement	Deed of Settlement ratified by beneficiaries. Governance entity ratified by beneficiaries.	Forestry Asset Transfer

## CATEGORY A – WT

Whanganui Inquiry		2009					
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## CATEGORY A – SN

Te Hiku o te Ika Forum	See worksheet Pg. 23						
Te Aupouri						2009	2011
Te Rawara						2009	2011
Ngati Kahu						2009	2011
Te Runanga o Ngati Whatua					2010	2010	2011
Ngati Whatua o Kaipara ki te Tonga					2010	2010	2011
Te Kawerau a Maki					2010	2010	2011
CNI Iwi Collective							2009
Te Kotahi a Tuhoe					2009	2010	2011
Te Runanga o Ngati Whare					2009	2010	2009
Te Runanga o Ngati Manawa						2009	2009
Nga Hapu o Ngati Ranginui					2010	2011	2012
Ngati Makino						2009	2010
Nga Puna Wai o te Tokotoru					2009	2010	2009
Raukawa					2009	2010	2011
Te Runanga o Ngati Porou					2009	2009	2010
Turanga Manu Whiriwhiri						2009	2011
Ngati Pahauwera						2009	2010
Ngati Apa							2009
Tanenuiarangi Manawatu Inc.					2009	2010	2011
Ngati Toa Rangatira						2009	2010
TTKT Ltd						2009	2010
Kurahaupo Trust						2009	2010

## CATEGORY B – WT

Northland Inquiry	2010	2009-2011					
Te Rohe Potaie Inquiry	2010	2012					
East Coast Inquiry	2009						

## CATEGORY B – SN

Ngai Takoto				2009	2009	2010	2011
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
## CATEGORY C – WT


Taihape ki Kapiti Inquiry	2011	2012					
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

## CATEGORY C – SN



Ngati Kuri			2009	2009	2009	2010	2011
Hauraki			2009	2010	2011	2012	2013
Ngati Pukenga			2009	2009	2010	2011	2012
Ngai Te Rangī			2009	2009	2010	2011	2012
Ngati Rangitahi			2009	2009	2010	2011	2009
Ngati Whakaue			2009	2009	2010	2011	2009
Ngati Tuwharetoa			2009	2009	2010	2011	2012
Te Tira Whakaemi o Te Wairoa			2009	2010	2010	2011	2012
He Toa Takitini			2009	2010	2010	2011	2012
Ngati Hineuru			2009	2010	2010	2011	2012
Ahuriri			2009	2010	2010	2011	2012
Maunga Haruru Tangitu			2009	2010	2010	2011	2012
Kahungunu ki Wairarapa ki Tamaki Nui A Rua			2009	2010	2010	2011	2012
Rangitane ki Tamaki Nui a Rua			2009	2010	2010	2011	2012
Muaupoko			2010	2010	2011	2012	2012

### KEY:

 Dates yet to be confirmed

 Completed  
2009

 2010  
 2011

 2012  
 2013 +

# Priority Groups & Districts for 2009–2010

## Category A

These claimant groups and districts have been selected on the basis that they

- are currently in the Waitangi Tribunal hearings, *or*
- have hearings scheduled for 2009-2010, *or*
- have signed Terms of Negotiations and are in settlement negotiations with the Crown

A Group – Waitangi Tribunal	A Group – Negotiations	
<ul style="list-style-type: none"> <li>• Whanganui Inquiry District</li> </ul>	<ul style="list-style-type: none"> <li>• Te Hiku o te Ika Forum</li> <li>• Te Aupouri Negotiations Company Ltd</li> <li>• Te Runanga o Te Rarawa</li> <li>• Ngati Kahu</li> <li>• Te Runanga o Ngati Whatua</li> <li>• Kawerau a Maki</li> <li>• Ngati Whatua ki te Tonga</li> <li>• Ngati Ranginui</li> <li>• CNI Iwi Collective</li> <li>• Raukawa</li> <li>• Ngai Tuhoe</li> <li>• Te Runanga o Ngati Whare</li> </ul>	<ul style="list-style-type: none"> <li>• Te Runanga o Ngati Manawa</li> <li>• Ngati Makino</li> <li>• Ngati Rangiwewehi</li> <li>• Te Runanga o Ngati Porou</li> <li>• Turanga Manu Whiriwhiri</li> <li>• Ngati Pahauwera</li> <li>• Te Runanga o Ngati Apa</li> <li>• Te Runanga o Toa Rangatira Inc</li> <li>• Kurahaupo ki te Waipounamu Trust</li> <li>• Tanenuiarangi Manawatu Inc.</li> <li>• Tainui Taranaki ki te Tonga Ltd</li> </ul>

## Category B

These claimant groups and districts have been selected on the basis that they

- are organised to agree the research programme in preparation for Waitangi Tribunal hearings, *or*
- are scheduled for hearings in 2009-2010, *or*
- have formed a negotiating body, have a Deed of Mandate, and are progressing to Terms of Negotiation.

B Group – Waitangi Tribunal	B Group – Negotiations
<ul style="list-style-type: none"> <li>• Northland Inquiry Districts (Hokianga, Whangaroa, Bay of Island, Whangarei, Mahurangi &amp; Gulf Islands)</li> <li>• Te Rohe Potae Inquiry District (King Country)</li> <li>• East Coast Inquiry District</li> </ul>	<ul style="list-style-type: none"> <li>• Ngai Takoto</li> </ul>

## Category C

These claimant groups and districts have been selected on the basis that they

- are acknowledged as a large natural grouping by Office of Treaty Settlements, and are implementing their mandating strategy, *or*
- are not yet represented by mandated bodies recognised by the Crown, *or*
- are further down the Waitangi Tribunal hearing schedule.

C Group – Waitangi Tribunal	C Group – Negotiations	
<ul style="list-style-type: none"> <li>• Taihape ki Kapiti Inquiry District</li> </ul>	<ul style="list-style-type: none"> <li>• Ngati Kuri</li> <li>• Hauraki</li> <li>• Ngai Te Rangī</li> <li>• Ngati Pukenga</li> <li>• Ngati Rangitihī</li> <li>• Ngati Whakaue</li> <li>• Ngati Tuwharetoa</li> <li>• Te Tira Whakaemi o Te Wairoa</li> </ul>	<ul style="list-style-type: none"> <li>• He Toa Takitini</li> <li>• Maunga Haruru Tangitu</li> <li>• Ngati Hineuru</li> <li>• Ahuriri</li> <li>• Kahungunu ki Wairarapa ki Tamaki Nui A Rua</li> <li>• Rangitaane ki Tamaki Nui a Rua</li> <li>• Muaupoko</li> </ul>

## Income and Expenditure

The income projection takes into account a number of factors, such as:

- Current investment portfolio.
- Expected forest rental proceeds.
- Expected distributions of rental proceeds to confirmed beneficiaries.
- Expected cash surplus in current year's operations (activities for each of the Districts are presented in the Trust's District Plans - see Appendix I).
- Expected interest rates & their movements.

The interest earned from the Forestry Rental Proceeds held in Trust investments is accounted for as operational income and applied to assist claimant groups in the preparation and presentation of claims before the Waitangi Tribunal or settlement negotiations with the Crown which involve, or could involve, Crown forest licensed land and to cover the administration expenses of the Trust.

As at 28 February 2009, the total Forest Rental Proceeds held in Trust totalled \$517.6 million and the Retained Earnings totalled \$144.1 million. Income derived from these investments for 2009/10 is anticipated to be \$20.7 million.

In terms of activities and expenditure for the year ending 31 March 2010, the Trust is expecting to spend \$42.1 million directly with claimants, these costs being direct funding to claimant groups, research and mapping projects. Another \$3.0 million will be spent on indirect claimant costs, and \$5.6 million on corporate and administration support (see Consolidated Budget Appendices IIa - IIb). This will result in net operating deficit of \$30.0 million, which will be funded from the Trust's Retained Earnings of \$144.1 million.

## Risk Management

The Trust has identified a number of issues which may present a risk to the execution of the Trust's business plan for the 2009/10 year. These risks are grouped in two theme areas of the Trust's business.

*Risk Management for Business Plan 2009/10* presents the issues, risks to the operations of the Trust, and mitigation measures which the Trust has proposed. District Plans - Risk Management lists risks to claimants not achieving the 2009/10 objectives of the Trust's District Plans and mitigation measures which the Trust staff can employ to reduce these risks.



# Risk Management for Business Plan 2009/2010

Issue	Description of risk	Mitigation measures
<b>Trust Deed not aligned to Crown settlement process.</b>	WT does not determine Forest Specific Claims resulting in delays in settlement and increased costs to CFRT.	<ul style="list-style-type: none"> <li>• Liaise with WT and OTS to ensure that work programmes are aligned and implemented in the most efficient manner possible.</li> <li>• Trustees seek agreement on settlement process with Appointors</li> </ul>
<b>Change in Crown priorities and policies for Treaty settlements.</b>	OTS and WT's policies, processes and priorities change during the year and differ from CFRT's forward work programme, resulting in delays, increased costs and cross-claims.	<ul style="list-style-type: none"> <li>• Liaise closely with OTS and WT to ensure that changes to work programmes are signalled early.</li> <li>• CFRT Business Plan amended to align with new Crown policies and timetable.</li> </ul>
<b>Alternative settlement agreements based on direct engagement of claimants with the Minister of Treaty of Waitangi Negotiations.</b>	OTS and WT Work programme changes significantly due to arrangements and or agreements negotiated as a result of direct engagement by claimants with the Minister, resulting in a significant increase in the work load of Trust staff consequent delays in servicing to other claimant groups involved in other settlement activities.	<ul style="list-style-type: none"> <li>• Liaise closely and meet regularly with the office of the Minister in Charge of Treaty of Waitangi Negotiations and any of his nominated representatives.</li> <li>• Reschedule CFRT work priorities and resources to cater for increased work load and claimant demands.</li> <li>• Contract in specialist support to assist claimant groups or the Trust where demand requires.</li> <li>• Provide flexible funding models and processes within the bounds of the Trust Deed which allow claimants to put negotiated agreements with the Minister into action.</li> </ul>
<b>Lack of claimant capability.</b>	<p>Claimants lack governance and project management capability resulting in delays to settlement process.</p> <p>A significant increase in CFRT time and financial resources are required to bring claimants "up-to-speed".</p> <p>Category C claimant groups have variable willingness or capability to engage effectively in the Treaty settlement process.</p>	<ul style="list-style-type: none"> <li>• Provide for mentors/champions and assist claimants to build and purchase specialist advice to improve their capability.</li> <li>• Provide templates, advisory services and workshops focussing gaps in claimant capacity.</li> <li>• CFRT investigate other initiatives (Government and Maori Federation) which could assist and improve claimant capability.</li> <li>• Support specific initiatives which prepare claimants for engagement with the Crown or WT hearings process.</li> </ul>
<b>Variable quality of and funding applications.</b>	Funding applications delayed owing to poor information and supporting budgets.	<ul style="list-style-type: none"> <li>• Relationship Managers work alongside claimant group to improve funding applications.</li> <li>• CFRT to fund external contractors to assist groups through business planning and preparation of robust funding proposals.</li> </ul>
<b>Increased number of claimant groups in settlement negotiations with the Crown.</b>	CFRT staff capacity is overstretched in trying to meet claimant funding expectations (Board papers, contract preparation and monitoring, milestone payments and reports).	<ul style="list-style-type: none"> <li>• Early identification of shift in priority and settlement timetable.</li> <li>• Reset CFRT work priorities and resources to cater for increased work load and claimant demands.</li> </ul>



## District Plans - Risk Management

The table below describes the desired attributes of claimant groups that CFRT supports, possible risks to claimants not achieving the 2009/10 objectives for the district plans, and responses that Trust staff can employ to lessen the risks to the 2009/10 work programme.

Attributes of claimant groups	Description of risk	Responsive measures
Increased demand by claimants groups for funding.	Insufficient funds available to support claimants following transfer of accumulated rentals for CNI forest settlement and reduced income from bonds and short term interest rates derived from remaining funds held in Trust.	<ul style="list-style-type: none"> <li>Review CFRT's corporate costs.</li> <li>Review types of activities and funding levels that CFRT provides to claimant groups.</li> <li>Ensure that CFRT has adequate short-term cash investments to meet demands.</li> <li>Consider drawing on retained earnings to meet funding shortfall.</li> </ul>
Need to sustain claimant and agency contact.	Geographically spread claimant groups place large demands on staff and Trustees time. Lack of contact or ill-prepared messages to the various audiences can result in mixed messages and misunderstandings between claimants and the Trust.	<ul style="list-style-type: none"> <li>CFRT manages its claimant clients based on a prioritisation matrix of importance/urgency/influence and uses appropriate staff and Trustees to build relationships.</li> <li>CFRT ensures that consistent information about the Trust's business is presented through all media (written, oral and electronic).</li> </ul>
Lack of experienced staff/ succession planning.	CFRT has a small number of experienced staff who are stretched to full capacity as settlements activity increases. These same staff are called upon to train new staff and carry on with operations resulting in CFRT being vulnerable with stressed staff.	<ul style="list-style-type: none"> <li>Fill vacancy appropriately and as quickly as possible.</li> <li>Develop policies for succession planning and retention of corporate knowledge.</li> <li>Train and mentor new staff.</li> <li>Provide opportunity for all staff to participate in CFRT business and forward planning.</li> </ul>
District Plan achievement.	Various - see District Plan Risk. (Table 6)	<ul style="list-style-type: none"> <li>See District Plan Risk Mitigation Strategies. (Table 6)</li> </ul>
Trust's funding policies not understood by claimants groups.	Some work or advice unwarranted for settlement negotiations and/or advice not up to standard required for negotiations.	<ul style="list-style-type: none"> <li>Disseminate information about the Trust's funding policies and procedures widely.</li> <li>Establish processes to evaluate funding applications for specialist advisors.</li> </ul>
Claimant activities not directly relevant to claims on Crown forest licensed land.	Funding is applied to activities that are in breach of Trust Deed.	<ul style="list-style-type: none"> <li>Strictly adhere to provisions of the Trust Deed.</li> <li>Seek legal advice if in doubt.</li> </ul>
Claimant group is in WT inquiry area.	WT change priority of its inquiry areas. WT has delays in its timetables. Disagreement with claimants on the scope and extent of research requirements.	<ul style="list-style-type: none"> <li>Slow activities in District Plan, or revise claimant business plan (and contractual arrangements) to reflect new WT priorities.</li> <li>Maintain relationships.</li> <li>Ongoing facilitation to reach agreement.</li> <li>Fund essential research in short term.</li> </ul>
Claimant group is in direct negotiations with the Crown (OTS).	Negotiations are delayed until overlapping claims are resolved. Negotiations are delayed while the Crown reassesses its negotiating position or priorities for engagement.	<ul style="list-style-type: none"> <li>Maintain relationships with claimant group.</li> <li>Provide for mediation services if requested by claimant group.</li> <li>Determine what work can continue to be funded during hiatus period.</li> </ul>
Claimant group is the recognised Crown-mandated body by OTS.	Claimant group loses or relinquishes negotiation mandate.	<ul style="list-style-type: none"> <li>Assess whether change in mandate status is permanent and if so instigate claw-back provisions in contract.</li> </ul>

Attributes of claimant groups	Description of risk	Responsive measures
<p>Claimant group has management capability and established financial accountability structure in place (incorporated society, trust or company).</p>	<p>Unauthorised changes in lines of accountability resulting in financial exposure and uncertain delegations and responsibilities.</p>	<ul style="list-style-type: none"> <li>• Check that new accountability lines are in accord with rules of incorporation.</li> <li>• Insist that structure be in accordance with CFRT policy before funding is released.</li> <li>• Consider suspension of Approved Client status until group undergoes reassessment.</li> </ul>
<p>Claimant group has good governance and management structure underpinned by strong and stable leadership.</p>	<p>Unexpected change in leadership of Large Natural Grouping (LNG) or cluster. Change in senior management or loss of key staff. Inadequate skilled staff to support negotiation process.</p>	<ul style="list-style-type: none"> <li>• Check management structure is intact and gauge acceptance of leadership change.</li> <li>• Identify high risk claimants/providers and related contracts.</li> <li>• Active monitoring of contracts, identify issues and seek swift resolution to problems.</li> <li>• Ensure contract requires changes in management and/or governance structures to be reported to CFRT.</li> <li>• Consider suspension of Approved Client status until group undergoes reassessment.</li> <li>• Liaise with claimant group to address staff shortages.</li> </ul>
<p>Claimant group is a cluster representing a significant proportion of all potential claimants to Crown forest licensed land.</p>	<p>Breakdown in claimant group cluster resulting in uncertain representation in district and slowed progress.</p>	<ul style="list-style-type: none"> <li>• Assess whether breakdown is irreversible.</li> <li>• Advise WT and OTS of breakdown as they can sometimes broker reconciliation.</li> <li>• Instigate claw-back provisions in contract if new representative body cannot deliver work.</li> <li>• Consider suspension of Approved Client status until group undergoes reassessment.</li> </ul>
<p>Demonstrated need for research and mapping.</p>	<p>Significant research gaps identified by WT despite significant expenditure.</p>	<ul style="list-style-type: none"> <li>• Contingency in CFRT budget for unplanned research or reset expenditure priorities within district plan.</li> <li>• Keep WT informed of progress with research work.</li> </ul>
<p>Claimant group has robust financial accounting and reporting systems.</p>	<p>CFRT does not receive audited financial statements or progress reports.</p>	<ul style="list-style-type: none"> <li>• Closely monitor contract by RM/RF</li> <li>• Withhold milestone payments until financial statements and progress reports received.</li> </ul>
<p>Claimant body or group is seen by CFRT as cohesive.</p>	<p>Limited internal communications results in delays in Treaty settlement outcomes.</p>	<ul style="list-style-type: none"> <li>• Increase facilitation by CFRT relationship managers to support internal communications.</li> </ul>
<p>CFRT has good working relationship with claimant group/organisation.</p>	<p>Legal challenges have stopped or delayed work programme.</p>	<ul style="list-style-type: none"> <li>• Advise group that further funding will be withheld until issues are resolved.</li> </ul>



# District Plans

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**Business Plan 2009-2010**  
**12 February 2009**



## Category A – Waitangi Tribunal

### Whanganui Inquiry District

#### Situation

Whanganui Hearings commenced in August 2007 and all clusters have presented their evidence before the Waitangi Tribunal. The Tribunal will hear two weeks of Crown evidence in April and May 2009, Claimant closing submissions in October, Crown closing submissions in December, and Claimant responses in February 2010.

A Whanganui Project Facilitator appointed in August 2006 will continue to work with Whanganui clusters and claimants until the end of the inquiry.

#### Short Term Goal

To support Whanganui Claimants to complete the Whanganui Inquiry district hearings by February 2010.

#### Long Term Goal

To support the return of CFRT-held assets to Whanganui beneficiaries by 2014.

#### CFRT Activities 2009 – 2010

CFRT will support claimants involved in the Whanganui Inquiry by:

- Monitoring claims management contracts
- Contracting a host for each week of remaining hearings
- Monitoring activities via the District facilitator
- Supporting the claims process generically as necessary
- Providing a District facilitator to advise and assist claimants to present their claims

## Category A – Settlement Negotiations

Te Hui Topu o Te Hiku o Te Ika (The Forum)	
<b>Situation</b>	<p>The Forum was formed in 2008 to negotiate the Muriwhenua commercial settlement with the Crown, based on a similar model to the CNI Iwi Collective. The five member iwi are Te Aupouri, Te Rarawa, Ngati Kahu, Ngai Takoto and Ngati Kuri.</p> <p>While the Forum's intention is to settle the Aupouri forest by December 2009, three of the member iwi are currently in negotiations, with the remaining two iwi engaged in discussions with the Crown regarding their individual settlement negotiations.</p> <p>The Trust understands the Forum aims to sign Agreement in Principle by June 2009 and Deed of Settlement by December 2009.</p>
<b>Short Term Goal</b>	To support the Forum to sign an Agreement in Principle by August 2009 and commence Deed of Settlement negotiations.
<b>Long Term Goal</b>	To return CFRT-held assets to beneficiaries by December 2011.
<b>CFRT Activities 2009 – 2010</b>	<p>CFRT will support this group to:</p> <ul style="list-style-type: none"> <li>• sign Agreement in Principle</li> <li>• commence Deed of Settlement negotiations</li> </ul>

Te Aupouri Negotiations Company Ltd	
<b>Situation</b>	<p>Te Aupouri signed an Agreement in Principle in 2004. Formal negotiations with the Crown were hindered by the loss of elected negotiators and the lengthy time it took to elect new negotiators. Te Aupouri is a member of Te Hiku o Te Ika Forum.</p> <p>Te Aupouri aims to achieve a Deed of Settlement by December 2009.</p>
<b>Short Term Goal</b>	To support Te Aupouri to achieve Deed of Settlement by December 2009.
<b>Long Term Goal</b>	To return CFRT-held assets to beneficiaries by December 2011.
<b>CFRT Activities 2009 – 2010</b>	<p>CFRT will support this group to:</p> <ul style="list-style-type: none"> <li>• achieve Deed of Settlement</li> </ul>

### Te Runanga o Te Rarawa

#### Situation

Te Runanga o Te Rarawa signed an Agreement in Principle in September 2007. This was ratified in February 2008. Te Rarawa aims to achieve Deed of Settlement in 2009. Te Rarawa is a member of Te Hiku o Te Ika Forum. Te Rarawa should be in the final stages of negotiating Deed of Settlement by December 2009

#### Short Term Goal

To support Te Rarawa to achieve Deed of Settlement by December 2009

#### Long Term Goal

To return CFRTheld assets to beneficiaries by December 2011.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Settlement

### Te Runanga a Iwi o Ngati Kahu

#### Situation

Ngati Kahu's negotiations recommenced in May 2008, signing an Agreement in Principle in September 2008. Ngati Kahu aims to achieve Deed of Settlement in 2009. Ngati Kahu is a member of Te Hiku o Te Ika Forum.

#### Short Term Goal

To support Te Runanga a Iwi o Ngati Kahu to achieve Deed of Settlement in 2009 and ratification by December 2010.

#### Long Term Goal

To return CFRTheld assets to beneficiaries by June 2011.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Settlement

Te Runanga o Ngati Whatua
<b>Situation</b>
Te Runanga o Ngati Whatua signed Terms of Negotiation in October 2008. Ngati Whatua's Deed of Mandate was recognised in December 2008. Ngati Whatua aims to sign Agreement in Principle in 2010.
<b>Short Term Goal</b>
To support Te Runanga o Ngati Whatua to sign Agreement in Principle in 2010.
<b>Long Term Goal</b>
To return CFRT-held assets to beneficiaries by December 2011.
<b>CFRT Activities 2009 - 2010</b>
CFRT will support this group to: <ul style="list-style-type: none"> <li>• sign Agreement in Principle</li> <li>• complete research and GIS to support negotiations</li> </ul>

Ngati Whatua o Kaipara ki te Tonga
<b>Situation</b>
Ngati Whatua o Kaipara ki te Tonga achieved a recognised Deed of Mandate and signed Terms of Negotiation in 2008. Ngati Whatua aims to sign an Agreement in Principle in 2009.
<b>Short Term Goal</b>
To support Ngati Whatua o Kaipara ki te Tonga to achieve a recognised Deed of Mandate, and sign an Agreement in Principle in 2010.
<b>Long Term Goal</b>
To return CFRT-held assets to beneficiaries by June 2011.
<b>CFRT Activities 2009 - 2010</b>
CFRT will support this group to: <ul style="list-style-type: none"> <li>• sign Agreement in Principle</li> <li>• commence negotiating Deed of Settlement</li> </ul>

## Te Kawerau Iwi Tribal Authority

### Situation

Te Kawerau Iwi Tribal Authority achieved a recognised Deed of Mandate and signed Terms of Negotiation in 2008. Te Kawerau Iwi Tribal Authority aims to sign an Agreement in Principle in 2010.

### Short Term Goal

To support Te Kawerau Iwi Tribal Authority to achieve a recognised Deed of Mandate in 2009, and sign an Agreement in Principle in 2010.

### Long Term Goal

To return CFRT-held assets to beneficiaries by December 2011.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Mandate recognition
- sign Agreement in Principle

## Central North Island Iwi Collective

### Situation

The CNI Iwi Collective was established in October 2007 to negotiate for the Central North Island Crown Forest Licensed land on behalf of the Central North Island iwi involved. A Deed of Settlement was signed on 25 June 2008.

The CNI Iwi Collective is developing a Post Settlement Governance Entity for the receipt of Crown Forest Licensed land assets. These assets will be transferred, together with the accumulated rentals, on 1 July 2009.

The iwi involved in the CNI Iwi Collective are:

- Ngati Manawa
- Ngati Whare
- Te Pumautanga o Te Arawa
- Ngai Tuhoe
- Ngati Rangitahi
- Ngati Whakaue
- Raukawa
- Ngati Tuwharetoa

### Short Term Goal

Support the members of the CNI Iwi collective to establish Post Settlement Governance Entities.

To return CFRT-held assets to beneficiaries by 1 July 2009

### Long Term Goal

-

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- support the individual iwi of the CNI Iwi collective to establish Post Settlement Governance Entities
- receive CFRT-held assets

## Ke Kotahi a Tuhoe

### Situation

Te Kotahi a Tuhoe completed their Forestry Commercial Settlement package as a part of the CNI Iwi Collective on 25 June 2008. Te Kotahi a Tuhoe signed Terms of Negotiation with the Crown for the settlement of Ngai Tuhoe's comprehensive claims in July 2009. Te Kotahi a Tuhoe aims to sign an Agreement in Principle for the remaining components of their settlement and establish a Post Settlement Governance Entity by June/July 2009.

### Short Term Goal

To support the establishment of Te Kotahi a Tuhoe's Post Settlement Governance Entity.  
To support Te Kotahi a Tuhoe to sign an Agreement in Principle by June 2009.  
To return the CNI CFRT-held assets to beneficiaries by 1 July 2009.

### Long Term Goal

To return CFRT-held assets to beneficiaries by December 2010.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- establish a Post Settlement Governance Entity
- sign Agreement in Principle
- commence Deed of Settlement discussions
- complete Historical Account and GIS to support negotiations

## Te Runanga o Ngati Whare

### Situation

Ngati Whare completed their Forestry Commercial Settlement package as a part of the CNI Iwi Collective on 25 June 2008. Ngati Whare aims to sign an Agreement in Principle to complete the remaining components of their settlement negotiations, sign a draft Deed of Settlement, and establish a Post Settlement Governance Entity by June 2009.

### Short Term Goal

To support the establishment of Te Runanga o Ngati Whare's Post Settlement Governance Entity.  
To support Te Runanga o Ngati Whare to sign Agreement in Principle by April 2009.  
To support Te Runanga o Ngati Whare to achieve Deed of Settlement in 2010.  
To return CFRT-held assets to beneficiaries by 1 July 2009.

### Long Term Goal

-

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- establish a Post Settlement Governance Entity
- sign an Agreement in Principle
- achieve a draft Deed of Settlement for non-forestry components of their settlement
- complete the Historical Account and research to support negotiations

### Te Runanga o Ngati Manawa

#### Situation

Te Runanga o Ngati Manawa completed their Forestry Commercial Settlement package as a part of the CNI Iwi Collective on 25 June 2008.

Te Runanga o Ngati Manawa aims to achieve Deed of Settlement for the remaining components of their settlement and establish a Post Settlement Governance Entity by June 2009.

#### Short Term Goal

To support the establishment of Te Runanga o Ngati Manawa's Post Settlement Governance Entity.

To support Te Runanga o Ngati Manawa to achieve Deed of Settlement by June 2009.

To return CFRT-held assets to beneficiaries by 1 July 2009

#### Long Term Goal

-

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- establish a Post Settlement Governance Entity
- achieve Deed of Settlement for the non-forestry components of the group's settlement

### Te Roopu Whakamana Nga Hapu o Te Iwi o Ngati Ranginui

#### Situation

Te Roopu Whakamana Nga Hapu o Te Iwi o Ngati Ranginui achieved Deed of Mandate recognition and Terms of Negotiation in 2008 and aims to sign an Agreement in Principle by December 2010.

#### Short Term Goal

To support Te Roopu Whakamana Nga Hapu o Te Iwi o Ngati Ranginui to sign an Agreement in Principle by December 2010.

#### Long Term Goal

To return CFRT-held assets to beneficiaries by 2014.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- sign Agreement in Principle

## Ngati Makino Heritage Trust

### Situation

Ngati Makino signed an Agreement in Principle in October 2008. Ngati Makino aims to achieve Deed of Settlement and to establish a Post Settlement Governance Entity in 2009.

### Short Term Goal

To support Ngati Makino to achieve Deed of Settlement by October 2009.

### Long Term Goal

To return CFRT-held assets to beneficiaries by December 2011.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Settlement
- establish a Post Settlement Governance Entity

## Nga Puna Wai o te Tokotoru

### Situation

Nga Puna Wai o te Tokotoru is a collective comprising Ngati Rangiwewehi, Tapuika and Ngati Rangiteaorere established in February 2009.

Ngati Rangiwewehi and Tapuika have separate Crown-recognised mandates and have both signed Terms of Negotiation with the Crown in 2008. Ngati Rangiwewehi and Tapuika are in joint negotiations with the Crown and were working to achieve Agreement in Principle by the end of 2009. Ngati Rangiteaorere are working with the Crown to agree on a suitable mandate strategy.

### Short Term Goal

To support the establishment of Nga Puna Wai o te Tokotoru's Post Settlement Governance Entity  
 To support Nga Puna Wai o te Tokotoru to sign an Agreement in Principle by August 2009  
 To return CFRT-held assets to beneficiaries by 1 July 2009

### Long Term Goal

-

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- establish a Post Settlement Governance Entity
- sign an Agreement in Principle
- complete research and GIS to support negotiations

## Raukawa

### Situation

Raukawa completed their Forestry Commercial Settlement package as part of the CNI Iwi Collective on 25 June 2008. Raukawa aims to sign an Agreement in Principle for the remaining components of their settlement, including Historical and Cultural Redress and the remainder of the Commercial Settlement, and establish a Post Settlement Governance Entity by December 2009.

### Short Term Goal

To support the establishment of Raukawa's Post Settlement Governance Entity.  
To support Raukawa to sign an Agreement in Principle by December 2009.  
To return the CNI CFRT-held assets to beneficiaries by 1 July 2009.

### Long Term Goal

To return CFRT-held assets to beneficiaries by December 2010.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- establish a Post Settlement Governance Entity
- sign an Agreement in Principle
- achieve Deed of Settlement for the non-forestry components of the group's settlement
- complete Research and GIS to support negotiations

## Te Runanga o Ngati Porou

### Situation

Te Runanga o Ngati Porou achieved a recognised Deed of Mandate in April 2008. In October 2008, Te Runanga o Ngati Porou signed a High-Level Agreement as to quantum. Te Runanga o Ngati Porou aims to sign a second High-Level Agreement concerning the remaining components of settlement by May 2009.

### Short Term Goal

To support Te Runanga O Ngati Porou to sign an Agreement In Principle by May 2009, and an initialled Deed of Settlement by the end of 2009.

### Long Term Goal

To return CFRT-held assets to beneficiaries by 2010.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- sign a second High-level Agreement
- achieve an initialled Deed of Settlement
- ratify the initialled Deed of Settlement
- appoint District Facilitators to facilitate the engagement of Te Runanga o Ngati Porou with the current East Coast Clusters
- complete gap-filling Research and GIS to support negotiations

Turanga Manu Whiriwhiri
<b>Situation</b>
Turanga Manu Whiriwhiri signed an Agreement In Principle in August 2008. Turanga Manu Whiriwhiri aims to achieve an initialled Deed of Settlement by December 2009.
<b>Short Term Goal</b>
To support Turanga Manu Whiriwhiri to achieve an initialled Deed Of Settlement by December 2009 To support Turanga Manu Whiriwhiri to ratify Deed Of Settlement by April 2010
<b>Long Term Goal</b>
To return CFRT-held assets to beneficiaries by 2010.
<b>CFRT Activities 2009 – 2010</b>
CFRT will support this group to: <ul style="list-style-type: none"> <li>• achieve an initialled Deed of Settlement</li> <li>• ratify the initialled Deed of Settlement</li> </ul>

Ngati Pahauwera
<b>Situation</b>
Ngati Pahauwera signed an Agreement in Principle in September 2008 and aims to sign an initialled Deed of Settlement by June 2009. Ngati Pahauwera has established a Post Settlement Governance Entity to receive settlement assets.
<b>Short Term Goal</b>
To support Ngati Pahauwera to achieve an initialled Deed of Settlement by June 2009, and ratify the initialled Deed of Settlement by the end of 2009.
<b>Long Term Goal</b>
To return CFRT held-assets to beneficiaries by 2010.
<b>CFRT Activities 2009 – 2010</b>
CFRT will support this group to: <ul style="list-style-type: none"> <li>• achieve Deed of Settlement.</li> <li>• ratify Deed of Settlement</li> </ul>

### Te Runanga o Ngati Apa

#### Situation

Te Runanga o Ngati Apa signed a Deed of Settlement in October 2008, and are awaiting the legislation to complete the settlement. Te Runanga o Ngati Apa anticipate that the settlement legislation will pass into law in 2009.

#### Short Term Goal

To support Te Runanga o Ngati Apa to provide feedback and comment on the draft settlement legislation and attend the occasion of the passing of the legislation.

#### Long Term Goal

To return CFRT held assets to beneficiaries by December 2009.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- continue claimant activities until the legislation has been passed

### Tanenuiarangi Manawatu Incorporated

#### Situation

Tanenuiarangi Manawatu Incorporated signed an Agreement in Principle in 2008 and aims to achieve Deed of Settlement in 2009.

#### Short Term Goal

To support Tanenuiarangi Manawatu Incorporated to achieve a Deed of Settlement with the Crown by the end of 2009.

#### Long Term Goal

To return CFRT held assets to beneficiaries by December 2011

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Settlement.
- ratify Deed of Settlement

## Te Runanga o Toa Rangatira

### Situation

Te Runanga o Toa Rangatira signed an Agreement in Principle in February 2009 and aims to achieve a Deed of Settlement in 2009.

### Short Term Goal

To support Te Runanga o Toa Rangatira to achieve Deed of Settlement in 2009.

### Long Term Goal

To return CFRT held-assets to beneficiaries by 2010.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Settlement

## Tainui Taranaki ki te Tonga

### Situation

Tainui Taranaki ki te Tonga signed Agreement in Principle in February 2009 and aims to achieve a Deed of Settlement in 2009.

### Short Term Goal

To support Tainui Taranaki ki te Tonga to achieve Deed of Settlement by the end of 2009.

### Long Term Goal

To return CFRT held-assets to beneficiaries by 2010.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Settlement
- complete the Historical Account

## Kurahaupo Ki Te Waipounamu

### Situation

Kurahaupo Ki Te Waipounamu signed an Agreement in Principle in February 2009 and aims to achieve a Deed of Settlement in 2009.

### Short Term Goal

To support Kurahaupo Ki Te Waipounamu to achieve a Draft Deed of Settlement, complete ratification and signing of a Deed of Settlement by the end of 2009.

### Long Term Goal

To return CFRT held-assets to beneficiaries by 2010.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Settlement

## Category B – Waitangi Tribunal

### Northland Inquiry – Te Paparahi o te Raki

#### Situation

Te Paparahi o te Raki comprises five inquiry districts - Whangaroa, Hokianga, Bay of Islands, Whangarei, and Mahurangi & Gulf Islands.  
The Waitangi Tribunal has scheduled three weeks of hearings into Te Tiriti o Waitangi and Te Whakaputanga o Te Rangatiratanga o Niu Tirenī to commence in October 2009.

#### Short Term Goal

To support Te Paparahi o te Raki Claimants to complete three weeks of hearings by December 2009.

#### Long Term Goal

To return CFRT-held assets to beneficiaries by December 2014.

#### CFRT Activities 2009 – 2010

CFRT will support claimants involved in the Northland Inquiry by:

- Monitoring claims management contracts
- Contracting a host for each week of remaining hearings
- Complete the Northland Inquiry research programme and oral and traditional research projects

### Te Rohe Potae Inquiry District

#### Situation

The Claimants of the Te Rohe Potae Inquiry district are preparing for Waitangi Tribunal hearings.  
There are four clusters being supported to prepare their claims: Maniapoto ki te Raki, Maniapoto ki Waenganui, Maniapoto ki te Tonga, and Te Hauauru Claimant Collective.  
Other clusters expected to emerge are Hikairo ki Kawhia, Aotea/Whangaroa, Whanganui Northern Cluster-Te Rohe Potae, Ngati Haua, and possibly others.  
The Trust is currently providing research funding in order to assist with the completion of the casebook.

#### Short Term Goal

To support claimant groups with interests in Te Rohe Potae Inquiry District with claims preparation activities up to the commencement of hearings.

#### Long Term Goal

To support claimants groups to participate in Te Rohe Potae hearings before the Waitangi Tribunal by 2011  
To support Maniapoto claimants to commence settlement negotiations by 2013  
To support the return of CFRT-held assets to beneficiaries by 2014

#### CFRT Activities 2009 – 2010

CFRT will support claimants involved in the Te Rohe Potae Inquiry by:

- Supporting and coordinating claims management activities
- Progressing the District Research Programme
- Supporting Te Rohe Potae Claimant Groups to commence Oral and Traditional History scoping projects
- Providing a District facilitator to advise and assist claimants to cluster together, obtain Approved Client Status, make funding applications, and meet contract compliance requirements

## East Coast Inquiry

### Situation

The three East Coast clusters (Te Aitanga a Hauiti, Ruawaiipu Cluster, and Ngati Uepohatu) and Te Runanga o Ngati Porou are currently participating in the East Coast Research programme and aim to complete the East Coast casebook by August 2009.

### Short Term Goal

To support the current East Coast clusters and Te Runanga o Ngati Porou to complete their participation in the East Coast Research programme by August 2009.

### Long Term Goal

To return CFRT held assets to beneficiaries by 2011.

### CFRT Activities 2009 – 2010

CFRT will support the current East Coast clusters to finalise their participation in the East Coast research programme by:

- Supporting the completion of Oral and Traditional History Research Reports
- Supporting the completion of Technical Research Reports

## Category B – Settlement Negotiations

Ngai Takoto Research Unit
<b>Situation</b>
The Crown has recognised Ngai Takoto Research Unit as the body to represent Ngati Takoto in settlement negotiations. Ngai Takoto achieved a recognised Deed of Mandate in August 2008. Ngai Takoto is a member of Te Hiku o Te Ika Forum. Ngai Takoto aims to sign Terms of Negotiation in 2009 and Agreement in Principle by June 2010.
<b>Short Term Goal</b>
To support Ngai Takoto to sign Terms of Negotiation in 2009.
<b>Long Term Goal</b>
To return CFRT-held assets to beneficiaries by December 2011.
<b>CFRT Activities 2009 – 2010</b>
CFRT will support this group to: <ul style="list-style-type: none"><li>• sign Terms of Negotiation</li><li>• achieve Agreement in Principle and commence negotiating Deed of Settlement</li></ul>

## Category C – Waitangi Tribunal

### Taihape Ki Kapiti Inquiry District

#### Situation

The Waitangi Tribunal has recently proposed combining three districts (Taihape, Rangitikei Manawatu and Wellington Coast / Horowhenua) into a Taihape ki Kapiti Inquiry region. The Tribunal is convening a judicial conference in April 2009 to determine the state of claimant readiness to commence the Inquiry.

#### Short Term Goal

To monitor Waitangi Tribunal judicial conferences to determine the likelihood of the Inquiry commencing.

#### Long Term Goal

To return CFRT held assets to confirmed beneficiaries by December 2014.

#### CFRT Activities 2009 – 2010

CFRT will support claimants involved in the Taihape ki Kapiti Inquiry District by:

- Monitoring Waitangi Tribunal judicial conferences
- Supporting clients identified as consolidated or aggregated in the Inquiry to cluster together and gain CFRT Approved Client Status

## Category C – Settlement Negotiations

Ngati Kuri Trust Board
<b>Situation</b>
Ngati Kuri aims to achieve a recognised Deed of Mandate, Terms of Negotiation, and Agreement in Principle in 2009. Ngati Kuri is a member of Te Hiku o Te Ika Forum.
<b>Short Term Goal</b>
To support Ngai Takoto to achieve a recognised Deed of Mandate, Terms of Negotiation, and Agreement in Principle by June 2009.
<b>Long Term Goal</b>
To return CFRT-held assets to beneficiaries by December 2011.
<b>CFRT Activities 2009 – 2010</b>
CFRT will support this group to: <ul style="list-style-type: none"> <li>• achieve Deed of Mandate recognition</li> <li>• sign Terms of Negotiation</li> <li>• sign an Agreement in Principle</li> </ul>

Hauraki Iwi
<b>Situation</b>
The Hauraki Maori Trust Board and Marutuahu Working Party continue to seek acknowledgement of a recognised Deed of Mandate from the Crown. The groups have registered interests in the Tamaki Isthmus, Auckland. Hauraki aims to participate in the Northland Inquiry in 2009.
<b>Short Term Goal</b>
To support the Hauraki claimants to achieve a recognised Deed of Mandate in 2009.
<b>Long Term Goal</b>
To return CFRT-held assets to beneficiaries by Dec 2013.
<b>CFRT Activities 2009 – 2010</b>
CFRT will support this group to: <ul style="list-style-type: none"> <li>• achieve Deed of Mandate recognition</li> <li>• participate in the Northland Inquiry</li> </ul>

### Ngati Pukenga

#### Situation

Ngati Pukenga are working towards the development of their Mandate Strategy and early preparation for Deed of Mandate.

#### Short Term Goal

To support Ngati Pukenga to submit their Mandate Strategy by July 2009  
To support Ngati Pukenga to submit their Deed of Mandate by March 2010.

#### Long Term Goal

To return CFRT-held assets to beneficiaries by 2012.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- submit a Mandate Strategy to the Crown
- achieve Deed of Mandate recognition

### Te Runanga o Ngai Te Rangi

#### Situation

Te Runanga o Ngai Te Rangi is completing Deed of Mandate and aims to sign Terms of Negotiation by September 2009.

#### Short Term Goal

To support Te Runanga o Ngai Te Rangi to sign Terms of Negotiation by September 2009.

#### Long Term Goal

To return CFRT-held assets to beneficiaries by December 2014.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- sign Terms of Negotiation
- sign an Agreement in Principle
- complete Research and GIS to support negotiations

Te Runanga o Ngati Rangitihī
<b>Situation</b>
<p>Te Runanga o Ngati Rangitihī completed their Forestry Settlement package as a part of the CNI Iwi Collective in November 2008. Te Runanga o Ngati Rangitihī have a Mandate for the Forestry Commercial Settlement, however, they still need a recognised Deed of Mandate for the remaining components of their comprehensive settlement.</p> <p>Te Runanga o Ngati Rangitihī aims to sign Terms of Negotiation and Agreement in Principle and establish a Post Settlement Governance Entity by June 2009.</p>
<b>Short Term Goal</b>
<p>To support the establishment of Te Runanga o Ngati Rangitihī's Post Settlement Governance Entity.</p> <p>To support Ngati Rangitihī to progress through the settlement process until 30 June 2009.</p> <p>To return CFRT-held assets to beneficiaries by 1 July 2009.</p>
<b>Long Term Goal</b>
-
<b>CFRT Activities 2009 – 2010</b>
<p>CFRT will support this group to:</p> <ul style="list-style-type: none"> <li>• establish a Post Settlement Governance Entity</li> <li>• achieve a recognised Deed of Mandate and Terms of Negotiation</li> <li>• sign an Agreement in Principle for the remaining non-forestry components of the group's settlement</li> </ul>

Ngati Whakaue
<b>Situation</b>
<p>Ngati Whakaue completed their Forestry Settlement package as part of the CNI Iwi Collective on 25 June 2008. Ngati Whakaue have a Mandate for the Forestry Commercial Settlement, however, they still need a recognised Deed of Mandate for the remaining components of their comprehensive settlement.</p> <p>Ngati Whakaue aims to sign Terms of Negotiation and Agreement in Principle and establish a Post Settlement Governance Entity by June 2009 for the remaining components of their settlement.</p>
<b>Short Term Goal</b>
<p>To support the establishment of Ngati Whakaue's Post Settlement Governance Entity.</p> <p>To support Ngati Whakaue to progress through the settlement process until 30 June 2009</p> <p>To return CFRT-held assets to beneficiaries by 1 July 2009</p>
<b>To support Ngati Whakaue to progress through the settlement process until 30 June 2009</b>
-
<b>CFRT Activities 2009 – 2010</b>
<p>CFRT will support this group to:</p> <ul style="list-style-type: none"> <li>• establish a Post Settlement Governance Entity</li> <li>• achieve a recognised Deed of Mandate and Terms of Negotiation</li> <li>• sign an Agreement in Principle for the remaining non-forestry components of the group's settlement</li> </ul>

## Ngati Tuwharetoa

### Situation

Ngati Tuwharetoa completed their Forestry Commercial Settlement package as a part of the CNI Iwi Collective on 25 June 2008. Ngati Tuwharetoa aims to sign Terms of Negotiation by June 2009, sign an Agreement in Principle for the remaining components of their settlement by December 2010, and establish a Post Settlement Governance Entity. Ngati Tuwharetoa has yet to achieve a Deed of Mandate for comprehensive settlement negotiations.

### Short Term Goal

To support the establishment of Ngati Tuwharetoa's Post Settlement Governance Entity.  
To support Ngati Tuwharetoa to sign Terms of Negotiation by June 2009.  
To support Ngati Tuwharetoa to sign an Agreement in Principle by December 2010.

### Long Term Goal

To return the CNI CFRT-held assets to beneficiaries by 1 July 2009.  
To return CFRT-held assets to beneficiaries by December 2012.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- establish a Post Settlement Governance Entity
- sign Terms of Negotiation
- sign an Agreement in Principle for the remaining non-forestry components of the group's settlement

## Te Tira Whakaemi o Te Wairoa

### Situation

Te Tira Whakaemi o Te Wairoa aims to achieve a recognised Deed of Mandate by June 2009.

### Short Term Goal

To support Te Tira Whakaemi o Te Wairoa to achieve a recognised Deed of Mandate.  
To support Te Tira Whakaemi o Te Wairoa to sign Terms of Negotiation in early 2010.

### Long Term Goal

To return CFRT-held assets to beneficiaries by 2012.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Mandate recognition
- sign Terms of Negotiation

## He Toa Takitini

### Situation

He Toa Takitini's mandate strategy was recognised in June 2008 and is aiming to achieve Deed of Mandate in 2009. He Toa Takitini is continuing to complete research projects to support their negotiations.

### Short Term Goal

To support He Toa Takitini to achieve a recognised Deed of Mandate in 2009.  
To support He Toa Takitini to complete commissioned technical research projects to support settlement negotiations.  
To support He Toa Takitini to participate in overlapping claims discussions with neighbouring iwi.

### Long Term Goal

To return CFRT held-assets to beneficiaries by 2012.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Mandate recognition
- complete research to support negotiations
- commence their oral history project
- participate in overlapping claims discussions with neighbouring iwi

## Ngati Hineuru

### Situation

Ngati Hineuru aims to complete their mandating strategy and progress through the negotiations process. Ngati Hineuru will participate in settlement negotiations regarding their 10% interests in CNI Crown Forest Licensed Lands until June 2009.

### Short Term Goal

To support Ngati Hineuru to achieve a recognised Deed of Mandate in 2009.  
To support Ngati Hineuru to complete settlement negotiations relating to interests in the CNI Crown Forest Lands by 30 June 2009.

### Long Term Goal

To return CFRT held-assets to beneficiaries by 2012.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Mandate recognition
- participate in settlement negotiations regarding their 10% interests in CNI Crown Forest Licensed Lands
- complete research and GIS to support negotiations

### Ahuriri

#### Situation

Ahuriri was recognised as a Large Natural Grouping with Ngati Tu in June 2008 and are currently implementing a mandating strategy. Ahuriri aims to achieve a recognised Deed of Mandate in 2009.

#### Short Term Goal

To support Ahuriri to achieve a recognised Deed of Mandate in 2009.  
To support Ahuriri to continue overlapping claims discussions with neighbouring iwi.

#### Long Term Goal

To return CFRT held-assets to beneficiaries by 2012.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Mandate recognition
- participate in overlapping claims discussions with neighbouring iwi
- commence negotiations to achieve an Agreement in Principle

### Maungaharuru Tangitu (Ngati Tu)

#### Situation

Ngati Tu was recognised as a Large Natural Grouping with Ahuriri in June 2008 and aims to achieve a recognised Deed of Mandate in 2009.

#### Short Term Goal

To support Ngati Tu to achieve Deed of Mandate in 2009.  
To support Ngati Tu to continue overlapping claims discussions with neighbouring iwi.

#### Long Term Goal

To return CFRT held-assets to beneficiaries by 2012.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Mandate recognition
- participate in overlapping claims discussions with neighbouring iwi

### Kahungunu ki Wairarapa ki Tamaki Nui a Rua

#### Situation

Kahungunu ki Wairarapa ki Tamaki Nui a Rua was recognised as a Large Natural Grouping in 2008. Kahungunu ki Wairarapa ki Tamaki Nui a Rua aims to achieve Deed of Mandate in 2009.

#### Short Term Goal

To support Kahungunu ki Wairarapa ki Tamaki Nui a Rua to achieve a recognised Deed of Mandate in 2009.

#### Long Term Goal

To return CFRT held-assets to beneficiaries by 2012.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- achieve Deed of Mandate recognition
- participate in overlapping claims discussions with neighbouring iwi

### Rangitane ki Tamaki Nui a Rua

#### Situation

Rangitane ki Tamaki Nui a Rua aims to become a Large Natural Group and achieve a recognised Deed of Mandate in 2009.

#### Short Term Goal

To support Rangitane ki Tamaki Nui a Rua to become recognised as a Large Natural Group and achieve a recognised Deed of Mandate.

#### Long Term Goal

To return CFRT-held assets to beneficiaries by 2012.

#### CFRT Activities 2009 – 2010

CFRT will support this group to:

- become recognised as a Large Natural Group
- achieve Deed of Mandate recognition

## Muaupoko Tribal Authority Inc

### Situation

Muaupoko Tribal Authority Inc is aiming to be recognised as a Large Natural Group, and complete Mandate strategy requirements.

### Short Term Goal

To support Muaupoko Tribal Authority Inc to submit their Mandate strategy by July 2009.  
To support Muaupoko Tribal Authority Inc to achieve Deed of Mandate by March 2010.

### Long Term Goal

To return CFRT held assets to beneficiaries by 2012.

### CFRT Activities 2009 – 2010

CFRT will support this group to:

- become recognised as a Large Natural Group
- achieve Deed of Mandate recognition

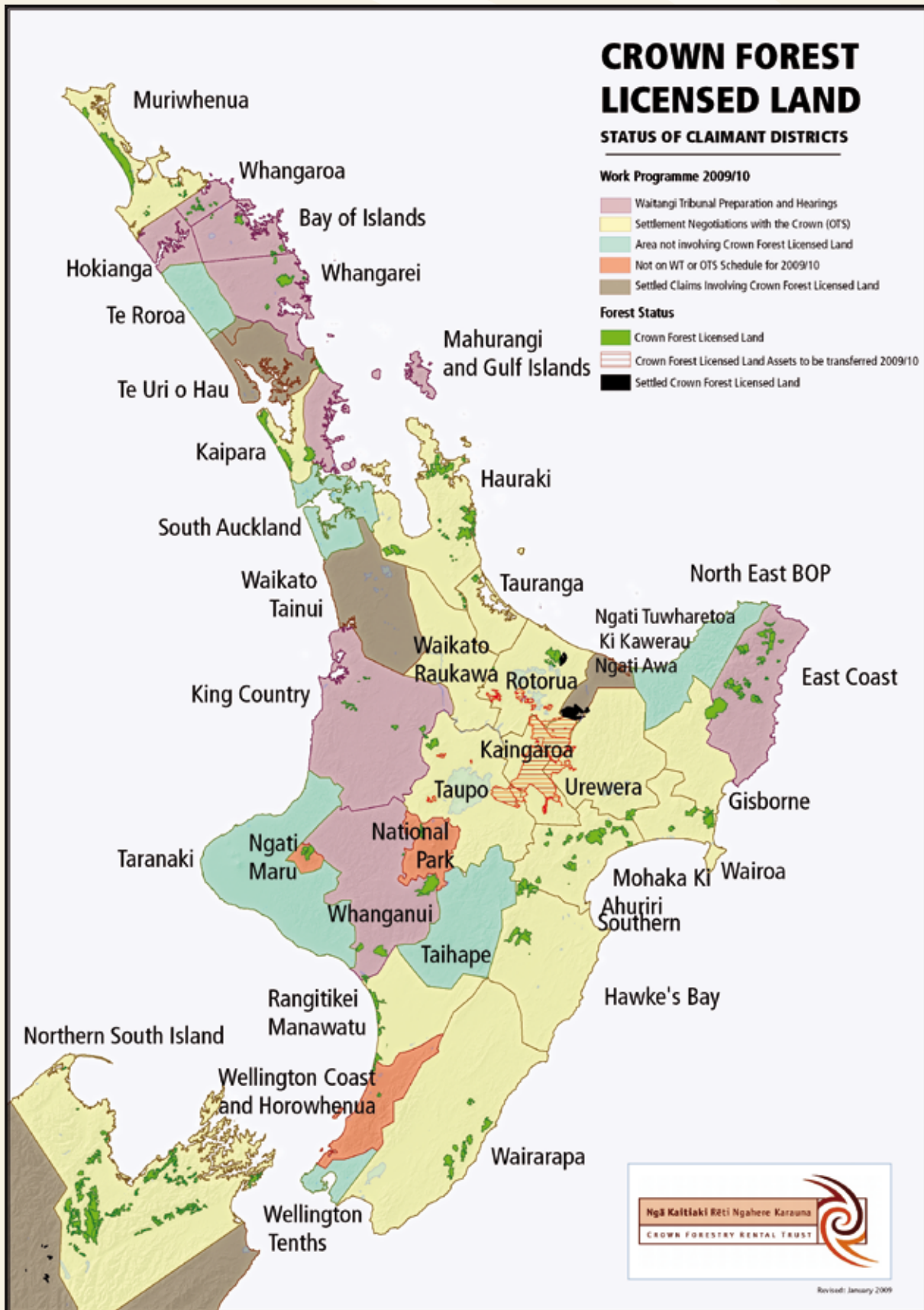


## Appendix II: CFRT Consolidated Budget for the Period 1/4/2009 to 31/3/2010

Budget 2008/09	Description	Direct Funding	Indirect Claimant	Research Projects	Mapping Projects	Other Research Costs	Total Budget 2009/10
<b>44,550,000</b>	<b>Total Income</b>						<b>20,672,000</b>
Budget 2008/09	Expenditures	Direct Funding	Indirect Claimant	Research Projects	Mapping Projects	Other Research Costs	Total Budget 2009/10
1,442,332	<b>Category A - WT</b>	662,647	20,000	25,000	0	60,000	767,647
4,822,260	<b>Category A - SN</b>	23,948,323	90,000	3,022,120	575,505	378,200	28,014,148
<b>6,264,592</b>	<b>Total Category A</b>	<b>24,610,970</b>	<b>110,000</b>	<b>3,047,120</b>	<b>575,505</b>	<b>438,200</b>	<b>28,781,795</b>
10,871,414	<b>Category B - WT</b>	2,380,925	445,000	4,818,387	850,385	500,00	8,994,697
268,000	<b>Category B - SN</b>	890,000	0	0	0	0	890,000
<b>11,139,414</b>	<b>Total Category B</b>	<b>3,270,925</b>	<b>445,000</b>	<b>4,818,387</b>	<b>850,385</b>	<b>500,000</b>	<b>9,884,697</b>
1,130,955	<b>Category C - WT</b>	750,000	0	0	0	3,000	753,000
897,000	<b>Category C - SN</b>	1,585,800	50,000	565,429	303,350	137,000	2,641,579
<b>2,027,955</b>	<b>Total Category C</b>	<b>2,335,800</b>	<b>50,000</b>	<b>565,429</b>	<b>303,350</b>	<b>140,000</b>	<b>3,394,579</b>
<b>19,431,961</b>	<b>Total Direct Claimant Costs</b>	<b>30,217,695</b>	<b>605,000</b>	<b>8,430,936</b>	<b>1,729,240</b>	<b>1,078,200</b>	<b>42,061,071</b>
<b>2,143,139</b>	<b>Indirect Claimant costs</b>		<b>2,199,887</b>			<b>789,792</b>	<b>2,989,679</b>
<b>4,950,811</b>	<b>Administration</b>	<b>5,586,574</b>					<b>5,586,574</b>
<b>26,525,911</b>	<b>Total Expenditure #1</b>	<b>35,804,269</b>	<b>2,804,887</b>	<b>8,430,936</b>	<b>1,729,240</b>	<b>1,867,992</b>	<b>50,637,324</b>
<b>18,024,089</b>	<b>Net Operating Surplus - Deficit</b>						<b>(29,965,323)</b>

[1] Excludes planned Capital Expenditure of: \$150,000

# Appendix III: Status of Claimant Districts









**Ngā Kaitiaki Rēti Ngahere**  
CROWN FORESTRY RENTAL TRUST

