

Rt Hon Jacinda Ardern

Minister for Arts, Culture and Heritage

**AIDE MEMOIRE: National Erebus Memorial – 28 November meeting with families and Ice Phase members**

<b>Date:</b>	26 November 2018	<b>Priority:</b>	High
<b>Security classification:</b>	Sensitive	<b>Reference:</b>	AM2018/460
<b>Contact</b>	Sarah Ingram, Principal Advisor, 9 (2) (a)		

**Purpose**

- 1 This Aide Memoire provides information for the 28 November meeting with the families of the Erebus accident and Operation Overdue Ice Phase members. It covers:
  - The event programme
  - Your speech for the event, incorporating your amendments
  - Questions and answers to guide your responses for 'questions from the floor'
  - Venue information
  - The Memorial selection process presentation

**Event programme**

- 2 We have received 153 confirmations of attendance to date from families and Operation Overdue Ice Phase members. Attendees include pilot Jim Collins' family, and June, Lady Hillary, whose first husband Peter Mulgrew was commentator on the flight.
- 3 The outline for the two hour event is as follows [see full programme in Appendix 1]:
  - **1.30pm arrival** – greeted by Renee Graham (Acting CE Ministry for Culture and Heritage) and Mayor Goff
  - Prayer of remembrance from Rev Dr Richard Waugh
  - You lead a minute's silence followed by your speech [see Appendix 2]
  - Mayor Goff speaks
  - Paul James (Chair of the Judging Panel) delivers a presentation on the Memorial design process [see Appendix 4]
  - You take questions and observations from the floor (20 minutes)
  - Formalities are closed
  - You mingle with families and refreshments are served
  - **3.30pm** - you depart.

- 4 As well as the opportunity to speak to those most affected by the accident, the event provides the opportunity for the family members to have a meaningful discussion with you and each other about their experiences following the accident, and to share their views on the Memorial and other Erebus matters.
- 5 The event also provides the opportunity for families to be informed about the Memorial project and what is involved in selecting a design.

### **Q&A session**

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- 6 After Paul James has presented on the Memorial design process you will then lead a Q&A session which is the opportunity for attendees to speak to you and other VIPs on the stage and to ask questions.
- 7 See Appendix 3 for potential questions with proposed answers. Note that Paul James and Ministry staff will be available to answer process questions about the construction of the Memorial.

### ***Will the government apologise?***

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### Venue information

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Sarah Ingram  
**Acting Manager, Commemorations.**

AM2018/460

## Appendix 1: Event Run-sheet

Time	Action
1.00 - 1.30	MCH staff and MCH CE (Renee Graham) welcome Families and Operation Overdue members as they arrive
1.15	Renee invites guests to take their seats in readiness for the VIP arrivals
1.20	Mayor arrives, greeted by Renee
1.22	All in place for arrival of PM
1.25	PM arrives greeted by Renee, Mayor and VIP group
1.27	VIPs are accompanied to their seats
<b>1.30</b>	<b>Formalities Commence:</b>
1.30	Ngāti Whātua performs opening mihi/karakia
1.31	Renee intro and welcome, introduces Reverend Richard Waugh
1.33	Richard Waugh leads Prayer of Remembrance and hands back to Renee
1.35	Renee thanks Richard and hands over to the PM
1.38	<b>PM</b> initiates 1 minute silence (Renee to signal when complete)
1.40	PM speech (5 - 7 mins). PM hands over to Mayor Goff
1.48	Mayor Goff speech (3 mins)
1.51	Renee introduces Paul James
1.52	Memorial design process presentation – <b>Paul James</b> (5 mins)
1.57	MC thanks Paul James and invites questions from the floor for the <b>PM</b>
1.58	<b>PM takes questions from the floor</b> (assisted by Renee) (20 minutes)
2.18	Renee closes formalities and invites all to have afternoon tea, also provides info on PM talking to families and bus departure time. Invites Ngati Whatua to perform closing
2.20	Ngāti Whātua closing (and blessing of kai)
2.21 – 3.20	Refreshments served. PM and Mayor mingle informally with family and Ice Phase members.
3.25	PM escorted to her car by MCH CE
<b>3.30</b>	<b>PM departs</b>

Appendix 2: Prime Minister's Speech

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[ASKS MAYOR GOFF TO SPEAK]

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## Appendix 3: Q&A session

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### Issues

#### **Who is holding Air New Zealand to account?**

Air New Zealand has been held to account through the legal system. The cause of the accident, as presented in the Royal Commission of Enquiry's report, is uncontested.

#### **But didn't the Court of Appeal and the Privy Council find against Justice Mahon?**

They found that Justice Mahon's findings of conspiracy and deception by Air New Zealand were unsupported and contrary to the principles of natural justice. Justice Mahon's findings as to the cause of the accident were unchallenged.

#### **Do you think the Courts should have agreed that there was conspiracy and deception by Air New Zealand, as Justice Mahon said there was?**

It is not my place as Prime Minister to comment on that.

#### **Will the Government have another Erebus enquiry?**

I do not plan to have another enquiry. There is already clarity as to the cause of the crash. At the moment we are focused on delivering the Memorial. The Memorial will honour the lives of the passengers and the crew that were lost. I hope that it will bring the families closure and comfort.

#### **Air New Zealand was in full state ownership at the time of the accident. Will you apologise for the accident?**

Today I am here to tell you about plans for the Memorial, and to learn what you have to say to me about any aspect of the Erebus accident that you choose to raise. This is not the last time we will meet. We will have other opportunities to talk together as the Memorial is built. Today I am listening. I will think very hard about what you ask of me. I will consider your requests carefully.

#### **Will you talk to Air New Zealand on our behalf?**

I think it is very likely that I will talk to Air New Zealand about what you say to me today, yes.

I do want to make a couple of points: I know that the Air New Zealand of today is a very different company to the Air New Zealand of 1979. Air New Zealand takes seriously its responsibility to be a good corporate citizen



You'll be aware that in 2009 then Chief Executive Rob Fyfe made an apology for the airline's lack of support and compassion after the accident.

You'll also be aware that Air New Zealand flew many people here today. I do want to acknowledge that.

**How could Air New Zealand publish such an insensitive [safety video](#)?**

I am aware that some of you were upset about the use of Antarctica in the Air New Zealand safety video. I can say that the Government doesn't have a role in the creation of the Air New Zealand video themes, so I can't answer questions about that decision.

**How can a memorial possibly recognise the death of family members, can't you do more?**

The National Erebus Memorial is a national symbol to recognise the lives lost in this tragic accident. I know that this cannot erase the pain, but I do hope it will ease it, and provide a place and symbol for yourselves, your families and all New Zealanders to reflect about the lasting effect of this event.

**What about the memory of the pilots?**

The National Erebus Memorial will definitely recognise the pilots who lost their lives during the accident. Their lives will be acknowledged through the Memorial.

**About the Memorial**

**Why are you creating the Memorial?**

The Government wants to acknowledge the grief of families. And it wants to formally recognise the importance of the event. A national memorial that recognises the victims of the Erebus accident and provides a place where all victims' names are listed will help achieve this.

We need to acknowledge Erebus as a national loss, on behalf of all New Zealanders.

**Where will the Memorial be built?**

Auckland has always been considered a natural location for the Memorial – this aligns with feedback we have received from many family members of the Erebus victims and acknowledges the departure location of Flight TE901. Accordingly, the Government has worked constructively with local government and community groups and Auckland Council

to select an appropriate site. It is fantastic that the Waitematā Local Board, chaired by Pippa Coom, has agreed in principle to the preferred site.

### **What are the next steps for the Memorial?**

There is a selection process for the design of the National Erebus Memorial, with a timeline available on the Ministry for Culture and Heritage website. Once a design has been agreed, the Ministry will work with local government and community groups and Auckland Council on what needs to happen on the site in preparation.

### **How will a design be chosen?**

30 Expression of Interest submissions have been received. These will be assessed against set criteria, which include points you made in your survey responses.

Up to six submissions will be shortlisted to proceed to the second Request for Proposal (RFP) stage. Shortlisted respondents will develop detailed concept designs for the national memorial as part of the RFP stage, which will be anonymously reviewed by a design panel.

Families will have the opportunity to see and comment on these six designs. This will probably be in late February next year.

That panel will take into account the comments of the families. It will make a recommendation, and that recommendation will be discussed with the Waitematā Local Board. I will talk with Mayor Goff about the recommendation, and I will make the final decision.

### **How can we stay in touch?**

The Ministry for Culture and Heritage will provide updates on its website at: <https://mch.govt.nz/national-erebus-memorial>

### **What about those involved in the recovery operation of Erebus victims?**

The Ministry for Culture and Heritage is in direct contact with members of the Ice Phase recovery team from Operation Overdue (some of whom are with us here today) and has consulted them about the National Erebus Memorial. The Memorial will be an important place to also acknowledge those involved in the recovery operation.

### **The 40th anniversary is 2019. Why are you waiting until 2020 to finalise the Memorial?**

We really want to get this memorial right, and to have a good level of involvement from families, interested groups as well as the New Zealand public. The Request for Expressions of Interest process for the Memorial has now been launched, and the design selection and construction processes will take some time. I understand the delay has disappointed some people, but the Government is committed to running a good process and to have the Memorial ready in 2020.

Planning is underway to mark the 40th anniversary of the Erebus accident with a groundbreaking ceremony at the Memorial site in 2019.

**Will Air New Zealand be involved in the creation of the Erebus memorial?**

Air New Zealand has been supportive of the establishment of the Memorial. However, they will not be directly involved in the design or selection process.

**How much is this going to cost?**

\$3 million has been budgeted to create the Memorial.

**How does that relate to what was spent with other memorials?**

I think in terms of comparison to other memorials and the effect on the nation, the amount is right.

**Why aren't the families given the chance to participate in the design of the Memorial?**

You play a vital part in the design of the Memorial. The feedback you gave through the survey has provided the guiding instruction for the requirements the project team have established.

In terms of the design and construction, my officials are running the usual, professional process to ensure the Memorial is designed and constructed to a high standard.


The comments you've made in the survey are very valuable and will be supplied to the designers of the shortlisted designs. And of course you'll also have the chance to comment on the preferred designs.

Throughout the process, including today officials will take note of the feedback you provide – even today, the comments you make at this meeting will be collated and considered by the project team.



## Appendix 4: Draft Design Process Presentation

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National Erebus Memorial



Mansueto  
Institute  
for Contemporary  
Culture & Heritage

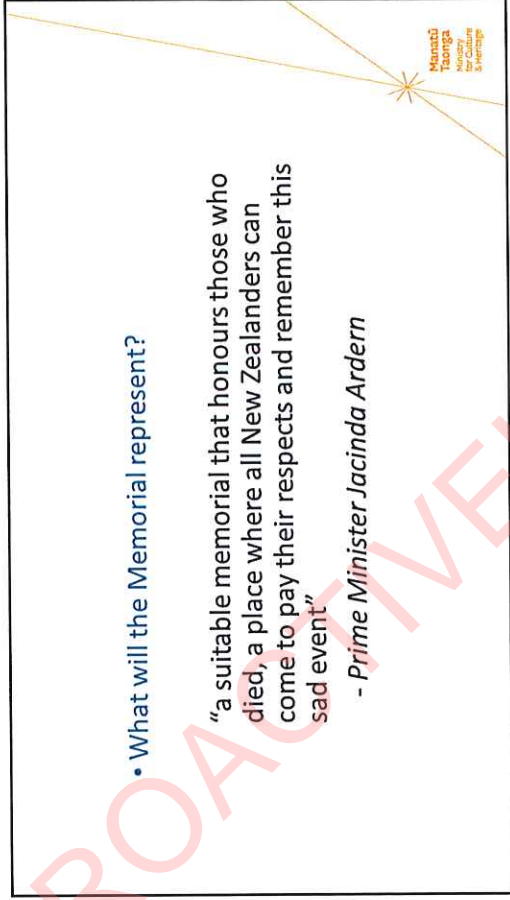
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Acknowledgements of the Prime Minister, Mayor, Ngāti Whātua Ōrākei, families and ice-phase members of Operation Overdue

Today I am going to talk about:

- The background to the memorial project
- The process for selecting a design
- The structure of the project particularly for decision-making
- The opportunities for you to participate
- The site which has been selected



Based on feedback from families and other stakeholders such as the ice-phase members of Operation Overdue, the memorial will:


- honour the 257 people who lost their lives in the disaster and provide a place to pay respects
- Acknowledge the effect the event had on families and recovery personnel;
- Give recognition to the emergency services and recovery personnel who participated in the recovery operation in the days following the disaster;
- Acknowledge the significance of the event for New Zealand and New Zealanders.

Additionally it will:

- Achieve a high standard of design through an appropriate process;
- Provide a location/space for hosting formal civic events such as the anniversary of the disaster;
- Allow for reflection and contemplation on a day-to-day basis for all groups.

**Families and Ice Phase member's participation**

- Process is as important as the outcome
- Survey and update emails
- You will be the first to know



The Ministry learnt a valuable lesson from its involvement in the Canterbury Earthquake Memorial: The process of developing the memorial is as important as the finished memorial.

For the earthquake victim's families, the opportunity to influence the site selection, to shape what the memorial will represent and how it should feel, and to provide feedback on the designs became just as important as seeing the finished memorial.

I expect you will have a similar view and that is why we will ensure that you continue to have opportunities to participate in the process.

To date we have taken a number of steps to keep you involved and informed in the project:

- run a Colmar Brunton survey asking what you were looking for in a memorial. These findings have influenced the site selection and have been included in the guidelines for the memorial design.
- Kept you up to date via email on the process - the decisions on timeframes, site and budget




And we will do our best to advise you of upcoming important decisions on the short-listed designs and the final design before anyone else.

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What makes a good memorial?

- Place
- Open to individual meaning
- Flexible space
- Take time
- Not just a physical product


  
 Māori Ministry of Culture & Heritage

Before talking about the design selection process I would like to say a few words about what makes for a good memorial. The Ministry for Culture and Heritage has developed a number of national monuments over the last few years and we have learnt a bit about what makes for a meaningful, engaging memorial.

1. A memorial which is a place rather than an object facilitates active participation and involvement.
2. Memorials which are abstract rather than figurative can allow for individual responses, as opposed to an imposed, singular reading.
3. Flexibility in terms of spatial layout can accommodate a wide range of memorial practices, from formal civic events through to individual contemplation.
4. Good memorials take time.
5. A memorial is *not only a physical 'product'*, but is also supported by the processes that lead to its realisation, including debates and discussions, consultation.

**Design Selection**

- Design Panel
- Expressions of Interest
- Concept Designs
- Final Design

Brad Coombs

Elizabeth Ellis

Anna Harley

Tim Melville

Paul James – Chair

Māori Ministry of Heritage

The Ministry has appointed a Design Panel to advise it on the selection of a memorial design. The Panel has the following members:

- Independent Chair, Paul James CEO, Department of Internal Affairs
- New Zealand Institute of Architects President, Tim Melville
- New Zealand Institute of Landscape Architects President, Brad Coombs
- Urban Designer, Anna Harley, head of urban design for Wellington City Council
- Arts representative, Elizabeth Ellis

The first stage of the process has just been completed. Designers, architects and artists were invited to submit an ‘Expression of Interest’ containing the design team’s credentials and the approach they would employ to create their design.

From these expressions of interest the Design Panel will select six teams to be invited to submit actual designs. They will start before Christmas and submit their designs in February.

From those six designs, the panel will recommend a final design for the memorial.

Families will have an opportunity to influence this process by being shown the six short-listed designs and invited to provide feedback which the Panel will take into account.

You will also have an opportunity to comment on the preferred design which will assist the design team to refine their design before construction begins.

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The Design Panel will meet in March 2019 to consider each design against criteria based on the Survey results. The Panel will select a design and this design will then go through an approval process which includes Waitemata Board and the Prime Minister. Families and Ice Phase members will be advised of the selected design before the public announcement is made.

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**Design selected and construction begins**

- Selected design announced  
May 2019
- Detailed Design and Construction stage  
May - November 2019
- Ground breaking  
28 Nov 2019
- Memorial unveiling  
May 2020



We expect to be able to announce the final design in May next year.

- A tender process will be run to select the contractors who will construct the Memorial. Fabrication of the Memorial's components can then begin in earnest.
- The intention is to break ground at the site of the Memorial on the 40th anniversary of the accident in November 2019, just before the foundations are laid. A Mauri Stones ceremony to bless the site will also be performed as part of the ground breaking.
- The Memorial will be unveiled in May 2020, it is hoped that as many Operation Overdue, family members and members of the public can attend this.