

Minister for Arts, Culture and Heritage



Ministry  
for Culture  
& Heritage

**BRIEFING**

NATIONAL EREBUS MEMORIAL – PROGRESS REPORT

Date:	15 March 2018	Deadline:	20 March 2018
Reference:	BR2017/164	Priority:	Medium
RM Folder:			

**Recommendations for Action**

**Agree** to a further media statement to ensure that all immediate family members who wish to be engaged in the project provide their contact details.

**Agree** to sign a letter to the Mayor of Auckland asking that he support discussions between officials in the Ministry and his office / Auckland Council regarding the location of the Memorial.

**Direct** the Ministry to supply you with suggestions for the appointment of an eminent individual to help front the project

**Contacts**

Name	Position	Contact	1 <sup>st</sup> Contact
Heather Baggott	Manager, Delivery Group	9 (2) (a)	✓
Sarah Ingram	Principal Adviser	9 (2) (a)	

- Minister's office to complete
- |   |  |
|---|--|
| <input type="checkbox"/> Approved             | <input type="checkbox"/> Declined            |
| <input type="checkbox"/> Noted                | <input type="checkbox"/> Needs change        |
| <input type="checkbox"/> Seen                 | <input type="checkbox"/> Overtaken by events |
| <input type="checkbox"/> See Minister's notes | <input type="checkbox"/> Withdrawn           |

Comments:

## Purpose

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- 1 This briefing provides you with an update on our work towards the creation of a national Erebus Memorial by November 2019, and seeks your direction on some issues.

## Key Messages

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- 2 Good progress is being made with respect to most aspects of stakeholder consultation.
- 3 We seek your direction regarding next steps for:
  - engagement with family members
  - engagement with Auckland City
  - the appointment of an eminent person to help front the project

## Recommendations

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- 4 The Ministry for Culture and Heritage recommends that you:
  - a. **Agree** to a further media statement to ensure that all immediate family members who wish to be engaged in the project provide their contact details  
**Agree / Disagree**
  - b. **Agree** to sign a letter to the Mayor of Auckland asking that he support discussions between officials in the Ministry and his office / Auckland Council regarding the location of the Memorial  
**Agree / Disagree**
  - c. **Direct** the Ministry to supply you with suggestions for the appointment of an eminent individual to help front the project  
**Agree / Disagree**

9(2)(a)

Heather Baggott  
Manager, Delivery Group

Rt Hon Jacinda Ardern  
Minister for Arts, Culture and Heritage

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## Recent stakeholder engagement

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### *Air New Zealand and Erebus National Memorial advocacy group*

- 5 We last briefed you on 16 February 2018, following constructive meetings in Auckland with Air New Zealand and the Erebus National Memorial (ENM) advocacy group (AM2018/084 refers and is attached). Since then we have continued to work with these organisations, primarily on determining the path for making direct contact with immediate family representatives.
- 6 Both organisations are supportive but highly sensitive with respect to the framing of the project. Earlier this week they each sent out a message from Ministry Chief Executive Paul James to their family contacts, asking that they approve the passing on of details to the Ministry. (Copy of message attached.) This will enable us to establish our own database.

### *Erebus families*

- 7 Most New Zealand families of Erebus victims have, therefore, received a recent update on the project. There are likely to be some families, however, who have an interest in the Memorial but are not represented on either the Air NZ or ENM contacts list. We suggest that our communications staff work with your office towards your release of a media statement, confirming the project is underway and asking any immediate family members who have not received a message and would like to be part of the engagement process, to contact your office. (Depending on timing, this release could also reference the appointment of an eminent person to help front the project – see para 17.)
- 8 Once we have a comprehensive database we will be able to organise direct contact with families, including your meeting with them. We have received useful advice from Air NZ about defining ‘family member’, and in our communications are tending to use ‘immediate family’ as a way of managing the scope of engagement. Even so, a meeting of family members could potentially be quite large, especially if there were to be more than one family representative of each victim present.
- 9 Note that 257 people, including crew and foreign nationals, died in the accident. Our working assumption – given that there were family groups on the flight – is that representation of all interested New Zealand families would mean a gathering of at least 100 people, probably more. We will test this assumption once we are in the possession of more information.
- 10 We would like to talk with you about your expectations for your meeting. Potentially we could invite a sample of family representatives, making the engagement more intimate, but restricting the number able to engage directly. A larger meeting would be more inclusive, but could present some challenge with respect to its management. We note with appreciation Air NZ’s willingness to consider providing air travel for some attendees.
- 11 Either way, the meeting will not of course be the only means by which we engage with family members. We envisage surveying them, much as the family of people

lost in the Canterbury earthquake were surveyed about the memorial there. The questions will focus not on the specifics on what the memorial should look like, but on what it should represent and evoke, and will drive the parameters that we will develop for the design competition.

- 12 In our last briefing to you, and the associated one prepared by DPMC, we raised the possibility of your visiting **9 (2) (a)**. As you requested, we are developing further advice on that potential meeting, in association with DPMC, and will report to you within the next three weeks.

### **Contact with Auckland City**

- 13 One question is repeatedly asked of us as we undertake work on this project: where is the memorial going to be? We are clear in response that that decision has not been made, but note that Auckland is often suggested as the appropriate location. As noted in our earlier briefing, we share the sense Auckland is the most appropriate location.
- 14 As we advised we intended to do, therefore, we had an initial meeting with staff in the Office of the Mayor in Auckland (via telephone), to talk through the possibility of engagement. On the basis of that conversation we consider that if progress is to be made in this area, it will need to follow a formal overture from you to the Mayor of Auckland, outlining the project, suggesting the possibility of partnership with Auckland, and asking that he support its exploration at officials' level.
- 15 If you are in agreement with this course of action we will draft a letter for your signature.

### **Contact with other stakeholders**

- 16 We have initiated contact with other stakeholder groups, notably NZ Police (regarding engagement with the recovery workers) and MFAT (regarding contact with the High Commissions and Embassies of those countries which lost citizens in the accident). We will keep you advised as work progresses in these areas.

### **Appointment of an eminent individual to help front the project**

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- 17 All our messaging around the project to date has suggested our intention to work in an inclusive way, honouring the interests of all parties and where possible creating partnerships. We are naturally concerned to ensure that the project does not exacerbate the tensions that undoubtedly still exist between the different groups affected by the accident. It is clear to us, however, that some of these tensions are deep-seated and will require our careful, ongoing negotiation.
- 18 Our advice of 16 February suggested that it may be desirable to appoint a high profile individual to work with government and stakeholders to ensure the integrity of the memorial development process. We envisage that that person would be able to assist with the positive, non-partisan positioning of the project, and must therefore be perceived as receptive to the views of all parties. We will discuss with you the options for appointment to this role.

## **Cabinet engagement with the project**

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- 19 Our intent at this stage is that before the end of the financial year (but after the Budget) we will prepare a Cabinet Paper for your signature, updating your colleagues on progress with the Memorial and formally outlining the resourcing arrangements.
- 20 This will be an opportunity to seek your colleagues' engagement in an important 'nationhood' project, and their views on broader engagement options.

## **Next steps**

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- 21 This briefing is a progress report. Discussion at the meeting of 20 March, and your direction on a number of points, will inform our continued work on the project.

## **Appendices**

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Appendix 1: Message sent by Chief Executive, Paul James, to Erebus family contacts via Air New Zealand and the Erebus National Memorial Advisory Group

Appendix 2: Aide Memoire 2018/084 Erebus Memorial: Update on Meetings with Air New Zealand and Erebus National Memorial Advocacy Group

14 March 2018

Kia ora

I am Paul James, Chief Executive of Manatu Taonga, the Ministry for Culture and Heritage. The Prime Minister, Jacinda Ardern, has asked my Ministry to work with the immediate families of those who lost loved ones in the Erebus accident (and other affected groups) towards the creation of a national Erebus Memorial.

I am sure you heard the announcement last year, on the 38<sup>th</sup> anniversary of the accident, that it was intended that the Memorial would be in place by November 2019, the 40<sup>th</sup> anniversary. My staff and I are honoured to have responsibility for this very significant project.

We have experience in creating memorials, being responsible for the Pukeahu National War Memorial Park, and recently being part of the team creating the Canterbury Earthquake Memorial. We share the Prime Minister's understanding of the importance of listening to those most closely affected by an event before decisions are made.

You will be aware that the Prime Minister wants to meet with representatives of the families who suffered a loss in the Erebus accident, and we will support her to do that. But before we can arrange the meeting, or put in place the engagement process to which we are committed, we need to be confident that we have accurate contacts for immediate family.

We have had discussions already with Air New Zealand and the Erebus National Memorial advocacy group, and thank both organisations for their willingness to work constructively with us. One or other (or perhaps both) organisations will have passed this message on to you, on the Ministry's behalf. *Our request is that within the next ten days you confirm to the sender that you are comfortable with your contact details being given to the Ministry.* We will then be able to get in touch with you directly.

If you do not wish to be part of the engagement process for the development of the Memorial (and we understand that there are good reasons why this may be the case), you do not need to do anything. But I hope that most of you will be willing to give us your views as we take the project forward. Again, we are very conscious of its importance – not only for the families, but for the nation as a whole.

Thank you, and I look forward to further communication.

Paul James  
Chief Executive