



Rt Hon Jacinda Ardern

Minister for Arts, Culture and Heritage

NATIONAL EREBUS MEMORIAL – JUNE 2018 UPDATE

Date:	7 June 2018	Priority:	Medium
Security classification:	In Confidence	Reference:	BR2018/335

Minister	Action Sought	Deadline
Rt Hon Jacinda Ardern Arts, Culture and Heritage	Agree to an extension to the dedication date for the Memorial Agree to a joint announcement with Mayor Goff once progress is made on the location of the Memorial	15 June 2018

Contacts			
Name	Position	Contact	1st Contact
Philip Griffiths	Acting Group Manager	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 Withdrawn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

- 1 This briefing provides you with an update on work towards the National Erebus Memorial, and seeks your agreement on two key issues:
 - The timeframe for dedication of the Memorial
 - The framing of the announcement about the Auckland Council's involvement once arrangements are agreed.

Recommendations

- 2 The Ministry for Culture and Heritage recommends that you:
 - 1 **Agree** that for planning purposes the month for dedication of the National Erebus Memorial be May 2020 **YES / NO**
 - 2 **Agree** that once arrangements for obtaining a site are agreed, you and Mayor Goff make a joint public announcement publicising the partnership arrangement between central government and the Auckland Council. **YES / NO**

9(2)(a)



Philip Griffiths
Acting Group Manager

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage

_____ / _____ / 2018

Planning for the Memorial

- 3 The Ministry continues to advance the several work streams associated with this project.

Stakeholder Engagement

- 4 We are committed to sensitive, comprehensive stakeholder engagement as an essential element of the Memorial project, as work to date has confirmed that it will be a key determinant of the project's success. We have recently been in contact with family members, the New Zealand Police, MFAT and Air New Zealand.
- 5 Close liaison has been maintained with the families of the victims of the accident. We have talked directly with 9 (2) (a) and with Richard Waugh of the Erebus National Memorial lobby group about plans for our ongoing engagement, and have sent out an email communication from Chief Executive Paul James to everyone on our database (approximately 200 names). That email included a link to your video message, in which you reiterated your commitment to meeting with the families after your return from parental leave. We have had several people coming back to us saying they appreciated the update, and no negative responses.
- 6 NZ Police is continuing work to compile a comprehensive database for all members of 'Operation Overdue', and we are liaising closely with Police staff. We prepared a message that Police is sending out to these individuals, confirming that the process of developing the Memorial will recognise the role of the recovery teams.
- 7 MFAT has approved a message from Paul James to go the Heads of Mission of those countries who lost citizens in the accident. He has signalled that he will be pleased to meet with the Heads of Mission a little later in the Memorial development process, to discuss the nature of their involvement.
- 8 Air New Zealand continues to offer us very constructive assistance on several aspects of the project.

Engagement with Auckland Council

- 9 Agreeing a forward plan with the Auckland Council to advance the project is now urgent, and your own engagement with Mayor Goff has been very helpful towards this end. We are meeting next week with key staff in the Mayor's Office and Auckland Council, to discuss the process for obtaining an appropriate site.
- 10 In anticipation of that meeting, Council staff have raised with us a series of issues associated with locating and securing the site, undertaking the required engagement with interested parties and obtaining necessary consents, warning that this is a time consuming process. We acknowledge those complexities, and they had been largely recognised in the project planning documentation that has been prepared.
- 11 The Council has signalled the desirability from its perspective of a joint media release announcing its partnership with central government on this project, once the matter of securing the site is sufficiently advanced. The granting of a site would

be a major contribution from the Council, and one we consider would warrant public recognition. It would also be a useful platform for further messaging about the project.

- 12 We will come back to you on the detail of any release, subject to successful negotiations, but at this point seek your agreement in principle to a future announcement of an arrangement in which the Council partners with central government and provides an appropriate location for the Memorial.

Project Management

- 13 As advised in the fortnightly reports of 14 and 28 May, the Ministry has contracted with The Building Intelligence Group to provide specialist advice relating to the management of the project. TBIG is highly experienced in this area, having played the major project management role in relation to the Canterbury Earthquake Memorial.

Revising the Timeline

- 14 TBIG has prepared a detailed Gantt chart, and is unequivocal in its advice that the timeframe as currently conceived is not achievable, if appropriate consultation with the next of kin and other stakeholders is to occur. Other important elements of the process, including any required regulatory consents, would also be subjected to undesirable pressure under this timeframe.
- 15 Our view is that the best outcome – a quality Memorial created through a robust and sensitive approach with fully engaged stakeholders – should not be put at risk by the impending November 2019 anniversary. As we continue work on this project we are increasingly aware of how raw the issue still is for so many stakeholders, and how extremely carefully we will have to navigate their various (and not wholly aligned) concerns. Effective engagement with these stakeholders therefore requires sensitivity, care and enough time to ensure that they feel, and are, heard. To do otherwise presents significant risk to the impact of the project, and accusations that the voices of those most affected were not prioritised.
- 16 Our advice is that we plan instead to dedicate the Memorial in May 2020, with significant supporting activities on the 39th and 40th anniversaries. With regard to the 40th anniversary, a sod-turning or mauri stone ceremony could be arranged, with invitations to the families to attend.
- 17 This year's anniversary (the 39th) could be used as the platform for your meeting with families. While the meeting would be later than has been envisaged, it would provide a very appropriate means of marking the occasion – and in the meantime, the Ministry is intending to undertake preliminary consultation with the families about the perspectives that should inform the design brief. Potentially, a November 2018 meeting could be an opportunity to talk about the initial response to the brief from designers.
- 18 We have raised this possibility in principle with Air New Zealand. The company has been receptive to the proposal that it fund a significant number of airfares to

bring people to Auckland on that date. 28 November 2018 is also the 10th anniversary of the Air New Zealand accident in Perpignan, in which seven people were killed. We will work with your office about the viability of that timing.

19 If you agree to extending the date for the dedication of the Memorial, we will work with TBIG to develop the full project plan based on a May 2020 deadline. By the time you return from parental leave we will be able to supply you with advice on a range of matters, including best practice governance arrangements.

20 We acknowledge an ideal scenario for the dedication is November 2019. Accordingly, in order to test our recommendation, we have asked TBIG to provide us with an indication of where time savings in the proposed May 2020 timeline could be made and what the implications might be. TBIG's advice (with a summary of attendant risks) is below:

	PROGAMME INITIATIVE	RISK /IMPACT
1.	Site is selected by Auckland City and MCH without sufficient input from key stakeholders or informing families prior to an announcement	Families not engaged or not made to feel important or at the forefront of all considerations. Families do not like the site or understand the options considered. Tangata whenua object if land is subject to a potential Treaty claim or there are cultural issues, such as it being a wāhi tapu.
2.	National design competition replaced with a traditional selected tender process to appoint an architect OR direct appointment of an architect based on previous experience.	Design competitions are the very best way to test a really broad range of design ideas. This is especially relevant when the design brief is non-specific and about an emotional connection. It is also an effective way of creating connection with a project of national significance and is considered international best practice.
3.	No consultation with families and key stakeholders at the end of developed design.	Risk that the key stakeholders do not feel engaged in the process.
4.	Main contractor directly appointed to save time required for a tender process and evaluation period	Limits the ability to receive competitive tender process and limits the market opportunity to be involved in a project of national significance

5.	Decision making streamlined as much as possible with MCH steering group given the delegated authority to make all necessary decisions.	Auckland Council feels disenfranchised.
6.	Engagement and consultation limited at all stages.	Stakeholders do not feel informed, valued or empowered. Buy-in is eroded.

21 As noted, some of these risks, if realised, would have a considerable impact on the success of the Memorial project. Initial provisional testing with key stakeholders confirms our sense that an extension to the dedication date would not be badly received. We would liaise closely with those most likely to be disappointed, to mitigate risk.

Funding the Memorial

22 Your office has advised that you will take the paper to Cabinet seeking funding for the Memorial once you have returned from parental leave. We are already accruing costs in relation to the Memorial's development, which we are managing by reprioritising funding from other budget lines. From July 2018 we will draw on the Ministry's new capability funding for costs that must be met prior to Cabinet's consideration of your paper.

Next Steps

23 Our focus now is on:

- working with the Auckland Council towards identifying and securing a site;
- our next communication to family members, where we plan to ask for their initial input about the nature (not the design) of the Memorial;
- securing specialist ongoing project management, from 1 July 2018.

24 We look forward to briefing you again once you have returned from parental leave.