

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage

**EREBUS MEETING 28 NOVEMBER: FURTHER FOLLOW-UP
ACTIONS**

Date:	12 December 2018	Priority:	Urgent
Security classification:	Sensitive	Reference:	BR2018/706

Minister	Action Sought	Deadline
Rt Hon Jacinda Ardern Arts, Culture and Heritage	Agree to a revised process for ensuring that the views of the Erebus families inform the work of the shortlisted design teams as they develop their proposals; Sign the attached letters to key supporters.	13 December 2018

Contacts			
Name	Position	Contact	1 st Contact
Sarah Ingram	Manager, Commemorations	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 Withdrawn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 follows your feedback on the briefing [BR2018/694] supplied on 6 December 2018 about actions arising from the 28 November meeting with Erebus families.
- 2 It suggests a revised process for ensuring family engagement with the design teams.
- 3 We also attach letters of thanks to Mayor Goff; Jamie Sinclair (Ngāti Whātua Ōrakei); Pippa Coom (Waitematā Local Board), Christopher Luxon (Air New Zealand); and Richard Waugh (Erebus National Memorial advocacy group) for your signature if approved.

Recommendations

- 4 The Ministry for Culture and Heritage recommends that you:
 - 1 EITHER [preferred option]
 - a **agree** to the revised process for ensuring family engagement, whereby the telephone numbers of family members willing to share their views with design teams are supplied to those design teams; YES / NO
 - OR
 - b **agree** that the Ministry will convene a meeting between family members and the Design Selection Panel, to be observed by the design teams, noting that this will likely push out the completion date of the Memorial; and YES / NO
 - 2 **Sign** the attached letters to key supporters of the National Erebus Memorial project. YES / NO

9(2)(a)



Sarah Ingram
Manager, Commemorations

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage

_____ / _____ / 2018

Background

- 5 You have suggested an alternative process for ensuring that the views of the Erebus families inform the work of the shortlisted design teams as they develop their proposals: that the Ministry convene a meeting between the Design Selection Panel and the families to discuss design elements, and this is observed via an audio-visual link by the six teams.

Can we make this work?

- 6 This approach would certainly preserve anonymity, but we do not think it could be done within the current timeframe. We would have to push out the date by which the designers submitted their proposals. This would very likely result in a delay in the delivery of the Memorial beyond May 2020.
- 7 The current timetable for the design selection component of the Memorial development process is as follows:
 - a. 7 December 2018 – Design Selection Panel selects the six shortlisted teams (completed)
 - b. By 17 December – the Ministry communicates with the six successful teams, providing the Request for Proposals documentation and establishing the anonymous submission process
 - c. 13 February 2019 – last date for the submission of designs to the Ministry
 - d. 14 February – 20 February – submission validation checking (to ensure engineering, budgetary etc validity)
 - e. 14 February – 27 February - designs shared with the families, and their feedback sought
 - f. 12 and 13 March – Design Selection Panel (including two Erebus family members) meets and selects preferred design
 - g. 13 March – 28 March - Ministry undertakes necessary liaison with key stakeholders, including the Waitemātā Local Board, to ensure that the preferred design conforms to regulatory and related requirements
 - h. By 7 April - You make a final decision, in consultation with Mayor Goff, and this decision is conveyed first to the families and then more broadly
- 8 Realistically, we would not be able to convene a meeting between the Design Selection Panel and the Erebus families before mid-February, even if the meeting were to be attended by only a limited group of families (which would itself be problematic). Given that their families' comments would need to inform the design process, we would have to ensure that the designers had at least 4 weeks to develop their proposals after receipt of those comments. That would push out the date of submissions by at least a month, until mid-March.

- 9 We have very little contingency remaining in the workplan for creating the Memorial, and could not accommodate a month's delay at the design stage without putting the delivery date at considerable risk.
- 10 We are also concerned that we have not budgeted for a meeting of this nature; nor have we had discussions with Air New Zealand about whether it would support it. There are therefore some budgetary risks, as well as the major risk with regard to timing, to be worked through.

An alternative approach

- 11 We do think we can keep faith with the desire of the families to be involved without risking the delivery date. Our suggestion is that, in the communication with families that is to go out before Christmas, we ask the families to signal if they would be willing to be contacted by the design teams. Each willing family member would need to provide his or her name, telephone number, and relationship with a victim or victims.
- 12 That information would need to be with us by 7 January (when the Ministry reopens). We would provide it to the design teams, with some 'rules of engagement', including that they must make contact with at least one family member (simply advising they are part of design team, not providing identifying information), and do so within a prescribed time period (probably 11 - 17 January). We would not want to ask the families to be on stand-by for more than one week.
- 13 We will advise family members that there is no guarantee that they will all be contacted, but they can be reassured that at least some of them will be. This further engagement will be in addition to the primary means of inputting the families' views: the extensive written material from them that we already hold. In addition, we will explicitly provide a further opportunity for written input, when we communicate with the families this week. We are confident that, in total, this will provide the design teams with a very good sense of the views of the families.
- 14 In addition:
 - a. the Ministry, drawing on its many conversations with family members, has impressed on Design Selection Panel members the importance of their selecting a design that is responsive to the families' priorities as expressed through survey results and other written material;
 - b. families will be able to provide feedback on the shortlisted designs to the Panel, and
 - c. the Panel will now include two family members.
- 15 We note that this approach would still represent a greater degree of involvement by the families in the design process than was the case with the Canterbury Earthquake Memorial. Families in that process received extensive communication about the project, but had fewer opportunities to make their own perspective available to the selection panel: their contribution was largely around

comment on the shortlisted designs. There was one family participant on the selection panel.

Letters of thanks

- 16 As agreed, we have drafted letters of thanks to key supporters of the National Erebus Memorial project, for your signature if approved.

Next steps

- 17 We are continuing to work closely with the families. It is our intention to send an email update before Christmas, once we have confirmed with you how the families and design teams will engage. That update will include the text from you that you approved last week.
- 18 We will brief you again in the New Year.

Appendices

- Appendix 1: Draft letter to Mayor Goff
Appendix 2: Draft letter to Jamie Sinclair, Chief Executive of Ngāti Whātua Ōrakei
Appendix 3: Draft letter to Pippa Coom, Chair of the Waitematā Local Board
Appendix 4: Draft letter to Chris Luxton, Chief Executive of Air New Zealand
Appendix 5: Draft letter to Richard Waugh, Chair of the Erebus National Memorial advocacy group

TIVELY RELEASED

Hon Phil Goff
Mayor of Auckland

By email:

Dear Phil

I write to thank you for your strong support of the National Erebus Memorial project.

I very much appreciate your willingness, and that of the Waitematā Local Board, to partner with central government to make the Memorial a reality. I am delighted by the site that has been chosen, as are the families of the Erebus victims.

You will have seen for yourself on 28 November how significant this Memorial is for the families. You have my particular thanks for coming along on that day; your generous, eloquent comments added much to the proceedings.

I look forward to our continued partnership as over the next eighteen months we meet the project's milestones, and in the meantime wish you a happy and relaxed Christmas holiday.

Yours sincerely

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage

Jamie Sinclair
Chief Executive
Ngāti Whātua Ōrakei Trust

By email: 9 (2) (a)

Tēnā koe Jamie

I write to thank Ngāti Whātua Ōrakei for its support of the National Erebus Memorial project.

I ask that you pass on my thanks to your Chair and all those that have been so willing to work with central and local government on this initiative.

Ngāti Whātua Ōrakei's participation in the meeting of 28 November added much to the success of the day. You will have seen for yourselves how significant this Memorial is for the families, and I am so very grateful for your willingness to continue working with central government over the next eighteen months, as we bring the project to completion.

Te Manatū Taonga Ministry for Culture and Heritage staff will of course be in contact with you as the design phase is advanced.

In the meantime, I wish you all a happy and relaxed Christmas holiday.

Ngā mihi

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage

Pippa Coom
Chair
Waitematā Local Board

By email: 9 (2) (a)

Dear Pippa

I write to thank the Waitematā Local Board for its support of the National Erebus Memorial project.

I very much appreciate the Board's willingness to partner with central government to make the Memorial a reality. I am delighted by the site that has been chosen, as are the families of the Erebus victims.

You will have seen for yourself on 28 November how significant this Memorial is for the families. Thank you so much for attending on that day.

I look forward to our continued partnership as over the next eighteen months we meet the project's milestones, and in the meantime wish you, your deputy, and all Board members a happy and relaxed Christmas holiday.

Yours sincerely

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage

Christopher Luxon
Chief Executive
Air New Zealand

By email: 9 (2) (a)

Dear Christopher

I write to thank you for Air New Zealand's support of the National Erebus Memorial project.

I have thought it very important to include the Erebus family members as the Memorial project has been advanced. In the first instance, Air New Zealand helped the Ministry for Culture and Heritage make contact with many of those families. More recently, of course, you flew people – some from across the world – to the meeting of 28 November. I am advised by officials that an offer of similar assistance has been made for the sod-turning ceremony in November 2019.

The generosity of the airline in making it possible for many people to attend last month's meeting was recognised at that meeting, and is certainly much appreciated by me.

I look forward to our continued work together on this project. In the meantime I send Christmas greetings to you and your staff, and particularly to Mike Tod, who has worked so constructively with my officials.

Yours sincerely

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage

Rev Dr Richard Waugh
Chair
Erebus National Memorial

By email: 9 (2) (a)

Dear Richard

I write to thank you for your strong support of the National Erebus Memorial over the years, the assistance you have given the Ministry for Culture and Heritage in the last twelve months, and your participation in the meeting of 28 November.

Your eloquence, knowledge and compassion were important elements in the success of that meeting, and I am very grateful.

I look forward to your continued support over the months to come, and to your involvement in the event marking the 40th anniversary of the accident, and the 2020 unveiling of the Memorial.

Please pass on my warm regards to the members of your group; I wish you all a happy festive season.

Yours sincerely

Rt Hon Jacinda Ardern
Minister for Arts, Culture and Heritage