



## BRIEFING

### Te Hā 1769 Sestercentennial Commemorations – Approval for Funding

<b>Date:</b>	15 December 2017	<b>Priority:</b>	High
<b>Security classification:</b>	In Confidence	<b>Tracking number:</b>	1570 17-18

Action sought		Deadline
Hon Shane Jones <b>Minister for Regional Economic Development</b>	<p><b>Action sought</b></p> <p><b>Note</b> that \$1,000,000 was approved in principle to support the Te Hā 1769 Sestercentennial Commemorations as a part of the Gisborne/Tairāwhiti Economic Action Plan launched on 27 February 2017.</p> <p><b>Note</b> that Senior Regional Officials endorsed this business case at their meeting on 7 December 2017.</p> <p><b>Note</b> the comments made by the Senior Regional Officials on the conditions to be placed in the funding agreement.</p> <p><b>Approve</b> \$1,000,000 from the Regional Growth Initiative Multi-Year Appropriation for the Te Hā 1769 Sestercentennial Commemorations.</p>	22 December 2017
Hon Grant Robertson <b>Minister of Finance</b>	<p><b>Note</b> you have requested consultation on all proposals over \$100,000 for Regional Economic Development Initiatives (letter to Minister Jones, 29 November 2017 refers).</p> <p><b>Agree</b> to provide feedback on the Te Hā 1769 Sestercentennial Commemorations proposal to Minister Jones' office prior to 22 December; if this is not possible, please liaise with his office.</p>	22 December 2017

#### Contact for telephone discussion (if required)

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The following departments/agencies have been consulted					
<input checked="" type="checkbox"/> Treasury	<input type="checkbox"/> MoJ	<input type="checkbox"/> NZTE	<input type="checkbox"/> MSD	<input type="checkbox"/> TEC	<input type="checkbox"/> MoE
<input type="checkbox"/> MFAT	<input type="checkbox"/> MPI	<input type="checkbox"/> MfE	<input type="checkbox"/> DIA	<input checked="" type="checkbox"/> TPK	<input type="checkbox"/> MoH
<input checked="" type="checkbox"/> Other:			MCH		

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 Withdrawn           |

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# BRIEFING



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

## Te Hā 1769 Sestercentennial Commemorations – Approval for Funding

<b>Date:</b>	15 December 2017	<b>Priority:</b>	High
<b>Security classification:</b>	In Confidence	<b>Tracking number:</b>	1570 17-18

### Purpose

To seek approval of \$1,000,000 from the Regional Growth Initiative Multi-Year Appropriation for Gisborne/Tairāwhiti's Te Hā 1769 Sestercentennial Commemorations proposal (the proposal) from delegated Ministers.

### Recommended Actions

The Ministry of Business, Innovation and Employment recommends that the Minister for Regional Economic Development:

a **Note** that \$1,000,000 was approved in principle to support the Te Hā 1769 Sestercentennial Commemorations as a part of the Gisborne/Tairāwhiti Economic Action Plan launched on 27 February 2017.

*Noted*

b **Note** that Senior Regional Officials endorsed this business case at their meeting on 7 December 2017.

*Noted*

c **Note** the comments made by the Senior Regional Officials on the conditions to be placed in the funding agreement.

*Noted*

d **Approve** \$1,000,000 from the Regional Growth Initiative Multi Year Appropriation for the Te Hā 1769 Sestercentennial Commemorations.

*Approve / Not Approved*

The Ministry of Business, Innovation and Employment recommends that the Minister of Finance:

e **Note** you have requested consultation on all proposals over \$100,000 for Regional Economic Development Initiatives (letter to Minister Jones, 29 November 2017 refers).

*Noted*

f **Agree** to provide feedback on the Te Hā 1769 Sestercentennial Commemorations proposal to Minister Jones' office prior to 22 December; if this is not possible please liaise with his office.

*Agree/Not Agreed*



John Doorbar  
**Manager, Regions and Cities**  
9(2)(a)  
Ministry of Business, Innovation and Employment  
15 / 12 / 2017

Hon Grant Robertson  
**Minister of Finance**

..... / ..... / 2017

Hon Shane Jones  
**Minister for Regional Economic  
Development**

..... / ..... / 2017

## **Gisborne/Tairāwhiti and Regional Economic Development**

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1. **The Tairāwhiti Economic Action Plan (the Action Plan) was launched on Tuesday 28 February 2017.** The Action Plan contains four themes:
  - Growing the region's primary sector.
  - Attracting talent and capital to the region and growing the region's tourism sector.
  - Improving transport and digital connections.
  - Improving the region's business-friendliness.
2. The Action Plan identified Tairāwhiti's opportunity to carve out a significant niche for itself in New Zealand tourism. The Action Plan aimed to capture a proportional share of the value of the New Zealand tourism sector, leading to increased tourism revenues of at least \$6,500,000 per year, as well as 40 new jobs.

## **Overview of the Proposal**

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3. **The Te Hā proposal relates to Action 5.4 in the Action Plan, which aims to "situate Tairāwhiti as the host of the core Sestercentennial events in 2019 and deliver a series of events of international standard".** This work is being led by the Te Hā 1769 Sestercentennial Trust, partnering with Activate Tairāwhiti (the region's economic development agency), iwi, Gisborne District Council, Ministry for Cultural and Heritage (MCH), MBIE, and the Voyaging Trust.

4. **This proposal commemorates the 250th anniversary of the first meetings between Māori and Europeans (Captain James Cook) on and off the shores of Gisborne/Tairāwhiti.** The commemorations will be launched in Gisborne, Anaura Bay and Uawa/Tolaga Bay, three locations where Captain Cook landed in October 1769.
5. The planned commemorative events include (but are not limited to): the hosting of the official commemoration national launch and waka hourua, marae-based storytelling, Toi Tu Tairāwhiti (a planned annual Festival of Arts and Culture), and a variety of other community events.
6. The full business case for this proposal is attached in **Annex 1**. The business case has been developed by the region, with support from MBIE, Department of Conservation, MCH and Te Puni Kōkiri (TPK).

## **How the Proposal Complements Other Commemorative Initiatives**

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7. **Action 5.4 (this proposal) is aligned with Action 5.3 in the Action Plan, which aims to redevelop the Cook Landing Site National Historic Reserve in Gisborne.** MBIE, through the Regional Growth Initiatives (RGI) Multi-Year Appropriation, is investing \$1,000,000 into this project. The two projects are linked because the redevelopment of the original Cook's landing site is crucial to the outcome of this proposal. However, note that the two projects, while related, are being separately managed.
8. **This proposal is also linked to Tuia – First Encounters 250, a series of national commemorations planned for 2019.** Tuia – First Encounters 250 commemorates the first encounters between Māori and Captain Cook in 1769. Tuia – First Encounters 250 aim to strengthen bicultural understanding, value of indigeneity, and understanding of migration in New Zealand. MCH is partnering with trusts established in Cook's four original landing sites to coordinate the national events – note that Gisborne is one of the original landing sites.

## **Benefits of the Proposal**

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9. The business case states that the following direct economic outcomes will be achieved as a result of MBIE's investments:
  - **6 new roles** directly created as a result of the proposal, as well as **increased employment opportunities** in the region.
  - An additional **10,000 visitors** to the region for the actual week of commemorations in 2019.
  - Investment in the proposal also **contributes to the Action Plan's goal of growing annual tourism revenues by \$6,500,000** year on year.
10. The business case also states that the following indirect economic outcomes will be achieved:
  - Memorable commemorative events with national and international exposure.
  - The Tairāwhiti community embracing stories around the First Encounters.
  - Raising the standards of authentic, bicultural tourism experiences.
  - New tourism experiences and new products that can be commercialised.
  - Increased people's capability and capacity in the Tairāwhiti region.

## Operating Expenditure and Funding Arrangements of the Proposal

11. **Total operating expenditure of the project is** <sup>9(2)(b)(ii)</sup> A detailed breakdown of operating expenditure details are found in the business case in **Annex one**.
12. **If agreed, Government will be contributing \$1,000,000, from RGI funding, to cover part of Te Hā's** <sup>9(2)(b)(ii)</sup> **operating expenditure.**
13. Government's investments will be allocated as below:

Hosting Te Hā 2019	Voyaging, Events and Festival	Story-telling, Wānanga	Tourism Experience Development
Tairāwhiti manaakitanga	Toi Tu Tairāwhiti – inaugural Festival of Arts and Culture (legacy event)	Marae based storytelling and commemoration	Navigation project experience development
Welcoming, feeding, and accommodating guests and whanau – Sestercentennial hosting infrastructure	Sustainable Oceans Symposium	Tairāwhiti Museum Kāwhiri Ora	Mahaki 'Skies to the Sea' river event
Hosting of national official launch ceremony and waka hourua	Waka/water based events	Community story-telling – Meeting of the Minds	Waka Hourua tourism experience development (capability and product build for post 2019)
	Community events over three weeks (legacy events)	Content capture for ongoing tourism promotion of Tairāwhiti	Capability building
	Baseline, and post event research		

<sup>9(2)(b)(ii)</sup>

14. **The events will go on for one month, from later September to later October 2019. The Te Hā commemorations will kick-start an annual Festival of Arts and Culture from 2019 onwards.**
15. The remainder of the proposal's operating expenditure comprises of an operating grant from Gisborne District Council, funding from the Eastland Community Trust, and other funding sources, including sponsorships. Further details on how the proposal will be funded are included in the business case (**Annex one**).

## Senior Regional Officials Endorsement

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16. At the Senior Regional Official group meeting on 7 December 2017, the proposal for the \$1,000,000 government investment and the business case were both endorsed. However, the Senior Regional Officials noted that:
- The proposal is part of other government support for the nation-wide Sestercentennial celebrations in 2019.
  - Officials to ensure there is sufficient trust governance and project management capability to manage the sizeable funding, including the proposed \$1,000,000 contribution and all-of-government funding, such as Ministry for Culture and Heritage's contribution.
  - Te Hā Trust consults and gets agreement on the event plans with iwi, and this requirement is included in the funding agreement.

## Risk Management

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17. The projects under the proposal are relatively low risk, as they have been developed collaboratively with central and local government, iwi and the local community, and other stakeholders. The projects are also related to the broader national programme developed and led by MCH. Treasury has also noted that commemoration events are generally low-risk.
18. Potential risks identified include management of stakeholder relationships, capability in leading and managing the events, lack of community engagement, and insufficient funding. The business case, attached in **Annex one**, includes a full list of risks and risk treatments.

## Next Steps

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19. Following Ministerial approval, officials will provide Ministers with monthly progress updates on the proposal at the Ministers' meetings. Confirmation of funding and contract signing will take place in around one to two weeks' time.

## Annexes

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Annex one: Te Hā 1769 Sestercentennial Commemorations Business Case

**Annex one: Te Hā 1769 Sestercentennial Commemorations Business Case**

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## **Regional Growth Initiatives Multi Year Appropriation**

### **Gisborne/Tairāwhiti Economic Action Plan**

#### **5.4 Te Hā 1769 Sestercentennial Commemorations**

FINAL as at 1 November 2017

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3. Tairāwhiti REAP Steering Committee letter of endorsement	
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## Regional Growth Initiatives Multi Year Appropriation Business Case - Gisborne/Tairāwhiti Economic Action Plan 5.4

### Project Name

Regional Lead/Applicant

Prepared by	Te Hā 1769 Sestercentennial Trust
Prepared for	Regional Growth Programme – Regional Growth Initiatives Multi-Year Appropriation
Date	1 November 2017
Version	V3 FINAL SUBMISSION

### Document Control

Document ID		
File name	RGI Business Case – Gisborne-Tairāwhiti Economic Action Plan – 5.4 Te Hā 1769 Sestercentennial Commemorations	
Version Number	Issue date	Changes/actions
V1	11 September 2017	
V2	3 October 2017	Incorporating feedback from government agencies
V3	31 October 2017	Incorporating V2 feedback from government agencies
FINAL	1 November 2017	Reviewed and approved by the Te Hā Trust

### Document sign-off

Name	Role	Sign-off date

Checklist and other annexes  
COMPLETED

Executive summary	
Strategic case	
Economic evaluation	
Project plan	
<i>Operational budget</i>	
Management plan	
Next steps	

	Document (title)	Purpose
<b>1</b>	Te Hā 1769 Sestercentennial Trust Business Plan Version 2.0(f) June 2017	To contextualise the role of the Trust in the governance and delivery of 5.4 of the Gisborne/Tairāwhiti Economic Action Plan
<b>2</b>	MOU between Te Hā 1769 Sestercentennial Trust and Gisborne District Council	To outline roles and responsibilities and approach to working together to deliver the respective responsibilities and projects
<b>3</b>	Tairāwhiti REAP Steering Committee letter of endorsement	To confirm that the business case is endorsed by the Gisborne/Tairāwhiti Economic Action Plan (Meeting to endorse held on 1 November 2017)
<b>4</b>	Te Hā Trust Procurement Policy	Effective as at 7 March 2016, this is the Trust's procurement policy that will apply to all projects funded through this Business Case as managed by the Te Hā Trust
<b>5</b>	Te Hā Trust Members and Contractor bios (Key personnel)	A summary of the Te Hā Trustees and key advisory staff demonstrating their expertise and capability in leading commemoration programmes and events/projects of this scale
<b>6</b>	GDC letter of support	Letter of support for the business case from the Gisborne District Council, business case owners for the other Sestercentennial project in respect to the Cook Landing Site development and lead organisation for the related Navigations infrastructure development project and programme
<b>7</b>	Activate Tairāwhiti support	Email of support for business case from Activate Tairāwhiti, business owners of the tourism growth outcomes of the Tairāwhiti REAP
<b>8</b>	Eastland Community Trust letter of support	Letter of support for the business case and planned programme of regional events and tourism development

# 1. EXECUTIVE SUMMARY

## 1.1 Introduction

This business case has been developed by the Te Hā 1769 Sestercentennial Trust in Tairāwhiti (referred through the document as the Te Hā Trust) to secure the Regional Growth Initiative investment of \$1million to *Situate Tairāwhiti as the host of the core Sestercentennial events in 2019 and deliver a series of events of international standard.*

The Te Hā 1769 Sestercentennial Trust was set up through a series of Gisborne Tairāwhiti community meetings during 2013 which included participants from all Iwi and a wide range of other entities and community organisations with an interest in the pending 250<sup>th</sup> anniversary of the first meetings between Māori and Europeans in October 1769. Participants in the community meetings first nominated persons to form a steering group to draft a proposal for establishing a trust; then endorsed that group to establish the proposed Te Hā 1769 Sestercentennial Trust in October 2013. The Trust's purpose is to co-ordinate programmes to commemorate the 250<sup>th</sup> anniversary of the first meetings between Māori and Europeans on and off the shores of Gisborne/Tairāwhiti in October 1769, and to celebrate the feats of our ancestors in exploring the world's largest ocean.

The Te Hā Trust has a strategic vision of:

**"Dual Heritage - Shared Future"**

***He rae ki te rae, he ihu ki te ihu, te hau ka rere, te hā ka tau.***

A meeting of peoples, a mixing of cultures, a blending of heritage, a sharing of future.

The Trust is working with the Tairāwhiti community to prepare for the 2019 commemorations, which will be launched nationally in Gisborne/Tūranganui-a-Kiwa, being the first landfall of the Endeavour. Commemorations will also be held in other areas in the region: specifically, Anaura Bay (the second landfall) and Uawa/Totaga Bay (the third landfall). These landfall events all occurred during October 1769.

National commemorations activity are the responsibility of the Ministry for Culture and Heritage (MCH) which has established a National Coordinating Committee which includes the four trusts in New Zealand associated with the commemorations, on which the Te Hā 1769 Sestercentennial Trust (Tairāwhiti) is represented.

The national commemorations launch activities are a small part of the Tairāwhiti Sestercentennial programme of events and commemorations, which deliver a broader and more encompassing programme of events and development of initiatives focused on generating long-term value and legacies, including tourism growth.

## 1.2 Mandate

In 2014, Cabinet agreed to recognise the 250<sup>th</sup> anniversary of the first meetings between Māori and Europeans as a major national Tier 1 commemoration in 2019. In so doing, Cabinet also recognised that Gisborne and Tairāwhiti have a special position as the first landing site of Cook, Tupaia and others on the Endeavour, and will be the place where commemorations of this historic event will begin in 2019.

As part of the formal national launch by the Governor General of the Te Hā Trust in June 2014, the Minister for Arts, Culture and Heritage also announced that Cabinet had recognised the Te Hā 1769 Sestercentennial Trust as the co-ordinating body for the 250<sup>th</sup> commemorations in Gisborne and Tairāwhiti.

The Te Hā Trust is the lead organisation to complete this business case - in partnership with Iwi, Activate Tairāwhiti, Gisborne District Council, Tairāwhiti Voyaging Trust, MCH, TPK and MBIE. This project was approved by the Tairāwhiti REAP Steering Group and accepted by Government with funding approved in the principle as an action within the Gisborne-Tairāwhiti Economic Action Plan. The Te Hā Trust was identified as the lead agency for this project in its role as the coordinating body in the region for the commemorations.

The rationale behind this project is two-fold:

- Firstly, the region wants to showcase itself as the place that first meetings between Māori and Europeans took place, and to do so by delivering a broad programme of regional and community events that national funding for commemorations could not support; and
- Secondly, the region recognised that the commemorations would be an excellent opportunity to showcase the region nationally and internationally, and in so doing increase visitor numbers and tourism growth and investment.

Ministers agreed to fund in principle, through the Regional Growth Programme, events that would not be funded otherwise through national funding (national funding being determined by MCH).

### 1.3 The Project - Te Hā 1769 Tairāwhiti Sestercentennial Commemorations

This project sits alongside 5.3 of the Tairāwhiti Economic Action Plan (TEAP) as it relates to 'completion of the Cook Landing Site and iwi encounters project to link to the Navigations Project' which is led by the Department of Conservation and Gisborne District Council with Ngati Oneone and MCH. While separate initiatives, both contribute to Tairāwhiti's positioning as the official launch of the Sestercentennial commemorations.

Below is a topline overview of the proposed project investment. Further details on each of these elements are included on page 18, and in the Strategic Case on pages 9 and 10 of this business case.

## RGMYA investment overview



### HOSTING TE HĀ 2019

Tairāwhiti  
manaakitanga

Welcoming, feeding,  
and accommodating  
guests and whanau –  
Sestercentennial  
hosting infrastructure

Hosting of national  
official launch  
ceremony and waka  
hourua

9(2)(b)(ii)

### VOYAGING, EVENTS AND FESTIVAL

Toi Tu Tairāwhiti –  
inaugural Festival of Arts  
and Culture (legacy event)

Sustainable Oceans  
Symposium

Waka/water based events

Community events over  
three weeks (legacy  
events)

Baseline, and post event  
research

### STORY-TELLING, WĀNANGA

Marae based  
storytelling and  
commemoration

Tairāwhiti Museum  
Kanohi Ora

Community story-telling  
– Meetings of the Minds

Content capture for  
ongoing tourism  
promotion of Tairāwhiti

### TOURISM EXPERIENCE DEVELOPMENT

Navigations project  
experience  
development

Mahaki 'Skies to the  
Sea' river event

Waka Hourua tourism  
experience  
development (capability  
and product build for  
post 2019)

Capability building

The balance of funding required will be provided by:

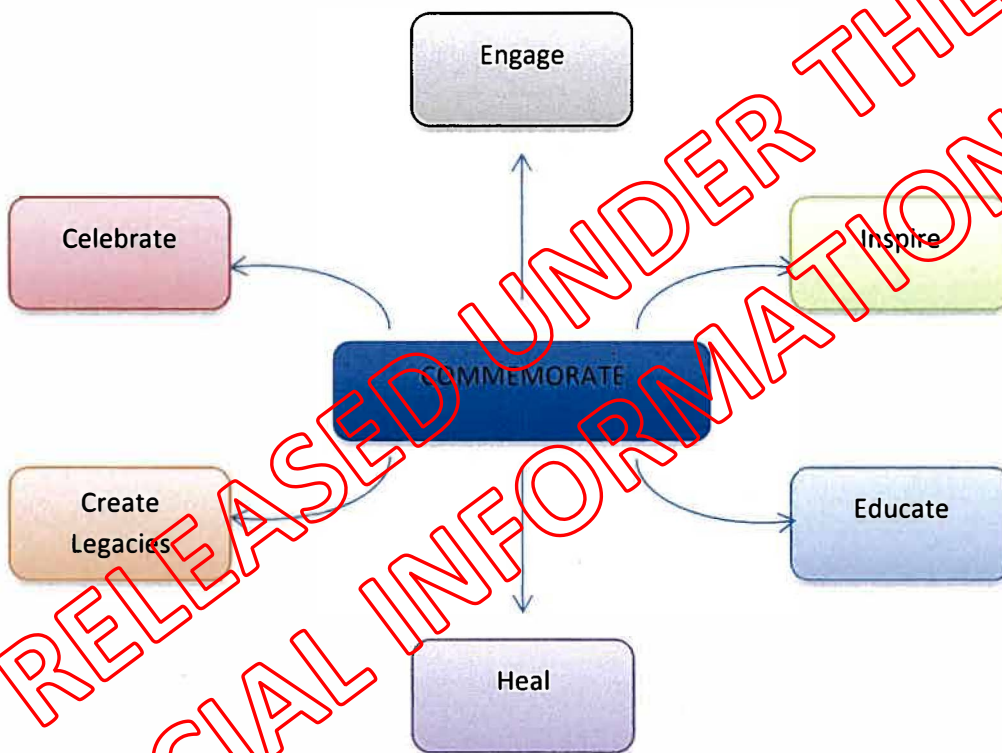
- The Ministry for Culture and Heritage (as it relates to the leadership and management of the official central government events to launch the national commemoration and voyaging programmes);
- Local funding organisations such as the Eastland Community Trust (ECT);

- The Gisborne District Council, via MOU and Funding Agreement with the Te Hā 1769 Sestercentennial Trust;
- Sponsorship and fundraising; and
- Local Iwi/mana whenua and community organisations investment of time and resources.

The Te Hā Trust’s mission is to:

- Engage and inspire communities to understand and share the stories of our unique place and people that shaped our nation;
- Commemorate the first meetings between Māori and Europeans on the 250<sup>th</sup> Anniversary in October 2019; and
- Create legacies to enhance the wellbeing of future generations.

The essence of the Te Hā Trust’s mission is represented in the diagram below.



This project, as led by the Te Hā Trust on behalf of the Tairāwhiti region and stakeholders, aims to:

- Position Tairāwhiti (Te Hā Trust, Iwi, mana whenua and other local partners) as host of the core Sestercentennial events, including the national launch of the *Tuia First Encounters 250* commemoration;
- Deliver a series of events to international standard in Tairāwhiti from late September to late October 2019, as the basis of an ongoing legacy event;
- Strengthen the capability of local people, Iwi, mana whenua, communities and organisations to host and to deliver the series of events to the standards required of Tairāwhiti manaakitanga and international events; and
- Develop new tourism experiences to deliver long-term sustainable social, economic, environmental and cultural benefit to Tairāwhiti.

Specific tasks associated with Tairāwhiti hosting and delivering the Sestercentennial events, include:

- Establishment, staffing, operation and closing of the Tairāwhiti office base (Oct 2017 to March 2020);
- Development and production of a Tairāwhiti commemoration programme and resource which summarises key 250<sup>th</sup> commemoration stories and sites;

- Provision of Tairāwhiti manaakitanga hosting and ambassador training programmes;
- Coordination and management of volunteers, casual staff/contractors;
- Establishment of MOU/Collaboration and service agreements with key partners;
- Provision of adequate catering, accommodation and transport services;
- Marketing and promotion, including communications with stakeholders and the community; and
- Together with Activate Tairāwhiti, commissioning an evaluation and economic impact analysis report, for completion post-2019 with recommendations for consideration by relevant Tairāwhiti and central government parties.

#### 1.4 Context

October 2019 commemorates the meeting of two great voyaging traditions. In the days of sail, New Zealand was such a difficult place to reach that this was the last significant land-mass on earth to be found and settled by people. Only bold, skilled sailors, whether Polynesian or European, could make these long, dangerous voyages.

Te Hā celebrates the feats of the star navigators who first explored and settled the Pacific - a third of the earth's surface - and of scientific explorers like James Cook who explored and charted this great ocean for Europe. This shared legacy is still alive and well in New Zealand, whether in the Navy, the America's Cup, the Olympics or the revival of Polynesian star navigation. It is part of a global story, not just a local or national commemoration. These commemorations talk to our nationhood, telling stories about our forebears who had the courage, curiosity and skill to cross the world's largest ocean.

The full cost of this regional programme, designed to position Tairāwhiti, showcasing its tourism assets and attracting visitors, is estimated at <sup>9(2)(b)(ii)</sup>

\$1 million is being sought from the Regional Growth Initiatives Multi Year Appropriation programme towards this programme, to be allocated as per the proposed investment framework below.

MCH is separately responsible for determining and delivering the 'official launch event' elements. While final scoping and detail in respect to the official national commemoration launch led by MCH are yet to be determined, the Te Hā Trust (Tairāwhiti) has recommended investment from the Regional Growth Programme to support these national commemoration events including the national celebration of 1000 years of navigation. MCH will work with the Te Hā Trust, Tairāwhiti Iwi/mana whenua, Gisborne District Council, Tairāwhiti Voyaging Trust and others to collaboratively develop the core concepts and plans for this event.

#### 1.5 Benefits of this proposal

The Te Hā Trust and stakeholders anticipate the following will be achieved as a direct result of this investment:

- Memorable commemoration events with national and international exposure, contributing to the new brand positioning for Tairāwhiti – translating into ongoing visitor attractions and experiences around First Encounters/First Meetings and core content for tourism promotion;
- The Tairāwhiti community embracing First Encounters stories, and telling them in a balanced way every year;
- Raised standards of authentic dual heritage tourism experiences – consistent high quality experiences;
- Tourism experiences / new 'product', product development that can be commercialised and increase regional revenue, including new Māori Tourism offerings, activation of the new 'Navigations Project' infrastructure, and new events (annually) in the shoulder season including Toi Tū Tairāwhiti – an annual Festival of Arts and Culture; and
- Increased people capability and capacity.



## 2. STRATEGIC CASE

### 2.1 Investment objectives

<b>Project Objective One</b>	Position Tairāwhiti (Te Hā Trust and local partners) as host of the core Sestercentennial events, including the official national launch of the <i>Tuia First Encounters 250</i> commemoration
Existing arrangement	In anticipation of the upcoming Sestercentennial in 2019, the Te Hā Trust has, with the support of local funders, been producing small events each October to engage community and Iwi/mana whenua in preparation for the official commemorations.
Business need/scope	Tairāwhiti has been determined by Government as the location for the official national launch of the Sestercentennial commemoration events. It is anticipated that Tairāwhiti will be host to a broad range of domestic and international visitors, dignitaries, media and guests of State. This requires extensive hosting and commemorative event development, production and delivery. While the Government, through the Ministry for Arts, Culture and Heritage (MCH) will be responsible for the leadership and delivery of the official national commemoration launch event itself, there is an expectation that Tairāwhiti will provide the core infrastructure and community engagement and support necessary to do so.
How will the project meet this need?	Investment in core hosting capability and infrastructure will ensure that the Government delivers its objectives in hosting a national commemoration launch event that is of international standard. This project will contribute towards the delivery of hosting infrastructure that would otherwise not be available.

<b>Project Objective Two</b>	Deliver a series of events to international standard in Tairāwhiti from late September to late October 2019, as the basis of an ongoing legacy event
Existing arrangement	The Te Hā Trust together with Tairāwhiti community have been developing a programme of events since 2016, for culmination and delivery in 2019.
Business need/scope	While the official national commemoration launch event will be one element of the 2019 Sestercentennial commemoration programme, Tairāwhiti Gisborne will be hosting a series of events in the build up to and following this official event, from the arrival and hosting of waka hourua and the replica Endeavour; through to commemoration of the first trade and exchange, and other commemorative milestones associated with the 'First Encounters'. There is no vote funding available for this broader series of events that are pivotal to achieving the broader economic, social and cultural benefits for Tairāwhiti, and to provide ongoing legacies for the region. Activate Tairāwhiti has also identified the need for the development of additional annual events in the shoulder season, in order to grow tourism offerings available to drive visitation to the region.
How will the project meet this need?	This investment will contribute to the establishment of an annual Festival of Arts and Culture, to be launched in 2019 around the Sestercentennial

	commemorations and retained annually as a national Festival of Arts and Culture in October thereafter.
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<b>Project Objective Three</b>	Strengthen the capability of local people, communities and organisations to host and to deliver the series of events to the standards required of Tairāwhiti manaakitanga and international events
Existing arrangement	Tairāwhiti has its own authentic and unique manaakitanga, however this is reflected in a limited number of tourism experiences and event offerings.
Business need/scope	The Tairāwhiti tourism sector is considered underdeveloped and has been identified as having immense scope for growth. This is limited by the experience, capacity and capability of local people, communities and organisations to host events of and to an international standard.
How will the project meet this need?	Investment in strengthening the capability and capacity of local people and organisations, in particular iwi/mana whenua and community organisations, and their preparedness for the Sestercentennial commemoration events, will contribute to the successful delivery of the national commemorations programme, and will enhance the Tairāwhiti region's growing tourism industry. The project will be led and delivered from within Tairāwhiti and will contribute to the new brand positioning for Tairāwhiti around First Encounters/First Meetings. Investment in capability will include specific training and other fora for those involved in the Sestercentennial programme.

<b>Project Objective Four</b>	Develop new tourism experiences, to deliver long-term sustainable social, economic, environmental and cultural benefit to Tairāwhiti.
Existing arrangement	Tairāwhiti has a limited number of tourism experiences that promote the unique dual heritage, culture and value proposition of the region.
Business need/scope	TEAP Action 5.2 (Tairāwhiti Navigations Project), Business Case 5.3 (Cook Landing Site and iwi encounters project), the Tairāwhiti Voyaging Trust's waka hourua project, and the Sestercentennial event commemorations deliver infrastructure and event offerings that need to be leveraged and developed into viable and sustainable tourism experiences and product offerings, to deliver long-term economic growth for the region.
How will the project meet this need?	This project will invest in the scoping and development of new tourism experiences that will activate 5.2 and 5.3 infrastructure investment, and ensure the ongoing sustainability of the 'Tairāwhiti' waka hourua, iwi/mana whenua based and other commemoration events and tourism product offerings. Specifically, this project will see a number of feasibilities undertaken for proposed tourism experiences, to leverage investment in the new infrastructure being built, and the Sestercentennial programme development.

## 2.2 Key strategic risks

These projects are relatively low risk in that they have been developed collaboratively with Activate Tairāwhiti, Gisborne District Council, Te Puni Kokiri, Iwi/mana whenua and the Tairāwhiti Voyaging Trust, and have regard for the broader national programme being developed and led by MCH.

The Trust has put in place strong governance and management oversight, has established an MOU with key partner GDC, and is in the process of establishing a MOU with MCH.

The Trust will also enter into MOU or letters of understanding with Iwi/mana whenua (the nature and scope of each agreement to be agreed with each party).

That said there are some potential risks that the Trust has identified which are outlined below.

The Trust will actively engage with Iwi/mana whenua and key stakeholders including the Tairāwhiti Economic Action Plan Steering Group, MBIE and MCH, throughout the delivery of these projects.

Risk	Responsible party	Risk treatment (by applicant)
Stakeholder relationships are not well-managed.	Te Hā Trust with GDC, AT, MCH and TPK	Establishment of MOUs with key parties – GDC, AT, TPK and MCH. Regular meetings and transparent dialogue with representatives of key organisations including MBIE, MCH, TPK, AT, GDC. Refer appended MOU with GDC.
Insufficient funds are available for the delivery of an acceptable 2017, 2018, 2019 programmes of commemorative events	Te Hā Trust	Collaborative approach to local funding with ECT, GDC and other potential funders to secure the required levels of investment to deliver events of an appropriate standard and impact.
Inability to secure the necessary expertise to lead the Trust, and commemorations programme development, or associated cost overruns	Te Hā Trust	Securing expert advisory to mentor and oversee development of the programme. Strict adherence to the Trust's procurement policy, funding and milestone achievement; and strict milestone management of key projects to budget.
Lack of engagement from the Tairāwhiti community	Te Hā Trust	Managed communication with the community, monitoring community response and engagement.
Completion of TEAP Action 5.3 Cook Landing Site	DOC / GDC	The Trust sees very little risk to the Trust's programme should this site not be completed in time for the Sestercentennial commemorations. 9(2)(f)(iv)
Partnership relationships with Iwi/Mana whenua	Te Hā Trust with Iwi/ Mana whenua	Establishment of MOUs or letters of understanding with individual Iwi/Mana whenua. Regular meetings and transparent dialogue with Iwi/Mana whenua leaders and their representatives for this project.

## 2.3 High level objectives alignment

The projects proposed are focused on ensuring that the national commemorations programme is effectively launched and situated, and that the region maximises the leverage potential around this event in the building of capability, development of new events and tourism experiences which will deliver long-term sustainable tourism growth and employment for the region.

Stakeholder	Relevant high level objective(s)	Explain contribution/alignment
Activate Tairāwhiti	<ul style="list-style-type: none"> <li>(1) Development of tourism capability, capacity and employment</li> <li>(2) Delivery of TEAP 5.4, and contribution to TEAP 4.2, and 5.2</li> <li>(3) TEAP Actions 4.1, 4.2, 5.2, 5.4 and 5.5 towards growing the tourism sector within Tairāwhiti</li> </ul>	<p>Events contribute to enhanced branding and positioning of Tairāwhiti.</p> <p>Development of new tourism experiences/product and legacy event offerings, with associated employment, including those that leverage core Sestercentennial infrastructure investment.</p> <p>Content generation for ongoing tourism promotion.</p> <p>Provision of core hosting for the national 2019 Sestercentennial commemorations.</p>
MCH	(1) TEAP 5.4, Providing core Sestercentennial hosting infrastructure and events is closely aligned with the Ministry's objective to deliver an official national commemoration launch event of international standing, and a national celebration of voyaging	<p>Provision of core hosting for the voyaging celebration and national official opening event.</p> <p>Provision of a community festival of events, to wrap around the official ceremonial elements and engage the broader community of Tairāwhiti and visitors to the region.</p>
GDC and DOC	<ul style="list-style-type: none"> <li>(1) Enhancing investment in Sestercentennial tourism infrastructure</li> <li>(2) TEAP 5.4, and contribution to TEAP 5.2 and 5.3</li> </ul>	Development of new tourism experiences and offerings that leverage infrastructure investment, including the Cook Landing Site, linking to the Navigations Project (TEAP 5.3).
TPK	(1) Development of new Māori tourism products	Development of new tourism experiences with Iwi.
IWI/MANA WHENUA	<ul style="list-style-type: none"> <li>(1) Development of new Māori tourism experiences and products (TEAP 5.5, and TEAP 5.4)</li> <li>(2) Development of tourism capability, capacity and employment</li> <li>(3) Delivery of TEAP 5.3 Cook Landing Site and iwi encounters project</li> </ul>	<p>Investment in the development of new Māori led tourism experiences, product and content leveraging the Sestercentennial event.</p> <p>Development of new tourism experiences to leverage TEAP 5.3 development of the Cook Landing Site, linking to the Navigations Project.</p>
TAIRĀWHITI VOYAGING TRUST	<ul style="list-style-type: none"> <li>(1) Development of new Māori tourism experiences and products (TEAP 5.5)</li> <li>(2) Development of tourism capability, capacity and employment</li> </ul>	Investment in the development of a new tourism experience, and content leveraging the Sestercentennial event, celebrating 1,000 years of voyaging.
ECT	(1) Ensuring the region delivers events and commemorations of international standard, contributing to social, economic and cultural growth in the region	Provision of funding to ensure a programme of events that leverage the region's unique positioning, delivering legacy events and tourism experiences, to a high international standard.

### 3. ECONOMIC EVALUATION

The case for investment is outlined in the above section titled Strategic Case – Investment Objectives.

Investment in the hosting and activation of the national Sestercentennial commemorations, will be measured via a post event economic evaluation. This will be undertaken in association with Activate Tairāwhiti and will follow the protocol outlined in the Major Events Development Fund Post-Event Economic Evaluation Guidelines.

The Tairāwhiti region has unique and valuable stories critical for New Zealanders to understand their heritage and national identity. Many of these stories will come from assets of the area: 46% of the regional population is Māori and there are 70 operational marae in the region. This asset base will create a rich range of stories and Māori tourism products and services which will in turn create an ongoing sustainable Māori tourism sector in the region, that will create and continue to create full-time jobs and reasonable income in the region.

The majority of events funded will be of legacy value in that they will continue on an annual basis as part of the new Toi Tū Tairāwhiti (Festival of Arts and Culture) that will take place every October, following the official Sestercentennial in 2019.

#### 3.1 Economic Outcomes

Development of new tourism experiences and products leveraging the Sestercentennial infrastructure builds and story-telling/content capture, will contribute to sustained tourism growth and development within the region. Specific economic outcomes include:

Regional Growth Programme Outcomes	Tairāwhiti Economic Action Plan
<p>This investment will attract a further \$3.2m <b>direct investment</b> in the Sestercentennial commemorations programme and legacy, from the Eastland Community Trust, local business and funders.</p> <p>This is further supported by the Gisborne District Council and Eastland Community Trust investment of some \$8.8m in local infrastructure to support tourism growth and visitor attractions.</p> <p>The Tairāwhiti tourism industry base will be expanded from a very narrow two month period of peak activity to a more extended period of peak activity, which has a knock-on benefit of extended employment opportunity (moving from part-time to fulltime employment).</p>	<p>This project will see the creation of <b>six new roles</b>, (across event programme activity and initiatives, and through new tourism product development), and will attract talent to Tairāwhiti.</p> <p>It will also <b>increase employment opportunities</b> as part of new tourism product development, and the establishment of new annual events and activations as part of Tairāwhiti’s visitor/tourism offering.</p> <p>Investment in this business case will contribute to achievement of TEAP’s regional economic projections through the contribution of new jobs and additional tourism product, and improved ability to attract talent.</p> <p>We anticipate <b>an additional 10,000 visitors</b> to the region for the actual week of commemoration in 2019. These estimates are considered conservative and have been developed through consultation with Activate Tairāwhiti.</p>

The Te Hā story is a key reason for people coming here. Te Hā is an anchor contributor to the regional point of difference within the regional tourism market. This is a key driver of the regional tourism brand and regional point of difference (an authentic Tairāwhiti brand).

This business case will directly contribute to 4.1 and 4.2 of the Tairāwhiti Economic Action Plan as it contributes to the development of an authentic Tairāwhiti brand, as well as capturing content that will be available for regional marketing, business attraction, visitor services and heritage promotion.

This business case will also support and amplify the work being undertaken by national tourism organisations such as Air New Zealand, who are working with Activate Tairāwhiti to develop a sustainable tourism programme, and grow the Gisborne Tairāwhiti region as a destination, while adding to the diversity of tourism offerings available in New Zealand.

The cumulative effect of the events and investment within this proposal will contribute to a lift in future visitor numbers and spend in the Tairāwhiti region, arising out of the national and international profile of the events via mainstream media, social and digital channels. This will be in addition to the anticipated 10,000 visitors to the region for the actual Sestercentennial commemorations in 2019.

### **3.2 Building the economic case**

There are very limited options to achieve the outcomes above. These can only be achieved with the development of a large scale programme of events, and the development of ongoing annual events and tourism ventures.

If the \$1 million sought from the Regional Growth Initiative Multi Year Appropriation was not available then the events programme and new tourism product development would not be able to be fully delivered, and the resulting outcomes will be substantially less. Only minimal hosting infrastructure would be available to the Government for its national official opening ceremony and voyaging events, and there would be no catalyst for further local investment, or Iwi/manā whenua and community economic development. While less relevant to the economic case, it would also result in a dis-engaged community.

This investment delivers both national and local benefits. Nationally, the Government will be assured of the right infrastructure hosting capability in which to develop and deliver its national official commemorations event, including the hosting of international and national VIPs and guests of Government. Locally, the region will have built capability and capacity for tourism and the staging and hosting of events of this significance.

### **3.3 Why Regional Growth Initiative funding is required**

The Government has determined that Tairāwhiti will host the national official launch event for the Sestercentennial commemorations. This will require regional event and tourism infrastructure that is not currently in place, nor provided for within MCH Vote allocations for the Sestercentennial. Specifically, this includes provision of a tent city, accommodation, meals, and hosting of waka hourua visitors; powhiri and hosting of visitors for voyaging, oceans symposium and the national official opening ceremony; and supporting community events and activation around the national official opening ceremony.

Māori tourism is a key area of development identified by Tourism New Zealand – towards creation of a modern New Zealand. This business case will directly contribute to the development of new Māori tourism ventures and visitor experiences, within the region. This fund will contribute to development of regional capability, new event offerings, and annualised events – that together with the development of new tourism products arising out of the Sestercentennial infrastructure and other projects – will deliver ongoing and sustained tourism value to the region and contribute to the achievement of actions 4.1 and 4.2 of the Tairāwhiti Economic Action Plan.

## 4. PROJECT PLAN

### 4.1 Procurement process

<p><b>Outline the procurement process used/to be followed</b></p> <p>The Trust will enter into service level agreements with organisations (Iwi/mana whenua and community organisations) for the delivery of their respective projects. These agreements will have clearly articulated outcomes, with milestones for delivery linked with payment.</p> <p>The Trust will directly lead Toi Tū Tairāwhiti (development and management of the annual Festival of Arts and Culture), and the convening of the overarching month long programme of events in the Tairāwhiti region. The Trust will also be a foundation member on the national steering group hosting the Sustainable Oceans Symposium.</p> <p>For activities delivered directly by the Trust, all projects will be subject to an RFP/tender process. Normal procurement of services shall be subject to the securing of a minimum of two quotes, as per the Trust's Procurement Policy (appended).</p>
<p><b>Outline the key project requirements, used/to be used in procurement</b></p> <p>Refer to the Trust's procurement policy.</p>

### 4.2 Project timeline

DATE	Project milestone	Associated payment	Evidence/reporting required
On approval by Ministers (by 31 Dec 2017)	Signing of funding agreement	9(2)(b)(ii)	Funding agreement in place with agreed milestones
31 March 2018	Agreed project plans for the festival and voyaging events, wānanga and storytelling, and the development of new tourism experiences		Service level agreements with initial projects (festival and voyaging events, Wananga, new tourism experience development)
30 June 2018	Finalisation of national commemoration event plan by MCH (a deliverable for MCH), in collaboration with the Trust and local stakeholders. Finalisation of core event and hosting elements, service providers/partner organisations		Service level agreements, appointment by MCH of a Tairāwhiti based national event manager/producer (the responsibility of MCH). Baseline research into community awareness and engagement in Sestercentennial commemoration
31 December 2018	Finalisation of draft commemoration programme of events		Service level agreements, completion of business cases/feasibility studies into new tourism experience development
31 October 2019	Delivery of Sestercentennial events and hosting as per plan		Delivery of Sestercentennial programme of events

### 4.3 Key project risks

Risk	Responsible party	Risk treatment (by applicant)
Costings are not accurate for the individual projects that comprise the events and commemorations programme	Te Hā Trust and delivery organisations	Te Hā has worked with individual organisations to scope and cost their initiatives. Where not yet available, in depth costings will be sought and the parties will develop projects that are achievable within budget whilst still meeting their objectives. Each project lead organisation will be responsible for cost overruns. Contracts will have detailed requirements around budget development, approvals and reporting. A 5% contingency will be included in all project budgets.
Projects are not delivered on time or to their full scope	Te Hā Trust and delivery organisations	The Trust will invest in sufficient staff and expertise to monitor project delivery, linking payments to achievement of milestones and timelines.
Events and new tourism experiences are not maintained post 2020	Te Hā Trust and delivery organisations	The Trust will work with recipient organisations to ensure that legacy projects are sufficiently scoped and implemented so as to ensure ongoing viability and operation

### 4.4 Operating budget

The total expected cost to deliver this Tairāwhiti project is <sup>9(2)(b)(ii)</sup>

Final elements are yet to be confirmed and detailed budgets are yet to be developed for some elements (MCH is yet to finalise the Crown's official national commemoration event, requirements and investment, and local organisations are still developing their detailed budgets), however a number of programme elements have been sufficiently scoped so as to provide certainty of overall scale and investment requirements.

Below is a summary of the anticipated full Tairāwhiti programme budget over the three years to June 2020 (comprising financial years to June 2018, 2019 and 2020).



Te Hā Trust – Situating Tairāwhiti as host of the National Sestercentennial Commemorations					
Proposed Elements	Year 1 – FY2018	Year 2 – FY2019	Year 3 – FY2020	TOTAL	RGI MYA Business Case
<u>Operating Expenditure</u>					
Core hosting infrastructure for national commemorations	9(2)(b)(ii)				
Festival and Voyaging Events					
Wānanga, story-telling, Meetings					
Tourism experience development					
<b>SUB TOTAL PROGRAMME ACTIVITY</b>					
Te Hā Trust operations and coordination					
Other org operations					
Research					
<b>TOTAL ALL ACTIVITY</b>					
<u>Co-funding secured, source</u>					
Regional Growth Initiatives Multi Year Appropriation					
Gisborne District Council – operating grant					
ECT – Trust operating grant					
ECT – Event funding					
Sponsorship / Fundraising / other funding sources					
<b>TOTAL</b>					
Funding shortfall (if any)					

\*Funding to be secured, dependent on the outcome of this business case  
 Note: Includes contingency of \$250,000 within total expenditure

The budget for the \$1million sought through this business case, as included in the total programme above, and its respective elements, are broken out and summarised below.

<b>Te Hā Trust – Situating Tairāwhiti as host of the National Sestercentennial Commemorations</b>					
<b>RGI MYA Business Case Elements</b>	<b>Year 1 – FY2018</b>	<b>Year 2 – FY2019</b>	<b>Year 3 – FY2020</b>	<b>TOTAL</b>	<b>Total Project Cost</b>
<p>Core hosting infrastructure for national commemorations, includes contribution towards:</p> <ul style="list-style-type: none"> <li>- Hosting infrastructure, meals, accommodation and powhiri for waka hourua and voyaging visitors, Rongowhakaata</li> <li>- Official powhiri at Te Poho o Rawiri Marae, Ngāti Oneone</li> <li>- Provision for hosting, Hauti</li> </ul>	9(2)(b)(ii)				
<p>Festival and Voyaging Events, including contribution towards:</p> <ul style="list-style-type: none"> <li>- Toi Tū Tairāwhiti – inaugural Festival of Arts and Culture (legacy event), commencing with the national official opening ceremony of the Sestercentennial commemorations</li> <li>- Sustainable Oceans Symposium, a national project in partnership with the Royal Society of New Zealand and of Waka Hourua collective</li> <li>- Tairāwhiti Museum and Kanohi Ora</li> </ul>					
<p>Wānanga, story-telling, meetings, including contribution towards:</p> <ul style="list-style-type: none"> <li>- Marae based story-telling and commemoration</li> <li>- Community story-telling – Meetings of the Minds</li> <li>- Content capture for ongoing tourism promotion of Tairāwhiti</li> </ul>					
<p>Tourism experience development, including contribution towards:</p> <ul style="list-style-type: none"> <li>- Navigations project experience development</li> <li>- Iwi tourism experience development</li> <li>- Waka Hourua tourism experience development (capability and product build for post 2019)</li> </ul>					
<b>SUB TOTAL PROGRAMME ACTIVITY</b>					

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## 5. MANAGEMENT PLAN

### 5.1 Project Governance Structure

The project will be overseen by the Te Hā 1769 Sestercentennial Trust, an independent, community driven, charitable trust governed by a Trust Deed and Board of Trustees.

The principal objectives of the Te Hā Trust are to:

- Commemorate the first meetings at Tūranganui-a-Kiwa/Poverty Bay, Anaura Bay, Uawa/Tolaga Bay and on and off the coast of the Tairāwhiti region in October 1769 of the Māori and European people who went on to have a dual heritage and a shared future.
- Commemorate the discovery, exploration and settlement of Aotearoa by peoples from East Polynesia prior to 1769, including the recognition and commemoration of the Polynesian tradition of voyaging and exploration.
- Commemorate the 250th Anniversary of the voyage of Lieutenant Cook, Tupaiā and others on HM Bark Endeavour, and the British tradition of maritime exploration.
- Promote - locally, nationally and internationally - through education and other means the national and international significance of these events.
- Establish legacies from the commemoration of these events, moving forward for the next 250 years celebrating our shared culture with a sense of pride and ownership of New Zealand's dual heritage and shared future.

The Te Hā Trust Board meets monthly on the second Monday of each month, except January and has appointed a Trustee to oversee/sponsor each of its business plan work streams and each projects.

An Executive Committee has been appointed, comprising the following trustees:

- Richard Brooking (Chairman);
- James Blackburne (Deputy Chairman);
- Te Aturangi Nepia-Clamp;
- Dr Jennie Harré Hindmarsh; and
- Dame Bronwen Holdsworth

The Executive Committee meets monthly, between Board meetings, and has specific delegated authorities, which are described in the Te Hā Trust Policies Manual. The Chairman and Deputy Chairman are responsible for maintaining oversight of financial matters. The Chairman and Dame Bronwen Holdsworth have responsibility for Communications.

Accountability for the projects outlined in this business case will be the responsibility of the Te Hā Trust.

The Ministry for Culture and Heritage (MCH) convenes the National Coordinating Committee, which comprises two representatives from each of the four landing-site trusts, plus representatives of various government agencies. Dame Anne Salmond and Richard Brooking represent the Te Hā Trust at these meetings.

The National Coordinating Committee currently has two sub-committees:

- Voyaging and Navigation; the Te Hā Trust representatives are Te Aturangi Nepia-Clamp and Joe Martin; and
- Communications, Branding and Naming; the Te Hā Trust representative is Dr Jennie Harré Hindmarsh.

The Te Hā Trust coordinates two national fora by telephone with the other landing-site trusts:

- Skype hui (monthly or as needed), usually attended by the Te Hā Trust Executive Committee members, plus Dame Anne Salmond, depending on availability; and
- A less regular National Education Working Group Skype hui, which is convened by Jennie Harré Hindmarsh on behalf of the Te Hā Trust.

Trustees are responsible for building and maintaining relationships within and outside the Tairāwhiti, including influencing politicians and other key stakeholders and decision-makers. A Kaumātua/Pakeke (Māori/Iwi Elders) Advisory Group has been formed to sit alongside trustees and provide cultural advice, guidance and support. Dame Patsy Reddy, Governor-General, is Patron of the Trust and Sir Neil Cossons is Advisory Trustee.

The Trust has paid management to oversee the day to day operations of the Trust, to manage key projects to ensure that the benefits are delivered, on time and within budget (on behalf of the Trustee Sponsor).

The General Manager's responsibilities include:

- Establishing and managing working groups or contractors to deliver projects;
- Ensuring the Te Hā mission and values are understood and accurately reflected;
- Communicating between Te Hā Trust and external stakeholders, including funders and potential funders;
- Managing operations to ensure the expectations and responsibilities set out in the Trust's Policy Manual, MoUs/letters of agreement/partnership projects are met;
- Ensuring that projects deliver the stated benefits and meet trustees expectations, satisfy stakeholder needs;
- Ensuring projects and proposals are feasible, realistic and contribute towards realising strategic goals;
- Managing projects and other activities to deliver on time and to budget;
- Maintaining a risk register and issues log;
- Ensuring that the Trust operates within legislative requirements, including compliance with its Trust Deed and with the requirements of the Charities Commission; and
- Reporting on progress to sponsors, the Te Hā Trust Board and other stakeholders.

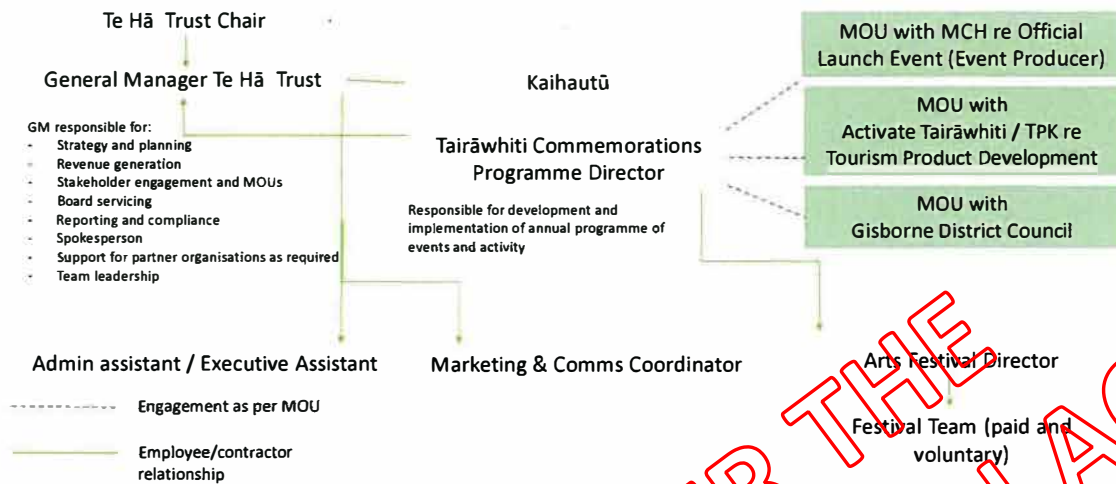
The Trust has developed an enhanced management structure to deliver the extended programme of activity in the build-up to 2019. An overview of this management structure is below. This structure will be funded by local funders and partners.

Recruitment of personnel has commenced, with full staff anticipated to be in place by February 2018.

In the interim the Trust has retained the services of a project consultant, Sharon van Gulik, who has significant experience in the development and management of Government funded events of national and international significance in her prior role as CEO of the then NZ Millennium Office, responsible for developing and delivering a yearlong programme of events and legacy projects to celebrate the new millennium and leverage tourism and trade outcomes for New Zealand.

Significant experience in events and projects of this scale and significance also resides within members of the Trust. These are summarised in the appended bios of Trust members.

# Te Hā Trust management structure



## 5.2 Ownership

The ownership and management of the various elements of the project, are outlined below:

Project	Ownership and ongoing management
2019 Sestercentennial programme of events	<p>Each contributing organisation is responsible for the ownership of their event or activity, and any ongoing management.</p> <p>In the case of a new Festival of Arts and Culture, this is the responsibility of the Te Hā Trust. Post 2019, it is anticipated that a new Trust will be established to take over ownership and management of this event on an ongoing basis, and that this annual event will continue to incorporate elements of commemoration and story-telling of the 1769 first encounters and meetings and associated Pacific and European voyaging traditions.</p> <p>The Sustainable Oceans Symposium is a joint initiative to be led by a national steering group including the Royal Society of New Zealand, Waka Hourua collective and Te Hā Trust.</p>
Development of new tourism experiences	<p>Each Iwi/mana whenua or organisation will own their tourism experience, and will be responsible for its ongoing management and operation. Activate Tairāwhiti and TPK will also provide support and oversight for this new tourism product development, via an MOU with the Trust.</p>
Content development	<p>Individual organisations will own their own 'content' or IP / story-telling, and will enter into agreements with Activate Tairāwhiti, the Museum or other organisations that wish to use this content for promotion of the region, on an ongoing basis.</p>
Research	<p>The research and its associated methodology will remain in the ownership of contributing organisations, and will revert to Activate Tairāwhiti in the event of any organisation ceasing operation post the</p>

### 5.3 Post-project evaluation

The success of the project will be assessed through a combination of quantitative and qualitative performance measures, to be agreed. These measures and their measurement approach are outlined in the table below. SMART measures will be agreed once all project plans and contract for service are completed.

The Trust will undertake this evaluation in partnership with Activate Tairāwhiti.

Performance Measure	Measurement tool/s
# of people involved with and attending the Sestercentennial events (both domestic and international) in 2019	Information provided by participating organisations Visitor numbers as determined by Activate Tairāwhiti
Levels of Tairāwhiti community engagement and an increase in 'first encounters' understanding	The Te Hā Trust together with partners Activate Tairāwhiti and MCH (TBC) will undertake baseline and pulse research to determine levels of awareness and engagement in the Sestercentennial commemorations, and the degree to which this has been enhanced through this project and investment. Baseline research will take place in late 2017/early 2018, November 2018, with final research in November 2019.
# of events delivered # of events continuing in 2020	Number of events published in 2019 Sestercentennial programme Number of events continuing in 2020
# wānanga about Te Hā stories and hosting	As advised by iwi and community groups
# of new tourism experiences developed	Number of new tourism experiences brochure/promoted by Activate Tairāwhiti
% increase in New Zealand and international visitation to Tairāwhiti	As managed by Activate Tairāwhiti

### 6. NEXT STEPS

On confirmation of the business case, the Trust will confirm and secure the balance of community / regional funding and appoint staff and contractors to implement the programme.



# Business Plan

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Version 2.0 (f)

Updated June 2017

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## 1 Introduction

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The Te Hā 1769 Sestercentennial Trust (the Trust) is an independent, community driven, charitable Trust governed by a Trust Deed and Board of Trustees.

The Te Hā 1769 Sestercentennial Trust was set up in October 2013 to co-ordinate programmes to commemorate the 250th anniversary of the first meetings between Māori and Europeans on and off the shores of Gisborne/Tairāwhiti, and to celebrate the feats of our ancestors in exploring the world's largest ocean. In remembering the past, we aim to create legacies for future generations, and pathways to a new, exciting future for all New Zealanders.

The Trust is working with the community to prepare for the 2019 commemorations, which will be launched in Gisborne/Turanganui-a-Kiwa, being the first landfall of the Endeavour. Commemorations will also be held other areas in our region: specifically, Anaura Bay (the second landfall) and Uawa/Tolaga Bay (the third landfall). These landfall events all occurred during October 1769.

The Trust will facilitate a programme of local, national and international events and initiatives leading up to and including the commemorations and celebrations in 2019, and generate legacies for the benefit of the region, and the nation.

This document should be read in conjunction with Te Hā Strategic Plan, Communications Plan, Trust Deed, Policy Manual and the Commemorations Work Plan (Four Pillar Plan).

## 2 Scope

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This document is an updated version of the Te Hā Trust's original business plan, which described the six-year period December 2014 to December 2020, and focused on the Trust's objectives for the 12-month period beginning February 2015.

The business plan should be reviewed and updated in July each year, along with the production and audit of the Trust's annual accounts and report to the Charities Commission.

The purposes of this business plan are to:

- Define key outputs and outcomes to be achieved during 2017/2018
- Define and communicate the Trust's priorities for the utilisation of its resources for the financial year (2017/2018)
  - Signal priorities and resourcing requirements for the 2018/2019 and 2019/2020 financial years.

It is assumed that central government will fund the official commemorative programme for 2019 (financial year 2019/2020). The Trust's operational funding from the Gisborne District Council ends 30<sup>th</sup> June 2019. In March 2017, the Eastland Community Trust granted \$100,000 towards funding some of the Trust's key objectives for the 2017/2018 financial year.

### 3 Business Plan Delivery

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The tables below divide the Trust's activities into three key areas:

1. Trust Governance and Operations (sponsor – Richard Brooking)
2. Legacy Generation; the legacies being<sup>1</sup>:
  - a) Educating the Nation (sponsor Jenne Harré Hindmarsh)
  - b) Prosperous Tairāwhiti, underpinned by:
    - Voyaging and Navigation (sponsor Te Aturangi Nepia-Clamp)
    - Toitu Tairāwhiti / Sustainable Tairawhiti (sponsor Dame Anne Salmond)
    - Arts and Culture (sponsor Jennie Harré Hindmarsh)
    - World Heritage Status (sponsor James Blackburne)
    - Tourism initiatives (sponsor Dame Bronwen Holdsworth)
3. Commemorative Events and Programmes (sponsor – Richard Brooking)

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<sup>1</sup> As determined at meeting of Trust Board 20<sup>th</sup> February 2017

### 3.1 Trust Governance and Operations

The tables below detail priority governance and operational objectives for the Trust, including funding, communications and developing and maintaining relationships. Note that those items in italics are either due for completion before 30<sup>th</sup> June 2017, and therefore will not be in the final version of this plan, or are recently added, and to be discussed and approved by the Trust at its 12<sup>th</sup> June Board meeting.

3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)								
Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Framed <i>(w/e)</i>	Time	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
							2017/2018	2018/2019
<b>3.1 (a) FUNDING</b>								
<b>To develop a sound fundraising strategy and plan that ensures sustainable funding for the Trust.</b>	Develop a funding calendar that identifies funds, their purpose, opening and closing dates, funding amounts and other pertinent information.	H	31 August 2017	GM Time	GM		A funding strategy, plan & calendar adopted by Board at 11 <sup>th</sup> September Board meeting  Funding secured for sustainable operations and legacy projects	Funding secured for sustainable operations and legacy projects

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Frames Time <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
	Make applications to the appropriate sources for funds for the Trusts activities.	H	Ongoing	GM Time Events Facilitator Time	GM & Events Facilitator	Funding applications for October 2017 submitted  Funding secured for sustainable operations and legacy projects	Funding secured for sustainable operations and legacy projects
<b>To secure funding for 2019 via the Regional Economic Action Plan</b>	To work with partners in the preparation of business case for RED Ministers	H	Final draft by 12 <sup>th</sup> June 2017 (timeframes under revision).	GM Time Trustee time	GM & Contractor (as necessary)	Business case approved by the Te Hā Trust Board and submitted according to revised timeframes	Full funding received and expended to achieve agreed targets by June 2019.
<b>3.1 (b) COMMUNICATIONS</b>							
<b>To maintain and update the Te Ha Trust website,</b>	Establish and monitor website using Google analytics.	M	Ongoing	GM Time	GM	GM reports include details from Google	GM reports include details from Google

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
as a key communication vehicle.						analytics – updates each quarter	analytics – updates each quarter
	Create additional videos from content already captured.	M	End July 2017	9(2)(b)(ii)	GM plus contractors	Video content on website from footage already captured	
	Update website to promote annual commemorative events and share other activities and updates.	H	Ongoing		As above	October 2017 Commemorative Events on website once programme approved (June 2017) Website refreshed and updated in timely manner	Website refreshed and updated throughout the year as soon as new content available and approved
To update and implement the Trust's Communications Plan	Work with GEMS Communications to update Communications Plan.	H	End June 2017		GM with GEMS	Updated Comms Plan for approval at July 2017 Board Meeting	Appropriate communications delivered consistently

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
<b>To effectively manage the Trust's relationship with local, national and international media.</b>	GEMS Communications contracted to liaise with media, including maintaining and building relationships, and to handle media enquiries.	H	Ongoing		GEMS GM	Appropriate communications delivered consistently  Media relationships well-managed	Appropriate communications delivered consistently  Media relationships well-managed
	GEMS Communications contracted to write media releases and letters to editor as required.	H	Ongoing		GEMS GM	Appropriate messaging delivered consistently	Appropriate messaging delivered consistently
	Monitoring of published communications related to Te Hā/First Encounters 250 and: <ul style="list-style-type: none"> <li>Keeping website updated accordingly</li> <li>Managing risk</li> </ul>	H	Ongoing		GEMS GM	Trustees and staff up-to-date with published communications of relevance and well-prepared and supported to manage risk.	Trustees and staff up-to-date with published communications of relevance and well-prepared and supported to manage risk.

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
	<ul style="list-style-type: none"> <li>Advising trustees and staff as required, including crisis management</li> </ul>					Website up-to-date and current.	Website up-to-date and current.
	Create and maintain currency of information pack for media and others	M	July 2018	9(2)(b)	GEMS GM		Information pack available, current, and distributed as appropriate
<b>Marketing Brochure/Package</b>	Define purpose of and audience(s) for Marketing Brochure/Package	H	End June 2017		GM and GEMS Communication with Trustees (BHH, LT, AM, DI)	Purpose and audiences for Marketing Brochure agreed to by Trustees at July Board meeting	Marketing Brochure refreshed, if required.
	Develop content of Marketing Brochure/Package.	H	End July 2017		GM and GEMS Communication	Content for approval at August Board meeting	

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**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
					on with Trustees (BHH, LT, AM, DI)		
	Engage company to design and produce draft for approval at September Board meeting, in consultation with Activate Tairāwhiti & Tourism Eastland.	H	End August 2017	99206(ii)	GM and GEMS Communication with Trustees (BHH, LT, AM, DI)	Brochure/package approved at September Board meeting	Brochure/package renewed & updated for 2018/2019 by August 2018
	Print brochures.	H	End September 2017			Brochure/package printed 30 September 2017	
<b>Develop and maintain social media presence</b>	Appropriate timing and resourcing for Te Hā Trust social media plan to be determined.	L	End June 2018		GM and GEMS	Proposal presented to Board for June 2018 Board meeting	Implementation of Te Hā Trust social media



**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
					Communication		plan by end Sept 2018
Update community through public meetings and regular newsletters and publications	To be determined once additional resource engaged.	H					
<b>3.1 (c) TRUST STRUCTURE</b>							
Review and Agree Function and Terms of Reference of revised Executive Committee or alternative Governance Committees	Next steps to be determined after Trustee discussion at June Board meeting	M	To be determined at June board meeting	Trustee time	Chairman with Trustees	Agreement and clarity with regard to function and responsibilities of the Governance Committee(s)  Governance Committee(s) and full board functioning effectively and	Governance Committee(s) and full board functioning effectively and efficiently

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
						efficiently from July 2017 onwards	
<b>Small events programming committee established to support the Events Facilitator prepare proposals for Board approval</b>	<i>GM and Events Facilitator to provide paper for June Board meeting with draft terms of reference and suggested members.</i>	M	12 <sup>th</sup> June 2017	<i>GM Time Events Facilitator time</i>	<i>GM Events Facilitator Trustees</i>	Programming Committee Established by June 2017 & supporting Events Facilitator for October 2017 events planning and implementation	Programming Committee supporting Events Facilitator for October 2018 events planning and implementation
<b>3.1 (d) RELATIONSHIPS</b>							
<b>Trust Board to meet with each Iwi face-to-face, to discuss the kaupapa and to address any issues, with a goal of understanding how the</b>	Plan for, and attend Ngati Oneone wananga once invited.  Facilitate meetings with MCH as appropriate.	H	To be advised by Dianne.	Trustee and GM time	All trustees, Dianne & Richard to lead	Iwi engaging directly with National Coordinating Committee & Te Hā Trust re planning for 2019	Te Hā Trust is actively supporting Iwi aspirations and goals, as deemed appropriate by Iwi.

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
Trust might support iwi aspirations and goals in relation to the commemorations.  (Ngati Oneone, Rongowhakaata, Te-Aitanga-a-Hauiti, Mahaki, Ngai Tamanuhiri and others to be advised)						commemorations and associated legacies	
	Advise Trust of best way to support Te-Aitanga-a-Hauiti.	H	To be advised by Anne McGuire.	Trustee time	All trustees, Anne McGuire to lead	Iwi engaging directly with National Coordinating Committee & Te Hā Trust re planning for 2019 commemorations and associated legacies	Te Hā Trust is actively supporting Iwi aspirations and goals, as deemed appropriate by Iwi.
	Advise Trust of best way to engage with Rongowhakaata		To be advised by Lisa.	Trustees time	All trustees, Lisa to lead	Iwi engaging directly with National Coordinating Committee & Te Hā Trust re planning for 2019 commemorations and associated legacies	Te Hā Trust is actively supporting Iwi aspirations and goals, as deemed appropriate by Iwi.

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
	<i>Invite Chair of Ngai Tamanuhiri to attend April board meeting to discuss representation on Te Hā Trust Board by Ngai Tamanuhiri, or whether a meeting with Ngai Tamanuhiri would be good next step.</i>	H	End Mar 2017	Trustees time	GM to write letter on behalf of all trustees	Iwi engaging directly with National Coordinating Committee & Te Hā Trust re planning for 2019 commemorations and associated legacies	Te Hā Trust is actively supporting Iwi aspirations and goals, as deemed appropriate by Iwi.
	Advise Trust of best approach for arranging meeting with Mahaki	H	To be advised by Richard and Wirangi Pera	Trustees time	Richard and Wirangi Pera	Meeting scheduled with Mahaki Iwi engaging directly with National Coordinating Committee & Te Hā Trust re planning for 2019 commemorations and associated legacies	Te Hā Trust is actively supporting Iwi aspirations and goals, as deemed appropriate by Iwi.

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
	Plan for, and attend meeting with Mahaki once invited. Invite MCH to attend if acceptable to Mahaki.	H	To be advised by Richard and Wirangi Pera	Trustee and GM time	All trustees, Richard to lead with Wirangi Pera	Iwi engaging directly with National Coordinating Committee & Te Hā Trust re planning for 2019 commemorations and associated legacies	Te Hā Trust is actively supporting Iwi aspirations and goals, as deemed appropriate by Iwi.
	Advise Trust of best approach for arranging meeting with any other iwi and/or other iwi/hapu organisations	H	TBA	Trustees time	All trustees	Iwi engaging directly with National Coordinating Committee & Te Hā Trust re planning for 2019 commemorations and associated legacies	Te Hā Trust is actively supporting Iwi aspirations and goals, as deemed appropriate by Iwi.

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
	Plan for, and attend meeting with other Iwi once invited. Invite MCH to attend if relevant and acceptable to other Iwi.	H	TBA	Trustee and GM time	All trustees, Chairman to lead	Iwi engaging directly with National Coordinating Committee as well as with Te Hā Trust re planning for 2019 commemorations and associated legacies	Te Hā Trust is actively supporting Iwi aspirations and goals, as deemed appropriate by Iwi.
<b>Support hapu/iwi, organisations and communities to achieve their reciprocity and repatriation plans linked with themes of voyaging and first meetings in Tairāwhiti region in 1769</b>	Support the Kanohi Ora 2019 steering group and other Iwi/hapu initiatives as appropriate.	H	As required.	Unknown	GM Jennie	Iwi plans and aspirations are fulfilled	Iwi plans and aspirations are fulfilled

**3.1 (e) HUMAN RESOURCES**

### 3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
To secure a sustainable level of staffing (employees and contractors) to deliver the Trust's Strategic and Business Plans	Trustees to work with BDO to develop a job description (JD), job title and recruitment process for a new 0.5 FTE 'Co-GM' (Māori) contract.	H	JD to be approved or final amendments suggested at June 12 <sup>th</sup> Board Meeting. Job title and recruitment process to be agreed.	Trustees (RB, JB, LT, DI, AM, JHH) GM BDO	Trustee Working Group	JD approved, job title and recruitment process to be agreed – 12 <sup>th</sup> June 2017	
	BDO and Trustee Working Group to conduct recruiting to the stage of having a short-list of candidates for Trustees to consider.	H	By 10 <sup>th</sup> July 2017	9(2)(b)(ii)	BDO with Trustee Working Group	Shortlist of candidates available for consideration at Trust Board meeting 10 <sup>th</sup> July 2017	

**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
	Trustees to conduct interviews and select final candidate.	H	By 14 <sup>th</sup> August 2017	Trustee time	Trustees with BDO support	Final candidate for approval at 14 <sup>th</sup> August Trust Board Meeting	
	Trustees to determine KPIs, remuneration, hours of work, place of work, and reporting lines.	H	By 14 <sup>th</sup> August 2017	Trustee time (those with HR responsibility) with support from GM and BDO	Trust's HR Subcommittee (to be formed)	KPIs, remuneration, hours of work, place of work, and reporting lines presented to Trust Board for approval at August 14 <sup>th</sup> meeting.	
	Contract including KPIs, remuneration, hours of work, place of work, and reporting lines offered to preferred candidate.	H	By 14 <sup>th</sup> August 2017	Chairman's time	Chairman	New 'Co-GM' (Māori) contracted by 25 <sup>th</sup> August and begun work for the Te Hā	



**3.1 Trust Governance and Operations (Trustee Sponsor - Richard Brooking)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Key Performance Indicators (KPIs) <i>(measurement)</i>	
						2017/2018	2018/2019
						Trust by 30 <sup>th</sup> September 2017.	
	Develop a plan for the human resources required to plan, deliver and report on legacy generation and events during 2018 and 2019 and the appropriate budget and funding strategy/plan.	H	For approval at Board meeting August 14 <sup>th</sup> 2017.	GM time	GM & Trust's HR Subcommittee	Plan presented to Trust Board for approval at Trust Board meeting August 14 <sup>th</sup> 2017.  HR & Fundraising plan KPIs for 2017/2018 achieved by June 2018	HR & Fundraising plan KPIs for 2018/2019 implemented and achieved according to specific timelines

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### 3.2 Legacy Generation

The table below describes the objectives that have been defined to support legacy generation and priority outcomes for 2016/2017, 2017/2018 and 2018/2019.

- (a) Educating the Nation
- (b) Prosperous Tairāwhiti – Economically, Ecologically, Socially, Culturally

3.2 (a) Legacy Generation – Educating the Nation (Trustee Sponsor – Jennie Harré Hindmarsh)							
Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Frames Time <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
<b>Educating the Nation</b> <b>(JHH Trustee Sponsor)</b>	Ensure that JCE deliver the 'First Meetings Digital Platform Project' according to 2016/2017 contract.	H	JCE Digital Platform Project Complete End June 2017  JCE Project delivered throughout Tairāwhiti by end 2017, from July 2017	GM Time	GM JHH	JCE project complete and available to schools, whanau, and other educators  First Meetings Digital Platform Project delivered throughout Tairāwhiti, on time, within budget and with positive evaluations	First Meetings Digital Platform Project developed and customised with other regions

**3.2 (a) Legacy Generation – Educating the Nation (Trustee Sponsor – Jennie Harré Hindmarsh)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
	Collaborate with education specialists from other trusts to ensure that stories of first meetings are included in national and local/regional curricula	H	Ongoing	GM Time Trustee Time	GM Jennie	Clear next steps agreed, defined and resourced for ensuring that the stories are included in national and local/regional curricula  Ministry of Education and local educators actively involved in generating and using resources	Relevant stories and related skills and values are being learnt in schools
	Work in partnership with the Ministry of Education, the three other Trusts, and related organisations to develop national education programme and resources.	H	Ongoing	Trustee time	Jennie	Ministry of Education and local educators actively involved in NCC, and in generating and using resources	Relevant stories and related skills and values are being learnt in schools
	Support local initiatives including with Iwi, Tolaga Bay	H	Ongoing	Trustee time GM time	Jennie GM	Clear next steps agreed, defined and resourced for	School journal articles published (as per National

**3.2 (a) Legacy Generation – Educating the Nation (Trustee Sponsor – Jennie Harré Hindmarsh)**

Objectives (what)	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)	Performance Indicators (measurement)	
						2017/2018	2018/2019
	Area School, Kanohi Ora, TROTAK & other 3 trusts, to work with the School Journals project team to develop relevant journal articles.					ensuring that relevant school journal articles are developed.  School journal articles in development; articles published by end 2017	Education Strategy and Plan July/August 2017)
	Contribute to the Ministry of Education-convened meeting to collaboratively draft the proposed Education Strategy and Plan which we will present to the next NCC meeting	H	Meeting to be held in June 2017, paper to be presented at NCC meeting in July 2017	JHH time GM time	Jennie GM	<i>Te Hā Trust contribution to Ministry of Education-convened hui in June 2017</i>  Education Strategy and Plan presented to NCC meeting in July 2017	Continue to implement agreed plan (detail to be confirmed by July/August 2017)
	If appropriate and necessary following meeting above, establish a regional steering group, involving key local stakeholders, to own and	H	First meeting scheduled by 30th July 2017	9(2)(b)(ii)	Jennie GM	Hui convened and steering group established by August/September 2017.	Education initiatives delivered according to priorities determined by steering group and supported by the National

**3.2 (a) Legacy Generation – Educating the Nation (Trustee Sponsor – Jennie Harré Hindmarsh)**

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
	implement the matauranga education priorities in the Te Hā Business Plan, 'Kanohi Ora 2019' kaupapa, and National Education Strategy and Plan (July/August 2017).						Education Strategy and Plan (July 2017)
	Co-apply, or support others to apply, to local philanthropic trust/s for grants to help fund the development of locally-led teaching and learning resources to add to and build on Te Unga Mai, JCE, Iwi and other relevant resources already available	H	By October 2017	GM Time	GM	To be defined by regional steering group when/if established or as part of National Education Strategy and Plan (July 2017)	TBA in 2017/2018

**3.2(b) Legacy Generation – Prosperous Tairāwhiti:** Contribute to the prosperity of the region by building on Tairāwhiti's unique historical, cultural, ecological and social strengths

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
<b>Toitū Tairāwhiti: Sustainable Tairāwhiti (Trustee Sponsor – Anne Salmond)</b>	With DOC, QEII Trust, GDC and local Iwi, support the ongoing development of a network of ecological restoration projects in the Tairāwhiti	M	Ongoing	Trustee Time GM Time	Dame Anne GM	Strong network established	Te Hā Trust is actively supporting regional community aspirations and goals in support of Toitū Tairāwhiti: Sustainable Tairāwhiti.
	With DOC, QEII Trust, GDC and local Iwi, act as a catalyst and support for restoration projects on and around the Waimata / Turanganui rivers and Uawa river	M	Ongoing	Trustee Time GM Time	Dame Anne GM	At least one new restoration project underway	
	Work with DoC, GDC, Activate Tairāwhiti, iwi and other community groups to establish a thriving Bio-region in Tairāwhiti, based on sustainable production and a network of ecological plantings that enable repopulation of native flora and fauna across the region.	M	Ongoing	Trustee Time GM Time	Dame Anne GM	Plans developed for Riverside Road restoration project and Waimata catchment project  Support provided for Iwi/community-led initiatives throughout the rohe	

<b>3.2(b) Legacy Generation – Prosperous Tairāwhiti:</b> Contribute to the prosperity of the region by building on Tairāwhiti's unique historical, cultural, ecological and social strengths							
<b>Objectives</b> <i>(what)</i>	<b>Actions</b> <i>(how)</i>	<b>Priority</b> <i>(L/M/H)</i>	<b>Time</b> <b>Frames</b> <i>(when)</i>	<b>Resources</b>	<b>Responsibility</b> <i>(w/ro)</i>	<b>Performance Indicators</b> <i>(measurement)</i>	
						<b>2017/2018</b>	<b>2018/2019</b>
<b>Voyaging and Navigation</b> <b>(Trustee Sponsor - Te Aturangi Nepia-Clamp)</b>	Support the Tairāwhiti Voyaging Trust and others, including via GDC Navigations Programme Governance Group, as required to achieve Voyaging and Navigation Legacies	H	Ongoing		GM Trustees JHH as Te Hā rep on Navigations Governance Group	Active contribution to the completion of key TVT and Navigations Programme Projects on time.	Te Hā Trust is actively supporting regional community aspirations and goals in support of Voyaging and Navigation legacies.
	Develop an MoU with the Tairāwhiti Voyaging Trust to define collaborative partnership priorities for 2017/2018 and 2018/2019	H	July 2017	GM Time Trustee Time	GM Trustees	MoU drafted and available for review at 14 <sup>th</sup> August 2017 Board meeting	MoU in place and the two Trusts working in accordance with partnership agreement.
<b>Support a community-led case for application for</b>	Support and encourage the Gisborne District Council to undertake consultation with stakeholders, including community, landowners and Iwi.	H	2017	GM Time Trustee Time	GM Trustees	Te Hā Trust is actively supporting the GDC and stakeholders in the	

**3.2(b) Legacy Generation – Prosperous Tairāwhiti:** Contribute to the prosperity of the region by building on Tairāwhiti's unique historical, cultural, ecological and social strengths

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
<b>UNESCO World Heritage Status</b>  <b>(Trustee Sponsor - James Blackburne)</b>						consultation process.	
	To support the GDC to undertake research with regard to the stories and key sites.	H	2018	GM Time Trustee Time	GM Trustees	Te Hā Trust is actively supporting the GDC and stakeholders in the research process.	Te Hā Trust is actively supporting the GDC and stakeholders in the research process.
	Ensure that the GDC schedules key sites as appropriate in the District Scheme, with support of the community.	H	2019	GM Time Trustee Time	GM Trustees		Te Hā Trust is actively supporting the GDC and stakeholders in the scheduling process.
	Ensure that GDC makes application to Heritage NZ Pouhere Taonga for inclusion of key sites in the National Historic Landmark list, according to the Heritage NZ Pouhere Taonga Act.	H	2019	GM Time Trustee Time	GM Trustees		Te Hā Trust is actively advocating for, and supporting, application to Heritage NZ.



**3.2(b) Legacy Generation – Prosperous Tairāwhiti:** Contribute to the prosperity of the region by building on Tairāwhiti's unique historical, cultural, ecological and social strengths

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
	Support the Department of Conservation to nominate Te Tairāwhiti for inscription on the UNESCO World Heritage List according to the prescribed UNESCO process.	H	2020 onwards				
<b>Stimulate Tourism (Trustee Sponsor – Bronwen Holdsworth)</b>	Work closely with Activate Tairāwhiti and Tourism Eastland to capitalise on 250th Anniversary opportunity to rebrand Gisborne and Tairāwhiti region as a place to visit and live	M	Ongoing	GM Time Trustee time	Trustees GM	Te Hā Trust is actively advocating for, and supporting, regional promotion in conjunction with the 2019 commemorations and lead-up events.	Te Hā Trust is actively advocating for, and supporting, regional promotion in conjunction with the 2019 commemorations and lead-up events.
	Ensure a strong collaboration with Activate Tairāwhiti, Kimihia he Oranga (KHO) & Tourism Eastland exists over the next two years:	H	Ongoing	GM Time Trustee time	GM TANC	Te Hā Trust is actively advocating for, and supporting,	Te Hā Trust is actively advocating for, and supporting, regional promotion

**3.2(b) Legacy Generation – Prosperous Tairāwhiti:** Contribute to the prosperity of the region by building on Tairāwhiti's unique historical, cultural, ecological and social strengths

Objectives (what)	Actions (how)	Priority (L/M/H)	Time Frames (when)	Resources	Responsibility (who)	Performance Indicators (measurement)	
						2017/2018	2018/2019
	<p>Ensure that recently-established Te Hā/TE steering group continues to meet regularly</p> <p>Continue providing regular reports between TE and Te Hā Trust</p> <p>Build relationship with Kimihia he Oranga (KHO)</p>				Anne McGuire Dianne	regional promotion in conjunction with the 2019 commemorations and lead-up events.	in conjunction with the 2019 commemorations and lead-up events.
<p><b>Stimulate arts programmes with links to voyaging and first meetings on and off Tairāwhiti</b></p> <p><b>(Trustee Sponsors – Bronwen Holdsworth &amp; Lisa Taylor)</b></p>	<p><i>Present detailed proposal to Board with regard to feasibility study for an ongoing Tairāwhiti Arts Festival, including timing and budget, for approval.</i></p>	H	End May 2017	<p>Events</p> <p>Facilitator time</p> <p>GM time</p>	<p>Events</p> <p>Facilitator</p> <p>GM</p>	<p>Board approve plan for feasibility study at meeting 12<sup>th</sup> June 2017</p>	
	<p>Determine feasibility of establishing an ongoing Tairāwhiti Arts' Festival, to be held each October and run by an entity independent of the Te Hā Trust</p>	M	December 2017	<p>Trustee time</p> <p>GM time</p> <p>Events</p> <p>Facilitator time</p>	<p>Bronwen</p> <p>Lisa</p> <p>Events</p> <p>Facilitator</p> <p>GM</p>	<p>Feasibility study complete by December 2017.</p>	

### 3.3 Commemorative Events and Programmes

#### 3.3.1 Te Hā Four Pillars Commemorative Events Programme

With support from Activate Tairāwhiti, in 2016 the Trust engaged Anthem to assist in the development of a strategic framework for the programme of commemorative events of 2019. The Te Hā Trust Board has adopted an approach proposed by Anthem after community workshops held in April 2016 and presented as a draft project plan in September 2016. This approach centres on four key pillars of the commemoration programme, these being:

- The Official Commemoration Launch
- Voyaging and Navigation
- Arts Infrastructure and Festival
- Wananga – Meetings of the Minds

The plan (referred to here as the Te Hā Four Pillars Commemorations Work Plan) proposes that working groups be established to progress planning for 2019 under each of these pillars, and that these working groups present project plans and budgets to allow presentation of a full proposal to Government to inform baseline updates for Vote 2018/2019 and 2019/2020.

Details, including terms of reference for the working groups, are contained in the Te Hā Four Pillars Commemorations Work Plan.

The MCH-convened National Coordinating Committee is now actively leading planning for the official commemorations programme, and is planning to convene a subcommittee early in 2017 to focus on this.

The MCH also convenes a subcommittee focused on Voyaging and Navigation.

A Te Hā Trust led working group has been formed around the arts. The current focus is on planning the annual Te Hā Art Award and to support the Trust's Events Facilitator to gather information to inform a discussion around an ongoing annual arts festival and other art initiatives.

A working group focused on wananga and learning – meeting of minds - is likely to naturally develop from the Turanga me Tairāwhiti education hui as part of the establishment of the education legacy, and Kanohi Ora and Hāhāi have maatauranga central to their work.

The table below describes the objectives that have been defined to support the Te Hā Commemorative Programmes and Events.

A preliminary draft events programme for 2019 has been developed (31/03/17) and circulated to the MCH as the basis for budgeting and planning – this is contained in Appendix 2.

### 3.3 Commemorative Programmes and Events

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
<b>Coordinate visiting voyaging vessels for 2019 Anniversary Events (Trustee Sponsor Te Aturangi Nepia-Clamp)</b>	Contribute to MCH-convened Voyaging Subcommittee.	H	Meetings as determined by MCH.	Trustee time	TANC Joe Other trustees	A clear plan in place for voyaging vessels for 2019.	Cohesive plans in implementation phase.
	Contribute to the MCH-convened National Launch and Events Coordinating Sub-Committee	H	Meetings as determined by MCH.	Trustee time GM time	To be determined	A clear plan for 2019 in place, defined in a collaboration agreement developed by Te Hā, MCH and community partners by August 2017.	Cohesive plans in implementation phase.
<b>Encourage &amp; co-ordinate local, national &amp; international forums &amp; conferences</b>	Work with the Royal Society, MCH Voyaging Subcommittee and others to plan and deliver an Ocean Sustainability Conference in October 2019.	H	Ongoing	Trustee time GM time Budget will be required for professional	Dame Anne GM Events Facilitator	Funding obtained and professional conference organiser engaged; promotion underway	Professional conference organiser delivering according to contract

### 3.3 Commemorative Programmes and Events

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
with links to Te Hā Guiding Principles  (Trustee Sponsor – Anne Salmond)				conference organiser			
Stimulate arts programmes with links to voyaging and first meetings on and off Tairāwhiti  (Trustee Sponsor Lisa Taylor & Bronwen Holdsworth)	Continue to develop plans for annual Te Hā Art award in collaboration with interested parties including Tairāwhiti Museum, Hauiti, Ngati Oneone and others.	H		GM & Events Planner Time	GM Events Facilitator Bronwen  Lisa	Plans in place for 2018 Te Hā Art award and promotion underway by end April 2018.  Funding (including prize money) secured for 2018 and 2019 Art Awards.	Plans in place for 2019 Te Hā Art award and promotion underway by end Sept 2018.
	Develop the 'Rangatahi-led 2017 Commemorative Events		30 June 2017	Event Planner 9(2)(b)(ii)	Events Facilitator GM	2017 Events Programme developed by rangatahi, and at least 12 young people	

### 3.3 Commemorative Programmes and Events

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
						Programme' supported by funding from the MYD.	
Incorporate the programme developed by rangatahi into the 2017 official commemorative events programme for October 2017		October 2017	Events Facilitator Budget will be required for events	Events Facilitator	Programme developed by rangatahi features in 2017 official commemorative events programme for October 2017, delivered on-time and within budget		
Seek collaboration with Art in Public Places Trust to support funding of the 2019 Te Hā Art Award			End May 2017	GM Time Events Facilitator Time	GM Events Facilitator	Support of AIPPT confirmed by end June 2017. Funding contribution obtained for 2019 Te	

### 3.3 Commemorative Programmes and Events

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
						Ha Art Award by December 2017	
	Seek to secure an NZSO performance as part of the 2019 Commemorative Events programme, and to encourage and support the NZSO to commission a work as part of the commemorations.	M		Events Facilitator time Bronwen's time  Budget to be advised by Bronwen in due course	Bronwen Events Facilitator	Indicative costs available with respect to having the NZSO perform in Gisborne in October 2019, and to commission a work.  Plan in place to secure necessary funding.	Funding secured & NZSO performance booked into official events programme.
	Plan a dual heritage parade with the armed services as part of Oct 2019 events programme.	M		Events Facilitator time  Budget to be advised by Events Facilitator	Events Facilitator	Indicative costs available and plan in place to secure necessary funding.	Funding secured & dual heritage parade booked into official events programme.

### 3.3 Commemorative Programmes and Events

Objectives <i>(what)</i>	Actions <i>(how)</i>	Priority <i>(L/M/H)</i>	Time Frames <i>(when)</i>	Resources	Responsibility <i>(who)</i>	Performance Indicators <i>(measurement)</i>	
						2017/2018	2018/2019
	Plan a kapa haka event as part of 2019 events programme.	M		in due course Events Facilitator time Budget to be advised by Events Facilitator in due course	Events Facilitator with Iwi trustees	Indicative costs available and plan in place to secure necessary funding.	Funding secured & dual heritage parade booked into official events programme.

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### 3.4 Working Budget 2017/2018

#### Income – 2017/2018 to 2019/2020

<u>Income</u>	2017/2018	2018/2019	2019/2020
Funds carried over	9(2)(b)(ii)		
GDC Funding 2016/2017			
ECT			
<b>TOTAL</b>			

#### Budget 2017/2018 (To Be Approved)

	2017/2018 Budget (To be approved)	2017/2018 Additional Funding Required
<b><u>Trust Operations</u></b>		
General operating expenses	9(2)(b)(ii)	
Audit		
Bank fees		
General expenses		
Meeting & travel expenses		
Consultation Meetings		
Office expenses		
Managers (2 x 0.5 FTE)		
Admin support incl. BDO, H&S, ACC levy		
Training		
Payroll expenses		
Insurance		
Media and publicity/comms		
Website Maintenance & Development		
Plant and Equipment		
<b><u>Commemorative Events Programmes</u></b>		
Events Facilitator to 15 Nov. 2017		
Events Facilitator Jan to June 2018		
Annual Commemorations		
Preparation for 2019 Commemorations		
<b><u>Legacy Creation</u></b>		
<b>TOTAL</b>		
<b><u>CONTINGENCY/(DEFICIT)</u></b>		

## 4 Risks

Key risks to delivery of this plan are identified below, along with plans for their management.

Step 1: Risk Identification	Step 2: Risk Assessment		STEP 3: MANAGING RISKS					
List of Possible Risks	Impact (H/M/L)	Likelihood (H/M/L)	What are we already doing about it?	What more can we do about it?	When will it be done?	Who will do it?	How will we review progress?	Reviewed Level of Risk
Communication is not well-managed and causes the Trust difficulty	H	H	Approved policy added to Policies Manual and Communications Plan	Secure professional communications expertise	Approved at June Board meeting, GM to prioritise initiatives with GEMS Communications	GEMS & GM with trustee support	Monitor commentary in Gisborne Herald and social media GEMS to provide regular reports to Board.	Medium
Stakeholder relationships are not well-managed and cause the Trust difficulty.	H	M	Seeking to recruit additional GM to increase focus on stakeholder management.	Review and update stakeholder list and develop stakeholder management plan. Develop KPIs for GMs in support of stakeholder management	July/August 2017	GM x 2 with support from trustees and GEMS	Regular review of stakeholder management plan, which will include plan for feedback.	Medium

Step 1: Risk Identification	Step 2: Risk Assessment		STEP 3: MANAGING RISKS					
List of Possible Risks	Impact (H/M/L)	Likelihood (H/M/L)	What are we already doing about it?	What more can we do about it?	When will it be done?	Who will do it?	How will we review progress?	Reviewed Level of Risk
The Trust cannot secure the services of an Events Facilitator for 2018 or 2019	H	M	Adequate longer-term funding to be sought	HR plan developed and implemented	End October 2017	GM with trustee support	Ensure contract with Events Facilitator for 2018/2019 is in place by end Dec 2017	Low
Insufficient funds are available for the delivery of an acceptable 2017, 2018, 2019 programmes of commemorative events	H	H	Funding applications underway for top-up funding for October 2017.	Work with ECT, Central Government and other potential funders to secure adequate long-term funding arrangement.	End August 2017	GM with trustee support	Review funding situation in September 2017	Medium
Political change (national and local)	H	L		Engage with opposition politicians	Mid-2017	Chair and Trustees	Level of interest from opposition politicians	Low
Events Facilitator engaged for 2017 is no longer available	M	H	Involving community in the work of the Events Facilitator	Ensure that future contracts with Events Facilitator include an adequate notice period and	Complete	GM with trustee support	Contract in place with appropriate provisions	Low

Step 1: Risk Identification	Step 2: Risk Assessment		STEP 3: MANAGING RISKS					
List of Possible Risks	Impact (H/M/L)	Likelihood (H/M/L)	What are we already doing about it?	What more can we do about it?	When will it be done?	Who will do it?	How will we review progress?	Reviewed Level of Risk
				handover requirements				
One or more trustees could resign	H	L		Develop a succession plan	September 2017	GMs and trustees	Governance committees	Low
GM could resign	H	L	Seeking to recruit a second GM to share role	Implement HR best practice	September 2017	Governance committee with HR responsibility	360 degree feedback from/with employees	Low

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## APPENDIX 1 TRUST STRUCTURE – GOVERNANCE AND OPERATIONS & FUNDING

### Governance and Operations

The Te Hā Trust Board meets monthly on the second Monday of each month, except January.

An Executive Committee has been appointed, comprising the following trustees:

- Richard Brooking (Chairman)
- James Blackburne (Deputy Chairman)
- Te Aturangi Nepia-Clamp
- Jennie Harré Hindmarsh
- Bronwen Holdsworth

The Executive Committee meets monthly, between Board meetings, and has specific delegated authorities, which are described in the Te Hā Trust Policies Manual. The Executive Committee structure is currently being reviewed and updated.

The Chairman and Deputy Chairman are responsible for maintaining oversight of financial matters.

The Chairman and Bronwen Holdsworth have responsibility for Communications.

The Ministry for Culture and Heritage (MCH) convenes the National Coordinating Committee, which comprises two representatives from each of the four landing-site trusts, plus representatives of various government agencies. Dame Anne Salmond and Richard Brooking represent the Te Hā Trust at these meetings.

The National Coordinating Committee currently has two sub-committees:

- Voyaging and Navigation; the Te Hā Trust representatives are Te Aturangi Nepia-Clamp and Joe Martin
- Communications, Branding and Naming; the Te Hā Trust representative is Jennie Harré Hindmarsh

The MCH has proposed the establishment of a National Opening Ceremony Subcommittee.

The Te Hā Trust coordinates two national fora by telephone with the other landing-site trusts:

- A monthly Skype hui, usually attended by the Te Hā Trust Executive Committee members, plus Dame Anne Salmond, depending on availability
- A less regular Education-focused Skype hui, which is convened by Jennie Harré Hindmarsh on behalf of the Te Hā Trust

Trustees are responsible for building and maintaining relationships within and outside the Tairāwhiti, including influencing politicians and other key stakeholders and decision-makers.

A Kaumātua/Pakeke (Maori/Iwi Elders) Advisory Group has been formed to sit alongside trustees and provide cultural advice, guidance and support.

Dame Patsy Reddy, Governor-General, is Patron of the Trust.

Sir Neil Cossons is Advisory Trustee.

The General Manager is responsible for the day-to-day operations of the Trust and managing key projects to ensure that the benefits are delivered, on time and within budget (on behalf of the Trustee Sponsor).

The General Manager's responsibilities include:

- establishing and managing working groups or contractors to deliver projects
- ensuring the Te Hā mission and values are understood and accurately reflected
- communicating between Te Hā and external stakeholders, including funders and potential funders
- managing operations to ensure the expectations and responsibilities set out in the Trust's Policy Manual, MoUs/letters of agreement/partnership projects are met
- ensuring that projects deliver the stated benefits and meet Te Hā expectations, satisfy stakeholder needs
- ensuring projects and proposals are feasible, realistic and contribute towards realising strategic goals
- managing projects and other activities to deliver on time and to budget
- maintaining a risk register and issues log
- ensuring that the Trust operates within legislative requirements, including compliance with its Trust Deed and with the requirements of the Charities Commission
- reporting on progress to Sponsors, the Te Hā Trust Board and other stakeholders.

## Funding

The Trust has secured skeleton operational funding from the Gisborne District Council for the four years leading up to 2019. This funding will cease at the end of June 2019. The GDC funding has enabled the Trust to secure a part-time General Manager, who is supported by casual administration staff on an as-required basis.

Where funding is secured, specific projects have been, and will continue to be, delivered by contracted resource.

Trustees continue to build relationships with stakeholders, including within central government, in anticipation of sufficient buy-in at a senior government level to secure a funding commitment from central government. The Ministry for Culture and Heritage (MCH) has secured \$3.5 million from the New Zealand Major Events Fund to support "a commemorative voyage around New Zealand by a flotilla including a replica of the Endeavour<sup>2</sup>" as part of the 2019 commemorations. MCH anticipates that this funding will enable further government and corporate sponsorship to be secured.

An urgent priority for the General Manager for the current financial year is the completion of a fundraising strategy, plan and calendar - summarising potential sources of funding, closing dates and criteria.

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<sup>2</sup> Quote from Minister Barry's media release, 30 January 2017

## APPENDIX 2      PRELIMINARY DRAFT PROGRAMME – LEGACY CREATION AND EVENTS 2019

The Ministry for Culture and Heritage has requested information about:

1. The key events and legacy projects that each of the four trusts involved in the commemorations has planned
2. The projected budgets for these projects
3. Funding secured for them and potential funding sources for each
4. Which projects would be prioritised if funding cannot be found to develop and deliver all of them

The tables below are indicative of a 'work-in-progress' which includes collaboration and consultation with many groups throughout our communities. Details, budgets and priorities will continue to develop.

The programme in Tairāwhiti, which will launch the national commemorations, will present a series of interwoven, meaningful and media-friendly events, which will involve local communities and actively engage international audiences. We are planning an artistic and cultural extravaganza including a Sound and Light show exploring voyaging and navigation stories, and other spectacular events including, the New Zealand Symphony Orchestra.

We anticipate the Endeavour replica being met by the waka flotilla in the bay with the back drop of sea, land and sky, with powhiri and various land- and sea-based activities around the region to follow.

The tables below capture our work-to-date (20/6/2017), and will be updated over coming months as details develop.

*NOTE: Tables currently being reviewed.*

## ONE PAGE ASSESSMENT OF PROJECTS

### Project

**Project Name:** Te Hā Trust - Gisborne/Tairāwhiti regional commemorative programme.

**Lead Agency:** MBIE

**Key Person:** Jennie Harré Hindmarsh, Te Ha Trustee,  
9(2)(a)

**Project description** – Funding to support the regional Māori /European first encounters commemorative programme in Gisborne/Tairāwhiti (Action 5.4 in the Tairāwhiti Economic Action Plan). Details of the programme are outlined in Appendix 1.

### **Project Objectives** –

- To position Tairāwhiti (Te Hā Trust and local partners) as host of the core Sestercentennial events, including the official national launch of the *Tuia First Encounters 250* commemoration.
- To deliver a series of events to international standard in Tairāwhiti from late September to late October 2019, as the basis of an ongoing legacy event.
- To strengthen the capability of local people, communities and organisations to host and to deliver the series of events to the standards required of Tairāwhiti manaakitanga and international events.

The project is linked to *Tuia*. *Tuia* is the national commemoration for 2019 that acknowledges the first meetings of Māori and Europeans in 1769. The national commemoration focuses on New Zealand's dual heritage and complex history of migration and settlement, and the dual culture that forms the basis of New Zealand's identity. The Ministry for Culture and Heritage - Manatū Taonga (MCH) is the lead government agency responsible for *Tuia*.

### **Longer term outcome**

Develop new tourism experiences, to deliver long-term sustainable social, economic, environmental and cultural benefit to Tairāwhiti

### Budgets

- Total Programme Budget - 9(2)(b)(ii)
- \$1,000,000 (approved by Minister for Regional Economic Development on 20 December 2017).
- Gisborne Regional Council, Eastland Community Trust, Fundraising - 9(2)(b)(ii)



## Assessment

On 20 December 2017, the Minister for Regional Economic Development approved \$1,000,000 from the Regional Growth Initiative Multi-Year Appropriation for the Te Hā 1769 Sestercentennial Commemorations.

The Te Hā Trust and stakeholders anticipate the following will be achieved as a direct result of this investment:

- Memorable commemoration events with national and international exposure, contributing to the new brand positioning for Tairāwhiti;
- The Tairāwhiti community embracing First Encounters stories, and telling them in a balanced way every year;
- Raised standards of authentic dual heritage tourism experiences – consistent high quality experiences;
- Tourism experiences / new 'product', product development that can be commercialised and increase regional revenue, including new Māori Tourism offering, activation of the new 'Navigations Project' infrastructure, and new events (annually) in the shoulder season including Toi Tū Tairāwhiti – an annual Festival of Arts and Culture, and increased people capability and capacity.

The business case expects that the following direct economic outcomes will be achieved as a result of MBIE's investments:

- 6 new roles directly created as a result of the proposal, as well as increased employment opportunities in the region.
- An additional 10,000 visitors to the region for the actual week of commemorations in 2019.
- Investment in the proposal also contributes to the Action Plan's goal of growing annual tourism revenues by \$6,500,000 year on year.

## Risks

A risk mitigation table is included as Appendix 2.

## Recommendation

Announce funding for this project on 23 February 2018

Note: On 20 December 2017, the Minister for Regional Economic Development (following consideration of a business case) approved \$1,000,000 from the Regional Growth Initiative Multi-Year Appropriation for the Te Hā 1769 Sestercentennial Commemorations.

**Appendix One - Budget details**

## RGI MYA investment overview



HOSTING TE HĀ 2019	VOYAGING, EVENTS AND FESTIVAL	STORY-TELLING, WĀNANGA	TOURISM EXPERIENCE DEVELOPMENT
Tairāwhiti manaakitanga	Toi Tu Tairāwhiti – inaugural Festival of Arts and Culture (legacy event)	Marae based storytelling and commemoration	Navigations project experience development
Welcoming, feeding, and accommodating guests and whanau – Sestercentennial hosting infrastructure	Sustainable Oceans Symposium	Tairāwhiti Museum Kanohi Ora	Mahaki 'Skies to the Sea' river event
Hosting of national official launch ceremony and waka hourua	Waka/water based events	Community story-telling – Meetings of the Minds	Waka Hourua tourism experience
	Community events over three weeks (legacy events)	Content capture for ongoing tourism promotion of Tairāwhiti	development (capability and product build for post 2019)
	Baseline, and post event research		Capability building

9(2)(b)(ii)

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**Appendix Two – Risk Mitigation Table**

Risk	Responsible party	Risk treatment (by applicant)
Stakeholder relationships are not well-managed.	Te Hā Trust with GDC, AT, MCH and TPK	Establishment of MOUs with key parties – GDC, AT, TPK and MCH. Regular meetings and transparent dialogue with representatives of key organisations including MBIE, MCH, TPK, AT, GDC. Refer appended MOU with GDC.
Insufficient funds are available for the delivery of an acceptable 2017, 2018, 2019 programmes of commemorative events	Te Hā Trust	Collaborative approach to local funding with ECT, GDC and other potential funders to secure the required levels of investment to deliver events of an appropriate standard and impact.
Inability to secure the necessary expertise to lead the Trust, and commemorations programme development, or associated cost overruns	Te Hā Trust	Securing expert advisory to mentor and oversee development of the programme. Strict adherence to the Trust's procurement policy, funding and milestone achievement; and strict milestone management of key projects to budget.
Lack of engagement from the Tairāwhiti community	Te Hā Trust	Managed communication with the community, monitoring community response and engagement.
Completion of TEAP Action 5.3 Cook Landing Site	DOC / GDC	The Trust sees very little risk to the Trust's programme should this site not be completed in time for the Sestercentennial 9(2)(g)(i)
Partnership relationships with Iwi/Mana whenua	Te Hā Trust with Iwi/Mana whenua	Establishment of MOUs or letters of understanding with individual Iwi/Mana whenua. Regular meetings and transparent dialogue with Iwi/Mana whenua leaders and their representatives for this project.

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