



## **TAIRAWHITI DEVELOPMENT PARTNERSHIP**

# Tairāwhiti Navigations Project Management

**Project Sponsors: Mayor Meng Foon (Tairāwhiti Regional Governance Group/Steering Group Chair) & Lindsay McKenzie (Chief Executive - GDC)**

**Project Managers: Nedine Thatcher-Swann/Peter Higgs**

## 1. Background

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(Purpose and objectives)

The purpose of this project management plan is to deliver efficiently and effectively on the aims and objectives of the Tairāwhiti Regional Governance Group's Tairāwhiti Navigations project.

The Tairāwhiti Navigations Project (TN) can be described as:

*Coordinated light infrastructure and story development at key sites in the region to acknowledge our heritage, generate business opportunities and affirm the appeal of Tairāwhiti as a great place to live and visit.*

Additionally there are a number of other key elements that further illustrate exactly what the project is and hopes to achieve:

- Navigations provide a unifying theme to tie the region together, with the key sites developed under a consistent brand.
- The sites developed must read as a connected experience with a consistency of development style that assures visitors of a quality experience.
- The proposed infrastructure needs to be supplemented by private sector businesses that provide additional services (e.g. tours, retail, food and beverage, accommodation) that further enrich the visitors' stay and provide a total experience.
- Each site will provide an opportunity for different stories to be told and to reference other sites and activities in the wider region.
- While this is a Tairāwhiti wide project there is no denying the importance of the Gisborne inner harbour sites and the city's role as a hub or mooring place (e.g. Te Toka a Taiau) for the Tairāwhiti Navigational Project.

Recently, the Tairāwhiti Regional Governance group (TRGG) have been approved funding from the New Zealand Trade and Enterprise to deliver the concept design of the five light infrastructures and communication media for the project. The objectives therefore of this project management plan are to:

- meet the expectations and requirements of TRGG and the Community
- ensure cohesive, integrated and consistent information management systems, and
- ensure effective monitoring, tracking and reporting on agreed performance measures.

## 2. Project Governance Structure

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The project management team is the engine room of the Tairāwhiti Navigations (TN) project. They are not the governance body, nor are they the decision makers. This team will manage and progress many of the day to day tasks associated with the TN

project and will act as a point of contact/ oversight for activities, such as those carried out by other contributors to the project.

Based on good practice project management for projects of this nature, the structure of the team combines an Executive and Strategic Planning focus. This is achieved by:

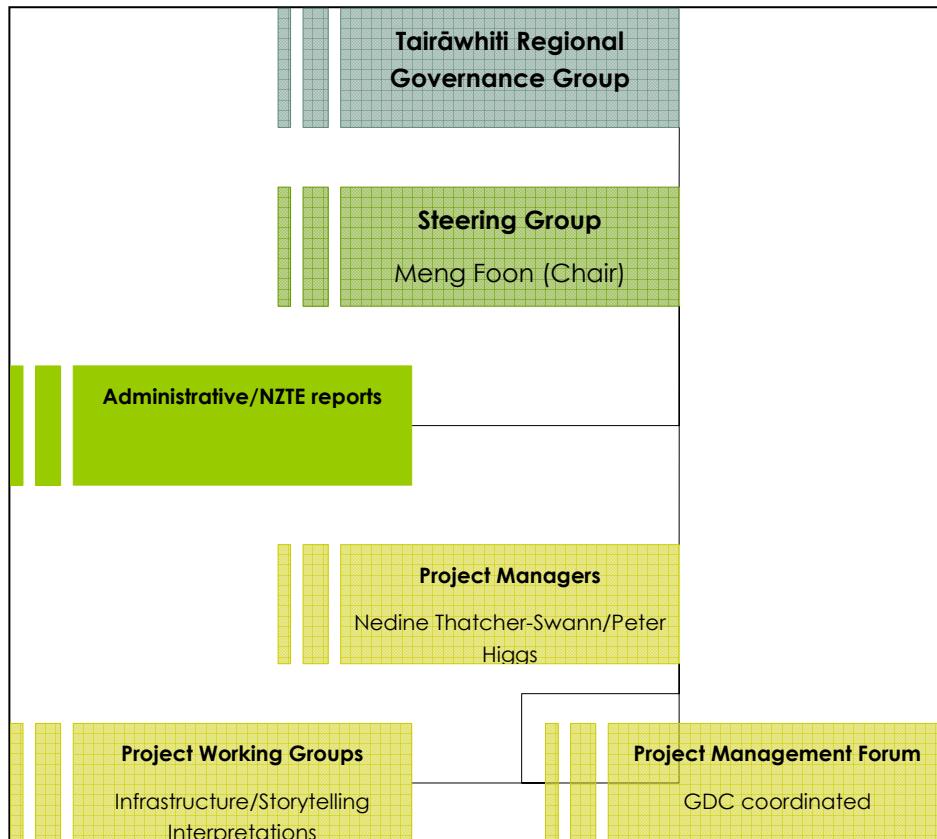
- Use of the Steering Group, made up of those mandated representatives that provide oversight of the wider direction of the project.
- a co-Project Sponsor arrangement of His Worship the Mayor and the Gisborne District Council's Chief Executive Lindsay McKenzie.
- a core project management team made up of the two project managers and the TN infrastructure and storytelling/interpretations working groups.
- bringing in additional staff to the project management team during particular phases of the project as deemed relevant and necessary.
- regular project management forum (PMF) meetings with people/contractors who are currently managing key activities or projects that relate to the TN,

The reporting framework for this structure is shown in the diagram 2.1 over page. Roles and responsibilities are set out in part 3.

The benefits of this approach are:

- the project managers have sufficient staff resources to draw on and provide a connection to related non TRGG activities.
- the project management team has sufficient senior level people involved to ensure that the project is seen to be important and to drive preparation of the core information.
- The project management team has sufficient community representation involved to ensure that pertinent and relevant issues for those communities are raised and addressed appropriately.
- the project management team is able to draw on a wide range of skills from across the (TRGG) organisations as required without having to significantly widen the project management team, keeping the core management of the project controlled and manageable.
- the Steering Group meetings on a monthly basis will improve buy in from across the Tairāwhiti Governance Group, ensure the teams are working within their defined brief and speed up decisions to enable the project to be implemented according to the identified milestones and within budget.

## 2.1. Project Governance and Reporting Structure



## 3. Project Roles/Responsibilities

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### 3.1. Tairāwhiti Navigations Steering Group (TN)

The Steering Group (TN) will meet with the TN Project Working Groups once a month. The purpose of the Steering Group is to provide a mechanism for TN to engage with the project management process, providing oversight and governance input and enhance community engagement with the process.

This meeting will also enable the Steering Group to gain a full and robust understanding of the process and any issues.

The Tairāwhiti Development Partnership had established a Terms of Reference for the Steering Group. The Terms of Reference is attached to **Appendix A** of this plan. Membership will need to be reconfirmed for the purpose of effective delivery of this project.

### 3.2. TN Project Sponsors

The Sponsors for this project would have ordinarily resided with the Tairāwhiti Regional Governance Group's Management Trust. However, they have since resolved that the Management Trust will lay in abeyance until further decisions have been made about the related initiatives (i.e. Business Led Economic Development Agency).

Therefore, the Sponsorship of this project will be shared between His Worship, the Mayor Meng Foon (who Chair's the TN Steering Group) and the Gisborne District Council Chief Executive. The reason for two Sponsors is to address the following:

- Ensure a link to the Tairāwhiti Development Partnership through His Worship the Mayor.
- Ensure provision of adequate staff resourcing to deliver the project.
- Manage the governance/operational interface.

**The role of the Sponsor should not be confused to that of the Tairāwhiti Regional Governance Group who are the 'owners' of the TN project.**

The TN Sponsors are to act as the overall champions for the Project work with governance representatives, key stakeholders and the wider community.

The Sponsors will provide the project managers and working groups with the authority to drive the TN project. It is the Sponsors' role to send the message that the various units of the Council, Community representatives and the Tairāwhiti Regional Governance Group (TRGG) for the need to work together to integrate the information.

The Sponsors should also be prepared to take action to remove/ resolve any blockages that hinder the progress of the delivery of the TN project. The Sponsors need to be available at reasonably short notice to help put out fires when necessary.

### **3.3. TN Project Managers**

The Project Managers will lead the teams in developing, implementing and managing the TN deliverables as specified in the Project Plan (**Appendix B**).

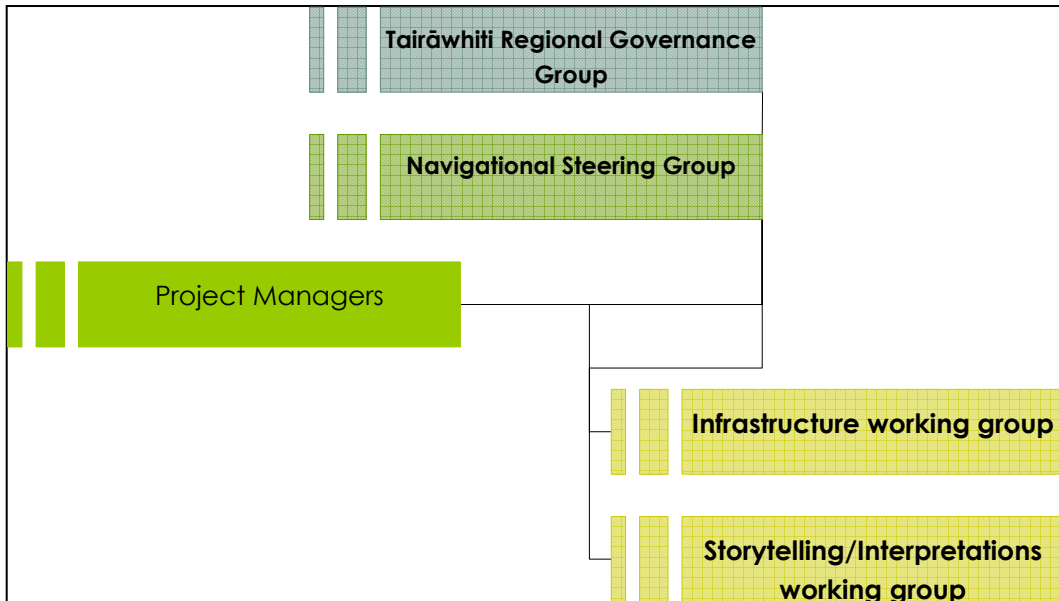
The Project Managers are responsible for:

- developing and implementing appropriate project plans
- monitoring and tracking progress of their projects
- reporting on project progress, including identification of any issues and links to other projects/ work Projects, to the Steering Group as required
- communicating progress to key stakeholders namely NZT&E and Ministry of Tourism

From time to time, a number of other members may be engaged to oversee and manage key projects throughout the duration of the TN project. However, the Project Managers will have specific oversight of the various activities.

### **3.4. TN Sub-Project Working Groups**

The TN Sub Project Working Groups Terms of Reference are attached to **Appendix C** of this report.



Two working groups have been developed namely Infrastructure working group and Story Telling Interpretations working group<sup>1</sup>. They currently have their own Chairs. These roles should not be confused with the Project Manager roles. The Chairs are required to facilitate the process. The Project Managers are to provide the operational support to the Chairs in order for them to deliver effectively in their roles.

Each of the working groups is made up of at least one of the TN Project Sponsors, at least one Project Manager, and other Tairāwhiti Regional Governance Group representatives. The role of the working groups is to provide the core management of the TN process. This includes all activities listed under the “Scope” of the TN Project.

### 3.5. Gisborne District Council - Project Management Forum (PMF)

The PMF will be made up of the Project Managers and other Council staff that are operating projects that may impact on the TN project, for example the Gisborne District Council’s Inner Harbour Project, Urban Development Strategy and Coastal Strategy and also the Eastland Community Trust/Council – Waikanae project. The PMF will be led by Project Manager - Nedine Thatcher Swann. The role of this group is to provide a forum for Council staff to share information, raise issues, and ensure that any interdependencies and linkages between the respective projects are identified and addressed in an effective manner.

This forum will also support Council's resolution made at its meeting on 25 March 2010 (report 10/152) that is:

***“agrees to incorporate the Tairāwhiti Navigational project into relevant Council plans and projects (existing and or new).”***

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<sup>1</sup> Note that in the original project structure proposal put to the Steering Group in March 2010 there was originally a marketing and branding group. This has now been merged with the storytelling interpretation group.

### 3.6. Table One: Summary of responsibilities

Role	Personnel	Responsibility
<b>Project Owners</b>	Tairāwhiti Regional Governance Group	Endorses final recommendations/decisions
<b>Project Sponsors</b>	Mayor Meng Foon/Lindsay McKenzie	Chair the Steering Committee/sub project working groups Champions the project Assists in obtaining funds Communicates recommendations to the TRGG Provides advice and support to project managers Provides Council with updates
<b>Project Steering Committee</b>	To be reconfirmed by the Tairāwhiti Regional Governance Group	Approves key milestones Project oversight and assistant Communication to key stakeholder organisations Approval of quarterly reports to NZT&E
<b>Project Managers</b>	Nedine Thatcher Swann Peter Higgs	Project management Coordination of project sub-components Provision of resources (in kind) where practical Monitoring and reporting on progress and project risks Coordination of NZT&E quarterly reports Communication to Ministry of Tourism
<b>Sub-project working groups</b>	Various experts	Technical advice and guidance on respective sub-project areas
<b>Project Management Forum</b>	Department Managers & council staff  (Com Planning & Dev, Engineering & Works, Enviro & Planning)	Integrated programme of work with projects that have interdependencies
<b>Project Administrator</b>	Phil Wauchop/Dale West	Responsible for compliance reporting to the NZT&E on milestones

## 4. Scope

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The table below sets out the scope of the TN Project:

In Scope	Related Document
Management of all relevant TN processes to support the TN key projects	Steering Group Terms of Reference Sub-project working group Terms of Reference
Management of key project activity and progress.	Key Activity/Project Tracking Sheet NZT&E quarterly reporting form
Coordination, facilitation and tracking of key decision points	Key Decisions Tracking Sheet
Synthesis and collation of information	Data/ Information Tracking Sheet
Coordination and facilitation of TN project communication strategy for key parties (GDC internally focused)	Communication Strategy - 148565
Coordination and facilitation of TN consultation strategy and plans	Not yet developed
Quality assurance to ensure high standards are achieved	
Risk and Issues Management: development of RM categories and ratings, identification and management of risks and issues	TN Risk Register TN Issues Register
Management of resources (including budgets and staff time)	
Monitoring and reporting of Project and key project activity/ milestones	Key Activity and Milestone Tracking Sheet
Evaluation	

## 5. Key Decisions and Milestones

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This project plan includes a plan and timeline as part of the Internal Communication Strategy, Plan and Schedule that aims to ensure that the decision makers are provided with the best possible information at the right time so that informed decisions can be made. The information provided will include:

- What needs to be decided on?
- What decisions have already been made?
- What information has been provided?
- What risks/ issues are associated with this decision?

The table below provides a brief summarisation of the key decision points and timing in the TN Project.

*As noted previously a Gantt chart is attached as Appendix B.*

<b>Key Decision</b>	<b>Responsibility</b>	<b>Date Due</b>	<b>Approved By</b>
TN Project Plan	N Thatcher Swann	2 July 2010	Sponsors/ NZT&E for contractual deliverables
TRGG and Steering Group engagement with TN Project Plan –	Mayor Meng Foon	6 July 2010	TRGG
Confirmation of NZTE contract milestones and timeframes	N Thatcher Swann/ P Higgs	1 July 2010	NZT&E
<b><i>Phase One Commences</i></b>			
Communication of contract milestones to Steering Groups	N Thatcher Swann/ P Higgs	6 July 2010	Sponsors
Contracts prepared for NZT&E work	N Thatcher Swann/ P Higgs	31 July 2010	TRGG Management Trust members
Concept plan developed	N Thatcher Swann	Sept 2010	Steering Group/TRGG
Site designs developed	P Higgs	May 2011	Steering Group
Tender docs completed for funders	P Higgs	May 2011	Project Management/TRGG
Reports to NZT&E completed/Ministry of Tourism	P Wauchop/N Thatcher-Swann P Higgs	April 2011	TRGG
Project evaluation at Phase One	N Thatcher Swann/ P Higgs	May 2011	N/A
<b><i>Phase Two Commences</i></b>			
Funding sources identified & applied for	Nedine Thatcher-Swann	Oct 2010	Sponsors, other key parties for capital works
Funds approved	External organisations	Oct 2010-April 2011	Steering Group/TRGG
Capital works/project full implementation		By April 2011	TRGG/Councils/Port/Museum
Project Evaluation at Phase Two	N Thatcher Swann/ P Higgs	By April 2012	N/A

Note that these dates may change as the key projects and activities are further scoped to align to milestone and other dependency related dates.

## 6. Key Projects

The table below sets out the scope, timeframe and objectives/ outcomes for each key project/ activity within the Tairāwhiti Navigations Project

Key Activity/Project	Project/ Activity Team	Objectives/ Outputs	Timing	Scoping Notes
Finalisation of project scope with NZT&E	Steering Group	Report outlining how Dame Cheryl Sotheran's advice is factored into the project.	July 2010	Incorporation of Dame Cheryl Sotheran's feedback into project before RFP is finalised.
RFPs for concept/regional interpretation plan Designs for light infrastructure	Nedine Thatcher Swann Peter Higgs Phil Wauchop (Steering group approval)	RFPs issued	30 July 2010	RFPs to reflect requirements from NZT&E and Steering Group requirements
Refine concept/interpretation plan and design guidelines Including business model and development of the "hub" action plan	Contractor	Illustration of 'bigger picture'	By September 2010	Clear imaging of concepts and site specific guidelines for regional interpretation plan
Designs for light infrastructure	Contractor	5 site designs developed	By April 2011	Negotiation various affected parties Environmental impact assessment Foundation evaluation Primary material guidelines Secondary material

				<p>guidelines</p> <p>Cost effect &amp; sustainable materials</p> <p>Cultural considerations</p> <p>Alternative concept scale drawings</p>
Cost Estimates	Contractor	Estimates for five light infrastructure defined	Feb-April 2011	<p>- QS &amp; Cost Estimates- include</p> <p>Alternative concept design &amp; build costs for five structures</p> <p>Consenting costs</p>
Tender documents	Contractor	Tender docs completed	April 2011	<p>Tender Docs completed</p> <p>Full tender documents for each of the five projects, including concept and material alternatives</p>
Funding and Promotion	Contractor		April 2011	<p>documentation</p> <p>Complete presentation documents to include Project objectives, design considerations and environmental, cultural and economic impact</p>

## 7. Internal Communication and Reporting

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### 7.1. Purpose

The purpose of the Tairāwhiti Navigations Internal Communication Strategy and Plan is to define and establish clear and consistent lines of communication to promote awareness of and engagement of the project. The internal communications plan is attached to **Appendix D** of this report.

### 7.2. Reporting

Appropriate and relevant reports will be developed and circulated in a timely manner as required. This will include the following:

Report	From	To	Frequency
Overall Project status report	Project Manager	Project Sponsors	Monthly(dependent on project activity)
Sub-project working groups	Project Managers	Steering Group	Monthly to inform Steering Group Project Management
NZT&E Quarterly Report	Steering Group	NZT&E	Quarterly – potential duplicate report for TRGG
Council update as administration and governance entity	Project Sponsors/Chair	Council	Monthly
Tairāwhiti Regional Governance Group	Project Sponsor	Tairāwhiti Regional Governance Group	Quarterly or as required

## 8. Quality Assurance

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### 8.1. Purpose

The Quality Assurance Plan is a tool for ensuring that NZT&E/fund holder requirements and corporate standards are met.

### 8.2. Objectives

The objectives of the Quality Assurance Plan are to provide a framework and plan that ensures that the Tairāwhiti Navigations project is delivered in a way that is:

- **coherent:** all parts of the plan make sense individually and hang together
- **consistent:** all information is presented in the same way, and
- **cost-effective:** the need for rework is minimised.

### 8.3. Roles and Responsibilities

The TN Project Managers are responsible for ensuring that quality assurance is applied to the TN project.

## 9. Risk Management

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### 9.1. Summary of Risks

A detailed schedule of risks is attached in **Appendix E**.

Low	Medium	High
4	14	0

Risks are rated according to the matrix below.

Likelihood	Consequence		
	1 (Low)	2 (Med)	3 (High)
1 (Low)	L	L	M
2 (Med)	L	M	H
3 (High)	M	H	H

### Required Response

**Low** = Risk is being effectively managed and requires ongoing monitoring

**Medium** = Risk is being managed but requires some further action and/or regular monitoring

**High**: Risk is not being effectively managed, or cannot be reduced, and requires immediate action or close monitoring to ensure that if it eventuates the issue is addressed as soon as possible.

Identified risks have been recorded in the risk register below and will be reviewed, monitored and managed throughout the duration of the TN Project.

## 10. Budget

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It is expected that the following financial costs will be incurred during the TN Project:

- Project Management (in-kind)
- Contract Management (in-kind)
- Travel (domestic only)
- Hospitality (hosting meetings, consultation)
- Consultants
- Administrative and Overhead expenditure

These costs are covered for Phase One of this project. The majority of funding for Phase One is from New Zealand Trade and Enterprise. Cash contributions have also been provided from ECT and Eastland Infrastructure. Gisborne District Council and Wairoa District Council are providing in-kind contributions.

## **11. Assumptions**

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The following key assumptions underpin the ability to successfully deliver on the Tairāwhiti Navigations Project:

- There are sufficient capable staff available 'in-house' and externally to carry out the work required to deliver the TN
- There will be adequate and appropriate resources available to support the delivery of the TN
- The Sponsor and Steering Group will engage with the process and support the successful delivery of the TN within the required timeframes
- The TN process will enable an effective reporting mechanism that will ensure that any issues are identified and escalated in a timely manner

## **12. Constraints and Limitations**

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The following constraints may create some limitations to the scope of the work done in relation to the TN Project:

- Required timeframes from funder.
- Conflicting work priorities and projects may create limitations to the capacity of staff/personnel to take on TN work.
- Availability of key stakeholders for working groups.

## **13. Continuous Improvement**

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Throughout the Tairāwhiti Navigations Project, the project managers will identify any performance improvement opportunities as they arise through discussion at Project Management Team meetings. Any identified performance improvement opportunities (PIO) will be recorded on a PIO Log and evaluated for action.

# Appendixes

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## **Appendix A**

Terms of Reference Tairāwhiti Navigational Steering Group

## **Appendix B**

Full project plan GNATT chart

## **Appendix C**

Sub-project working groups Terms of Reference

## **Appendix D**

Internal communications plan

## **Appendix E**

Risks register

## **Appendix A: Terms of Reference Tairāwhiti Navigational Steering Group**

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### **(Confirmed by the Tairāwhiti Development Partnership 2007)**

The outcomes to be achieved by the Working Party should drive the agenda of the working party and determine the skill set and expertise required from working party members.

#### **Key Outcomes to be achieved;**

1. Concept Plan completed by 30 October, 2007
2. Engage Project Champions
3. Secure funding for Concept design
4. Secure funding for Navigational Project Worker
5. Recruit Navigational Project Worker
6. Complete Full Proposal for Navigational Project

Note the work programmes to achieve these outcomes can be progressed simultaneously.

1. Concept Plan to include
  - a. confirmation of design briefing for the designer
  - b. documented design work completed by designer
  - c. Scope of works for the design
    - i. engagement of artists
    - ii. selection and purchase of materials
    - iii. budget
    - iv. work programme
    - v. communication protocols with sponsors
    - vi. IP protocols in place
2. Engage Project Champions
  - a. Prepare a brief for role and responsibilities of project champions
  - b. Identify potential project champions
  - c. Recruit project champions
  - d. Establish and implement communication protocols with project champions
3. Funding Proposal for Concept design
  - a. Identify funding sources
  - b. Engage with funding providers

- c. Prepare and submit funding proposal
  - d. Solicit support of 'Project Champions'
4. Securing Funding for Navigational Tradition Project Manager
    - a. Prepare contract for engaging NT Project Manager inclusive of key deliverables, work programme and contract price
    - b. Identify potential candidates
    - c. Identify funding sources
    - d. Prepare and present funding proposal
  5. Recruit NT Project Manager
    - a. Establish recruitment panel
    - b. Advertise position
    - c. Recruit person on fixed term contract with established performance targets
    - d. Confirm Project Management Group to maintain management oversight of NP Project Manager
  6. Complete full proposal for Navigational Tradition Project
    - a. Complete full project brief for sign off by TDP
    - b. Complete project budget for approval by TDP
    - c. Identify funders/ investors
    - d. Complete communications plan for approval by TDP

**The Navigational Tradition Working Party will:**

- comprise members who have the skill sets, expertise and knowledge to effectively carry out the key tasks that will contribute to the achievement of the stated outcomes
- comprise membership from across the Tairāwhiti region
- be appointed by the TDP
- provide written reports on their progress in completing key tasks and tracking towards achievement of outcomes, to the TDP Trust Management group at agreed intervals
- provide reports to the TDP as requested, principally at bimonthly TDP Meetings
- ensure that all work undertaken by the working party, on behalf of the TDP is conducted in a manner that complies with accepted professional standards, relevant legislation and the values of the TDP.

- exist till such time as the key tasks that have been assigned are completed or, till such time as the members of the working party and the TDP Management group mutually agree.

## Appendix B: Full project plan GNATT chart

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## Appendix C: Sub-project working groups Terms of Reference

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### 1. Purpose

The purpose of this document is to provide the guidance, direction and membership terms for the working groups that sit under the Navigations Steering Group. The working groups include:

- Infrastructure group
- Storytelling/interpretations<sup>2</sup>

### 2. Background

The Tairāwhiti Navigations Traditions Project (TN) is a Tairāwhiti Development Partnership (now recognised as the Tairāwhiti Regional Governance Group) initiative. The TN has been driven by the Steering Group whose members have been appointed by the Tairāwhiti Regional Governance Group.

In 2009, Tourism Resource Consultants were commissioned to produce a pre-feasibility study for the Partnership which would also outline the actions that were required for the TNP. The report was completed in February 2010. However, recently there have been a number of changes to the approach put forward by Tourism Resource Consultants.

With these recent changes it is apparent that smaller groups are required to meet more frequently and drive specific components of the TN forward. At the April 2010 meeting of the Tairāwhiti Navigations steering group, a proposed framework for working groups was put forward. The purpose of the working groups are to ensure that the various work streams for the project can progressed through smaller think-tanks that have the organisational mandate to deliver on the work.

These Terms of Reference are to ensure that the working groups focus operates within the Partnerships defined scope i.e. the Tourism Resource Consultants Action Plan, and delivers on the NZTE requirements.

### 3. Membership

Each of the working parties must have at least one **'mandated'**<sup>3</sup> representative from each of the TDP Partners,<sup>4</sup> namely,

- Gisborne District Council
- Wairoa District Council
- Te Runanga o Turanganui-a-Kiwa

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<sup>2</sup> The Marketing and Branding group has been disestablished by way of agreement from Steering Group in May 2010.

<sup>3</sup> Mandated means that these members have been approved as official representatives from the Partner organisations.

<sup>4</sup> At the request of the Chairman, Te Runanga o Ngati Porou have been withdrawn from the Terms of Reference.

- Kahungunu ki te Wairoa

Mandated representatives can be involved in one or more of the working groups. While the number of members on each of the working groups is flexible, it is strongly recommended that there be no more than 10 members on a working group to ensure that the process is manageable.

#### **4. Working Groups Roles**

The role of the working groups is to:

- Actively drive through projects outlined in the action plan for TNP.
- Provide a forum for exchanging information.
- Monitor specific project deliverables as directed by the Steering Group.
- Collectively, report back to the TNP Steering Group on matters such as project constraints.
- ensure that all work undertaken on behalf of the TNP Steering Group is conducted in a manner that complies with accepted professional standards, relevant legislation and the values of the Partnership.
- Conducts business in a transparent manner.

The working groups will not:

- Make any substantial decisions such as change the scope of the project or contract deliverables. This remains the responsibility of the Steering Group and the Tairāwhiti Regional Governance Group.
- Co-opt members without informing the steering group as to the rationale for increased membership.
- Enter into other contractual relationships without the explicit approval of the Tairāwhiti Regional Governance Group.
- Commission unapproved work for the Tairāwhiti Navigational Project.

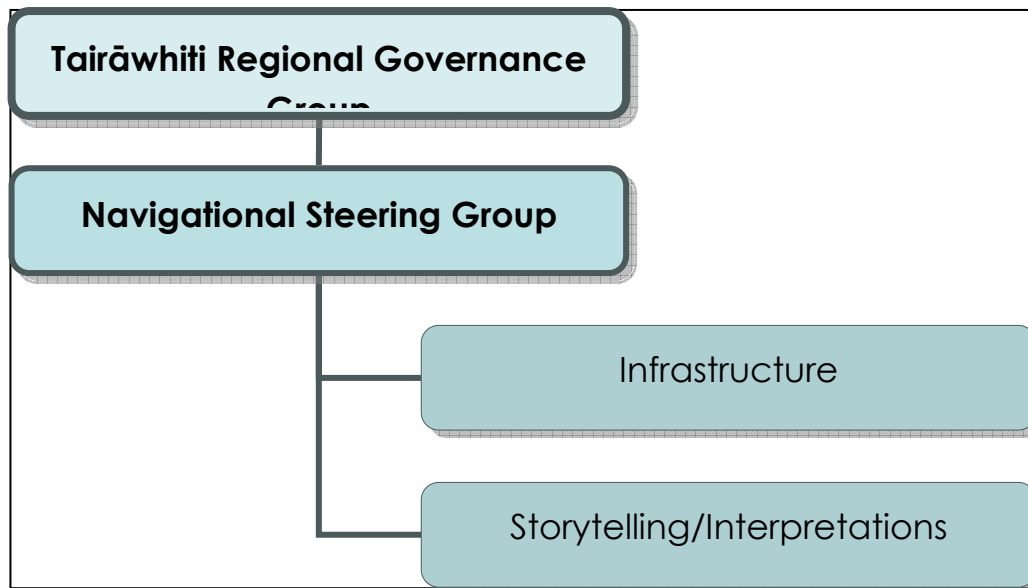
Specific roles and membership requirements are discussed separately for each of the working groups **attached**.

#### **5. Support for the working groups**

The working groups will be provided with administrative support from the TDP secretariat.

#### **6. Reporting Structure**

The working groups will provide monthly update reports to the Steering Group.



## 7. Meetings

The working groups will meet at least once a month. These meetings are to be held prior to the TNP Steering Group meetings so that any key decision points can be fed through to the Steering Group.

The Gisborne District Council will provide the venue for the meetings (where possible).

## 8. Conflicts of Interest

Transparency and accountability are principles that the working groups should adhere to and therefore participants on the working groups should be aware of any conflicts of interests that they may have. In a small region such as Tairāwhiti, conflicts of interest are going to be unavoidable. However, conflicts still need to be identified and managed carefully. The most important type of conflict that will be actively managed is a direct conflict when an individual or an organisation may personally gain (financially) from the work. An example of this is a potential contractor that may tender for components of work.

It is therefore necessary that contractors or artists that may be commissioned to develop art work can not be a member on any of the working groups where a direct conflict is identified.

## 9. Appointment of a Chairperson

It is the responsibility of the Tairāwhiti Navigations Steering Group to nominate a Chair for the working groups.

## 10. Duration of Working Groups

Working groups can be discontinued at any time by way of resolution of the Steering Group. For this to occur, at least 80% of the Steering Group should be in agreement for the resolution to take effect.

## Infrastructure Working Group

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### Membership

Membership of the infrastructure group should comprise a multi-disciplinary team that represents ownership interests and contains general infrastructure project management/engineering expertise. The following interests should be represented on the infrastructure group:

- Gisborne District Council
- Wairoa District Council/ Kahungunu ki te Wairoa
- Te Runanga o Turanganui-a-Kiwa
- Ngati Oneone mandated representative
- Eastland Infrastructure
- Eastland Port
- Eastland Community Trust
- Tairāwhiti Museum

### Role/Brief

The role of the infrastructure working group is to cover off the recommended actions contained in the Action Plan for TNP 10, 13, 14, 15, (Navigations Project Pre-feasibility study pages 25-27). The role also to ensure that NZTE contractual requirements for the concept design work at the five identified sites are delivered. These actions include:

- Make recommendations to the Steering Group on the concept and site planning work including engineering of structures
- Assist contracted parties to develop designs for light infrastructure (consider linkages to other regional sites)
- Provide assistance with engineering reports for structures
- Assist in the completion of full tender documents for the light infrastructure projects
- Be inclusive of important tangata whenua cultural considerations in concept and site planning and proactively seek direct relevant tangata whenua guidance / input with respect to any specific site

## Storytelling/Interpretations Group

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### Membership

Membership of the storytelling group should comprise a cross section of the community that has expertise in gathering and interpreting oral histories. The following interests should be represented on the group:

- Gisborne District Council
- Wairoa District Council/ Kahungunu ki te Wairoa
- Te Runanga o Turanganui-a-Kiwa
- Department of Conservation
- Tairāwhiti Museum
- Tai Rawhiti Ventures Inc (Maori Regional Tourism Organisation)
- Māori liaison officer - GDC

### Role/Brief

The role of the storytelling/interpretations group is to cover off the recommended actions contained in the Action Plan for TNP 11-12 (Navigations Project Pre-feasibility study page. 25). These actions include:

- Develop protocols for engaging with tangata whenua who have stories that they wish to share
- Develop processes for gathering non-Māori stories
- Develop safety mechanisms for storing stories
- Develop IP protocols
- Engage with iwi, hapu, whanau at a very practical level with the project
- Prepare interpretation plan for the region – likely to require assistance of consultant.
- Assist in developing standards for storytelling/interpretations for physical works (covered also under branding/marketing)
- Be inclusive of important tangata whenua cultural considerations in storytelling and interpretations - and proactively seek direct relevant tangata whenua guidance / input with respect to any specific story or interpretation

**As at May 2010 it was agreed that the Branding and Marketing Group will be combined with the story telling and interpretations the recommended actions listed below will now be included in the brief for storytelling/interpretations.**

Inclusion of the recommended actions contained in the Action Plan for TN 32-34 (Navigations Project Pre-feasibility study page. 25). The role of the group is to also ensure that the NZTE contractual requirements for the communications component of the project are delivered. These include:

- Assist contractor to assess options for the development of imagery, signage, icon and symbols used to meet underlying culture and Navigations theme (including brand standards)
- Assist in developing standards for storytelling/interpretations for physical works
- Assist in developing the RFP for interactive website
- Act as a sounding board for contractor developing marketing campaign and collateral

## Appendix D – Internal Communications Strategy

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### The issues

1. The Tairāwhiti Navigational Project is a Tairāwhiti Development Partnership (TDP) project and has been around since 2005. A lot of preliminary work was done on the concept and mapping out historical locations. There is widespread support for the project but as the scope has grown progress has slowed. A pre-feasibility study was completed by Tourism Resource Consultants in February 2010 and Mayor Meng Foon is now chairing this project. Progress is imminent. Key stakeholders need to be re-engaged and it is important that progress is seen to be made soon or support from some sectors is at risk.
2. Gisborne District Council (GDC) has a significant role in the implementation of the Tairāwhiti Navigational Project. Staff from several departments are involved in different work streams at the same time. It is important that all staff working on the project know what other staff are up to. This will avoid duplication of effort and efficient use of resources.
3. The project is dependant on historians and tangata whenua (whanau/hapu/iwi) telling their story. Their buy in is imperative as are open two-way channels of communications back to a central project coordinator.

### Stakeholders

#### *Initially*

1. Tairāwhiti Development Partnership - Gisborne District Council, Wairoa District Council (WDC), Te Runanga o Turanganui a Kiwa (TROTAK) and Kahungunu ki te Wairoa
2. Working Party official representatives –(mandated by the Partnership) Mayor Meng Foon, Maringi Brown-Sadler (TROTAK), Dame Anne Salmond (Historian), Derek Lardelli (Artist), James Baty (Wairoa District Council), Sheryl Reynolds (New Zealand Historic Places Trust), Matt Todd (Eastland Port), David Butts (Museum), Awhina White (DOC), Maever Moeau (Tai Rawhiti Ventures Inc, Maori Regional Tourism Organisation), Michael Spedding (Historian), Nedine Thatcher-Swann, Richard Brooking (ECT/Te Unga Mai)
3. TDP Administrative support and NZTE Contract Management Phil Wauchop and Dale West
4. Gisborne District Council staff – specifically Duncan Rothwell, Terry McMillian, Phil Wauchop, Nedine Thatcher-Swann, Nick Tupara, Dale West, Hans van Kregten, Peter Higgs, Yvette Kinsella, Dave Hadfield.
5. Funders - New Zealand Trade & Enterprise (NZTE), Eastland Community Trust (ECT), Eastland Port, Department of Conservation (DOC) and the New Zealand Transport Agency (NZTA).

## ***Secondly***

6. The storytellers - historians and Māori groups – ie: Iwi, hapu and runanga
7. Tourism operators – who are likely to benefit from the infrastructure through increased business opportunities
8. Councillors
9. General public

## **Messages**

- a. Te Toka a Taiāu is the centre point for the Tairāwhiti Navigational Project.
- b. The project is mandated through the Tairāwhiti Development Partnership and currently funded through NZTE.
- c. The project is a regional project and extends from the Wairoa district through to Potikirua.
- d. Light infrastructure is the first phase of development as it is practical, achievable and low risk.
- e. The overall impact of the project is derived from the sum of its parts (i.e. infrastructure, concept, branding) – i.e. everything needs to work together.
- f. Consistent themeing and standards are required to connect and market the project across the region.
- g. A high degree of transparency is required given public funding for the project (for example commissioning of art work/branding).

## **Strategy**

### **Working Party**

Initially the communication focus is on keeping members informed of progress and ensure that the decision making process is clear and transparent. This will be done through key message statements which will be produced after each Tairāwhiti Navigational Project meeting and distributed by email to all project members, relevant Council staff and meeting attendees. They will be focused on:

- Reinforcing the immediate focus of the project
- Highlighting progress that has been made
- Confirming any decisions made by the working party
- Confirming action points and timelines

Unlike meeting minutes they will not include commercially or politically sensitive information and not record all details of the meetings.

### **Media**

These statements will also be posted on Council's website under major project/ Tairāwhiti Navigational Project and distributed to media organisations to encourage coverage

of the project. This will help to keep Tairāwhiti Navigational Project top of mind for second phase stakeholders.

### **Staff**

Those working on the project will be kept informed through an email distribution list. Staff will be encouraged to send all communication about the project to the distribution list. A work stream register will be set up and relevant staff encouraged to enter progress reports. The Community Planning and Development Manager will convene meetings at least once a month with key managers and staff to ensure connections with other Council projects.

### **The storytellers**

The storytellers are an important and need to be consulted on with an appropriate framework to supply their stories. This includes whether information should be provided in a bilingual format, size and quantity information on the sign and what mediums will be used to back up the signage. A transparent process is needed to come to a consensus on the standards all will conform to. Once these are confirmed a central liaison point is needed. Face to face two-way communication is likely be needed to complete this process effectively. To gain buy in from all stakeholders' opportunities for all interested parties to "have their say" should be provided. This could be on high profile issues such as branding or infrastructure design options.

## **Timing**

Funding decisions

Concept design for 5 light infrastructures

By April 2011

Cost estimate for 5 light infrastructures

Tender docs completed for design and build

By April 2011

Presentations to funders

Stakeholder	Medium	Who	Message
TDP and Working Party Representatives	Emailed Message Statements	Dale West	<ul style="list-style-type: none"> <li>• Light infrastructure is the first phase of development as it is practical, achievable and low risk.</li> <li>• The overall impact of the project is derived from the sum of its parts (i.e. infrastructure, concept, branding) – i.e. everything needs to work together</li> <li>• The project is a regional project and extends from the Wairoa district through to Potikirua.</li> <li>• Consistent themeing and standards are required to connect and market the project across the region.</li> <li>• A high degree of transparency is required given public funding for the project (for example commissioning of art work/branding).</li> <li>• Te Toka a Taiau is the centre point for the Tairāwhiti Navigational Project.</li> </ul>
	Reports to and updates at meetings	Dale West	
	Media	Spokes people Mayor Meng Foon with provision for Nedine Thatcher-Swann to step in near election	
	Stakeholder organisations communication channels	Through mandated representatives	
Staff	Email distribution list	Nedine Thatcher-Swann	<ul style="list-style-type: none"> <li>• A high degree of transparency is required given public funding for the project (for example commissioning of art work/branding).</li> <li>• Consistent themeing and standards are required to connect and market the project across the region</li> <li>• Light infrastructure is the first phase of development as it is practical, achievable and low risk.</li> </ul>
	Work stream register	Phil Wauchop	
	Project meetings	Nedine Thatcher-Swann	
Media	Message statements and visuals	Toni Lexmond through spokespeople	<p>All key messages but especially...</p> <ul style="list-style-type: none"> <li>• The project is a regional project and extends from the Wairoa district through to Potikirua</li> </ul>
Funders	Email	Phil Wauchop /Katie Kay	<ul style="list-style-type: none"> <li>• No direct communication needed till project specifics are available. Important to keep project top of mind through media.</li> <li>• Important to demonstrate project</li> </ul>
	Meetings	Nedine Thatcher-Swann	
	Media	Toni Lexmond	

		through spokespeople	management capability. <ul style="list-style-type: none"> <li>The project is a regional project and extends from the Wairoa district through to Potikirua</li> </ul>
Storytellers	Pipiwhararua and Nga Kohinga	Meng Foon Communication /consultation plan developed further through Storytelling Interpretation group	<ul style="list-style-type: none"> <li>Consistent themeing and standards are required to connect and market the project across the region.</li> <li>Te Toka a Taiau is the centre point for the Tairāwhiti Navigational Project.</li> <li>The stories told belong to the communities/hapu groups from which they derive. This project will help those stories to be heard by a wide audience.</li> </ul>
	Face to face and hui on marae		
	Email to stakeholder list		
	Letters –done		
<b>Stakeholder</b>	<b>Medium</b>	<b>Who</b>	<b>Message</b>
Councillors	Reports to Council	Nedine Thatcher-Swann	<ul style="list-style-type: none"> <li>The project is mandated through the Tairāwhiti Development Partnership and currently funded through NZTE.</li> <li>Light infrastructure is the first phase of development as it is practical, achievable and low risk.</li> <li>The overall impact of the project is derived from the sum of its parts (i.e. infrastructure, concept, branding) – i.e. everything needs to work together</li> </ul>
	Media	Through reports to council as needed	
Tourism Operators	Emails through Tourism Eastland and Heart of Gisborne and Māori Tourism organisation	Phil Wauchop	<ul style="list-style-type: none"> <li>Consistent themeing and standards are required to connect and market the project across the region.</li> <li>The stories told belong to the communities/hapu groups from which they derive. This project will help those stories to be heard by a wide audience and increase the value of tourism in Tairāwhiti.</li> </ul>
	Attend their meetings	Phil Wauchop	
	Media	Toni Lexmond and through spokespeople	
General public	Media, Town and Country, Pipiwhararua and Nga Kohinga	Toni Lexmond and through spokespeople	All key messages with a focus on: <ul style="list-style-type: none"> <li>Progress is being made</li> <li>Opportunities for the public to get involved.</li> </ul>
	<a href="http://www.wdc.govt">www.wdc.govt</a> .	Karen Hadfield	

	<a href="#">nz</a> <a href="http://www.gdc.govt.nz">www.gdc.govt.nz</a> <a href="#">nz</a> – Navigations		
	Public Meeting/s	TBC	
	Facebook page, online polls	TBC	

## Appendix E: Tairāwhiti Navigations **RISK Register:** As At 1 July 2010

Risk #	Risk Cat	Risk Statement	Risk Cause	L	Consequence / Impact	C	Initial	Current Treatment	Residual	Further Action Required	Owner
1	Process	Lack of coordination between key activities	Poor project management: lack of identification of the linkages and dependencies between key activities	2	Key activities are delayed due to dependency on other work. Information provided is inconsistent or out of date due to poor timing/ sequencing of work activities	2	M	Project Manager appointed to coordinate key activities. Project Management Team providing oversight and tracking and monitoring progress and coordination of key activities	L		Nedine
2	Process	Failure to monitor progress of TN across all key projects and activities	Poor project management: Lack of effective monitoring and reporting mechanisms and work break down schedules.	2	Failure to identify significant issues as they arise leading to impact on ability to deliver the desired outcome.	3	H	Monitoring and reporting mechanisms, tools and frequency have been set out in the TN Project Plan. Responsibility for monitoring and reporting has been assigned to Project Managers	L		Nedine/ Peter

Risk #	Risk Cat	Risk Statement	Risk Cause	L	Consequence / Impact	C	Initial	Current Treatment	Residual	Further Action Required	Owner
3	Process	Lack of integration and alignment to other critical projects Gisborne District Council is undertaking	Each planning process uses it own "systems and processes" in a silo environment creating lack of integration and alignment	2	Duplication of work for managers. Consultation fatigue from stakeholders. Lack of consistency in key messages and information.	3	H	The Project Management Forum with key Council staff will assist in ensuring integrated project management.	M	Implementation of the aligned processes needs to be monitored for effectiveness and improvements made where necessary	Nedine
4	Process	Project brief inadequate	Project (consultant brief) for phase one of the project is unclear and does not deliver on core objectives of the project	2	Project does not deliver on TRGG expectations	3	H	Formal briefing papers developed by appropriate staff and approved by the TRGG key personnel			Nedine/ Peter

Risk #	Risk Cat	Risk Statement	Risk Cause	L	Consequence / Impact	C	Initial	Current Treatment	Residual	Further Action Required	Owner
5	Internal Communications	Ineffective/ inadequate information provided to/ received from Sponsors/Management and Staff	Inadequate systems and plans in place to support effective communication and feedback loops between relevant parties	3	Lack of accurate, timely, appropriate and sufficient information collected from relevant staff/ Council to adequately inform the LTP.	3	H	An internal communications plan has been developed	M	Implementation and monitoring of the internal communications plan to ensure it is effectively addressing any problems	Nedine/ Peter
6	Internal Communications	Tairāwhiti Regional Governance Group Members and or Steering Group Members become frustrated due lack of knowledge/ awareness of what is expected/occurring	Poor communication from Steering Group to TRGG or project managers to Steering Group	3	Participants fail to engage at an appropriate level, create hindrances in the process due to lack of understanding/ awareness and fail to meet key decision date milestones causing delays in the process.	3	H	A Communications Strategy and Plan has been developed.	M	Implementation and monitoring of the internal communications plan to ensure it is effectively addressing any problems	Nedine/ Peter
7	External Communications	Lack of an appropriate external consultation plan	Failure to include development of an adequate and appropriate consultation/ engagement plan in the planning stages of the TN project.	2	Consultation is ad-hoc, disorganised, and fragmented leading to consultation frustrations and fatigue from the public and stakeholders	3	M	Engagement and consultation plan is developed.	M	Develop external communications plan and monitoring of consultation plan to ensure risk is being effectively managed	Nedine

Risk #	Risk Cat	Risk Statement	Risk Cause	L	Consequence / Impact	C	Initial	Current Treatment	Residual	Further Action Required	Owner
8	External Communications	Communications with media breakdown and fail to be effectively managed	Poor media communication planning.	2	Unauthorised media releases that convey inappropriate/ inaccurate messages. Media hinder engagement with the process by creating a negative public reaction.	3	H	Appropriate media plan included in internal communication/ engagement/ consultation strategy and plans.	M	Steering Group to review media plan.	Nedine
9	Quality/ Output	TN produced does not meet quality standards required	Under estimation of time/ resources required to complete adequate quality checks. Insufficient contingency time allowed for political and other delays. Slippage in timelines/ milestone deliverables reduces amount of time available for quality checks.	3	Major stakeholder response to the project is negative. Impact on group reputation and image.	3	H	TN Project Plan has been designed to allow for delays or slippage, and to incorporate adequate QA checks throughout the process.	M	QA checks are carried out as planned. Regular progress checks are carried out to monitor slippage and/or delays.	Nedine/ Phil

Risk #	Risk Cat	Risk Statement	Risk Cause	L	Consequence / Impact	C	Initial	Current Treatment	Residual	Further Action Required	Owner
10	Stakeholder Management	Steering group members constantly changing	Lack of understanding and awareness of the project	3	TN project decision points are delayed impacting on time available to complete other activities, including quality checks	3	H	Confirmation of steering group members and mandated organisations	M	Engagement with TRGG and any issues to be addressed as soon as possible	Chair TN
11	Stakeholder Management	No collaboration amongst TRGG members and no one willing to "own" the project	Lack of a buy-in to the project and consequentially		Project fails to be a 'regional project' and therefore objectives of the project are not met.		H	Organise meetings to include all TRGG partners and reaffirm commitment and level of involvement to with the project	M	Meeting to be convened with TRGG partners	Chair

Risk #	Risk Cat	Risk Statement	Risk Cause	L	Consequence / Impact	C	Initial	Current Treatment	Residual	Further Action Required	Owner
15	Stakeholder Management	Some key stakeholders are not identified and therefore are not engaged early on in the process	Failure to identify all key stakeholder groups/ parties in an effective and adequate stakeholder management plan	2	Time consuming consultation hinders TN project.	2	M	To be addressed through an external engagement plan.	M	Development of external engagement/ consultation plan	Nedine
16	Financial	Lack of appropriate costings for project	Costings have not been appropriately calculated and lack consideration of the wider project milestones	2	Project does not get completed.	3	H	Costings are being reviewed to ensure appropriateness. Commitment from external organisations to makeup short fall through in kind support.	M	Testing of systems after review recommendations have been implemented to ensure financial needs are met	Peter/ Phil