

## NEW ZEALAND FLAG CONSIDERATION PANEL

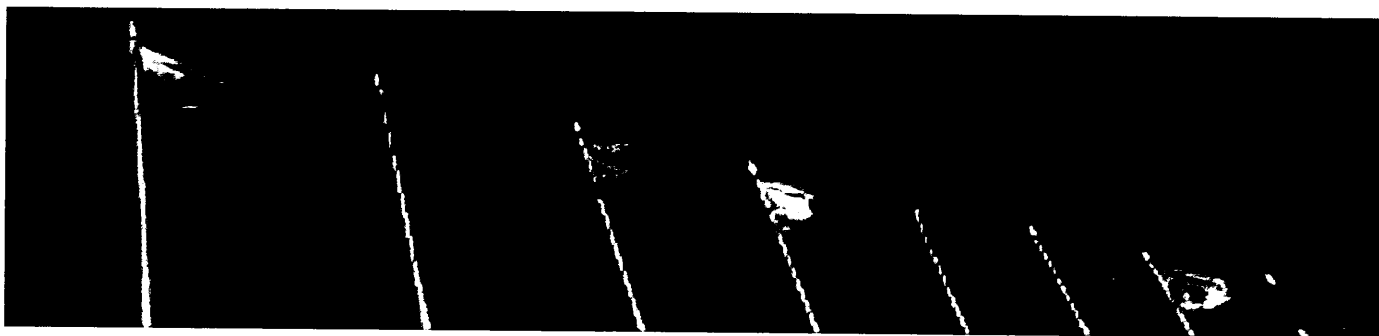
<b>DATE</b>	3 March 2015 (FCP Min Ref: 030315)
<b>TIME</b>	11am until 4:00pm
<b>VENUE</b>	Ministry of Justice, Justice House, 19 Aitken St, Wellington (meet at level 3 reception 10:45am)
<b>PANEL ATTENDEES</b>	Emeritus Professor John Burrows (Chair), Nicky Bell, Peter Chin, Julie Christie, Rod Drury, Beatrice Faumuina, Lt Gen (Rtd) Rhys Jones, Stephen Jones, Sir Brian Lochore, Malcolm Mulholland
<b>APOLOGIES</b>	Kate de Goldi (Deputy Chair), Hana O'Regan
<b>PRESENT</b>	Michael Webster (Secretary of the Cabinet/Clerk of the Executive Council), Rachel Hayward (Deputy Secretary), Kylie Archer (Director), Jo Crawford (Executive Assistant), Martin Rodgers (Project Manager) and Robin Paratene (Senior Advisor).  <i>Assignment Group (Martin Yeoman, Managing Director Kim Thorp, Creative Partner in attendance for items 2 and 3 only as detailed in the Project Plan)</i>

## AGENDA

ITEM	TIME	TOPIC	PRESENTED BY
1.	11:00am	Mihi Whakatau/Karakia/Introductions	
2.	11.45am	Introduction from the Chair	Chair Prof John Burrows
3.	12.00noon	Public engagement – preliminary thinking and discussion	Chair Prof John Burrows and Secretariat (Kylie, Martin and Robin)
4.	1:30pm	Deputy Prime Minister	Hon Bill English
		<b>LUNCH</b>	
5.	2.00pm	Photos – group and individual shots	
6.	3.00pm	Meeting papers for discussion, questions and approval: <ul style="list-style-type: none"> <li>• Secretariat Report (for noting) <ul style="list-style-type: none"> <li>➢ Project Plan Draft (for approval)</li> <li>➢ Future Meetings Timetable (for approval)</li> </ul> </li> <li>• Induction materials <ul style="list-style-type: none"> <li>➢ Meeting Guidelines (for approval)</li> <li>➢ Legislation Update (for noting)</li> </ul> </li> </ul> <p>Conflict of interest register (for completion)</p>	Secretariat

**Next meeting: 19 March 2015. Agenda items for consideration include:**

- Engagement Strategy Finalisation (with Assignment Group)
- Flag Design Guidelines Draft
- Draft MarComms Plan (including digital)
- Stakeholder Plan
- Risk Register



# NZ FLAG CONSIDERATION PROJECT

*“It’s really important that consideration of a new flag includes genuine input from New Zealanders. All voices need an opportunity to be heard.”* The Prime Minister, 11/03/2014

Flag Consideration Panel  
3 March 2015

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*and* CABINET

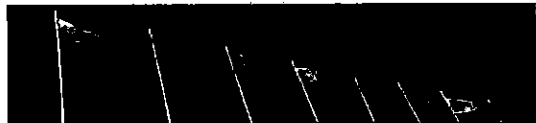


# NZ FLAG CONSIDERATION PROJECT

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## Today's presentation:

- **Introductions** – Secretariat & *Assignment Group*
- **The job** – your key responsibilities
- **Guiding principles** – from Cabinet
- **Current thinking** – a proposed approach to engagement
- **Next steps** – making it happen



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# NZ FLAG CONSIDERATION PROJECT

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## Your key responsibilities:

1. **Design and lead the public engagement process**, taking into account the guiding principles agreed by Cabinet, and with the support of the Secretariat.
2. **Seek input from flag experts**, design experts, tikanga Māori experts, and other experts as required, to ensure a range of suitable alternative designs are available.
3. **Report back to Responsible Minister/s** in time for Cabinet to approve the alternative flag designs to be voted on in the first referendum.
4. **Continue a public communications role** in the lead-up to the first and second referendums, to help provide information to the public about the alternative flag designs



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# NZ FLAG CONSIDERATION PROJECT

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## **Guiding Principles:** *(agreed by Cabinet on 28 October 2014)*

<b>Independent:</b>	the process is apolitical, with multi-party support and public decision-making;
<b>Inclusive:</b>	all perspectives are invited and considered from New Zealand's diverse communities, including Maori as tangata whenua;
<b>Enduring:</b>	the outcome (whether status quo or change) is upheld and not revisited for a significant period;
<b>Well-informed:</b>	the public has access to information to enable it to make decisions;
<b>Practical:</b>	the process is workable, cost-effective, and implementation is possible;
<b>Community-driven:</b>	designs and suggestions come from the community;
<b>Dignified:</b>	upholds the importance of the flag as a symbol of our nationhood;
<b>Legitimate:</b>	all legislative and other requirements are followed;
<b>Consistent:</b>	with the Crown's Treaty obligations.



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# NZ FLAG CONSIDERATION PROJECT

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## Our journey to date:

- **Guiding principles**
  - all communities have a say
  - we engage in ways that suit them
  - accessibility is important
- **Discussion is key**
  - informs designs & Panel's selection
  - facilitates shared understanding
  - helps people to vote in referendums
- **Design process**
  - clear guidelines upfront
  - clarity around legal, cultural & intellectual property issues
- **Aims**
  - people speaking to each other
  - make people's contributions visible

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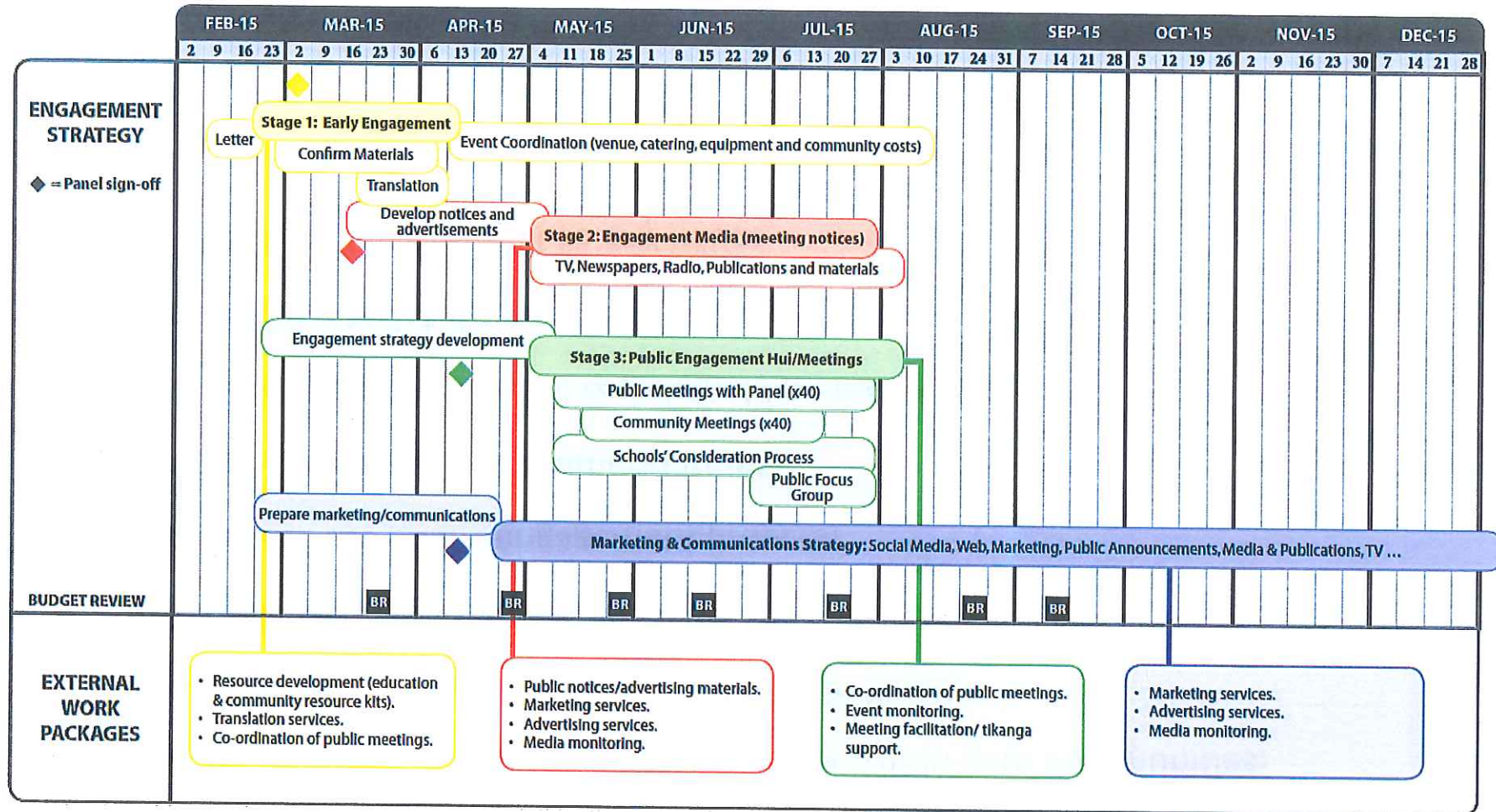
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## Stages:

- **Whakaoho i te Tangata, Preparing the ground** – *now to early May*
  - interim website
  - meet agencies & non-government organisations
  - communication out to networks
- **Whakamārama, Understanding** – *early May*
  - advertising, full website & digital activities
  - comment pieces
  - design submission guidelines & requirements
- **Wānanga, Thinking together** – *early May to end July*
  - hui & self organised discussions
  - school-focussed activities
  - nationwide roadshow
  - deliberation at regional / national level
  - design suggestions received (mid July)



# DRAFT ENGAGEMENT PROCESS





# NZ FLAG CONSIDERATION PROJECT

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## Your role?

- **be the public face** of the project nationwide & within your communities;
- **be an active member** of the Flag Consideration Panel;
- **provide advice** in areas where you have specialist knowledge;
- **design & lead** the public engagement process;
- **make final decisions & recommendations**;
- **attend & participate** in public & stakeholders meetings;
- **guide the Secretariat** throughout the project; and,
- **alert the Chair & Secretariat** to any issues.



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# NZ FLAG CONSIDERATION PROJECT

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## Next steps:

- **Develop Strategy** – *with Assignment Group*
  - start conversation today
  - workshop & finalise with FCP on 19 March 2013
- **Start procurement**
  - shortlist providers for advertising services
  - initiate development of education & community resources
  - identify potential suppliers for & costs of other services
- **Finalise process for suggesting designs**
  - finalise design guidelines (incl. terms & conditions for suggesting designs)
  - agree process for FCP to recommend designs to RM
  - develop process for FCP to shortlist designs
- **Whakaoho i te Tangata, Preparing the ground**
  - set up early engagement meetings
  - set up social media profiles
  - organise hui



# NZ FLAG CONSIDERATION PROJECT

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Please provide your thoughts on:

- **who we should be involving** – government & non-government contacts;
- **what networks** & channels for communication we should use;
- **what research** we should read;
- **what ways of engaging** you have seen work in the past;
- **what engagement experiences** & tools we should look at using; and,
- **anything else** you think we need to know.

**MARTIN RODGERS**

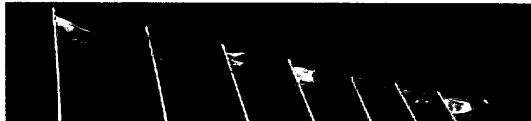
Project Manager

s9(2)(a)

**ROBIN PARATENE**

Senior Advisor

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## Discussion questions:

- What risks or issues do we need to plan for from the beginning?
- Of all the activities we could undertake, ....

what do you think will have the biggest impact?



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# EXECUTIVE COUNCIL CHAMBERS

## New Zealand Flag Consideration Panel

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### Secretariat Report: 3 March 2015

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#### Summary

This first report to the Flag Consideration Panel (FCP) updates members on project progress, and requests approval to progress priority work streams.

#### Recommendations

It is recommended that the **Flag Consideration Panel:**

- 1 **Note** the Secretariat update in section 2 of this paper;
- 2 **Note** the Induction Pack provided to each Flag Consideration Panel Member;
- 3 **Note** the process for the New Zealand Flag Referendums Bill in section 1.7 of the Induction Pack;
- 4 **Agree** the Flag Consideration Panel meeting dates as detailed in section 3 of this paper;

**AGREE / DISAGREE / DISCUSS**

- 5 **Agree** the Meetings Guideline Policy in section 3.1 of the Induction Pack;

**AGREE / DISAGREE / DISCUSS**

- 6 **Agree** the Project Plan (version 1.0) attached as appendix 1 to this paper, including the approach to procurement outlined in section 2.5;

**AGREE / DISAGREE / DISCUSS**

- 7 **Agree** that the Secretariat progress specific actions as set out in section 4 of this report; namely,
  - a. an education resource
  - b. a community resource
  - c. setting up social media accounts, and
  - d. setting up meetings with key stakeholder groups, for Flag Consideration Panel Members to attend where possible.

**AGREE / DISAGREE / DISCUSS**

## Purpose

- 1 The purpose of this paper is to:
  - a. Provide FCP members with an update on the project;
  - b. Enable members to agree how the FCP will operate as a collective body;
  - c. Seek approval for the initial Project Plan, which will be updated and approved as the project progresses;
  - d. Seek approval to progress specific actions, consistent with the Project Plan and the proposed approach to engagement.

## Secretariat update

- 2 At each meeting, the Director will provide an update on the project. Key achievements in the lead up to this meeting include:
  - a. The Director of the Secretariat was recruited in late December last year with the rest of the team recruited in January through February this year.
  - b. The Department of Prime Minister and Cabinet received nominations from the Cross Party Group for the FCP. The appointments were then taken through Cabinet by the Deputy Prime Minister. Letters of appointment were sent out and all appointees were confirmed by 24 February. The formal announcement of the FCP (including a set of 'frequently asked questions') was made by the Deputy Prime Minister on 26 February 2015.
  - c. The Secretariat developed induction packs, drawing on material used in the Constitutional Review, along with input from other agencies.
  - d. While the full website is still to be developed, an interim website with basic information has been created and published ([www.flag.govt.nz](http://www.flag.govt.nz)) on the Government's Common Web Platform (i.e. the govт.nz site).
  - e. The Secretariat Team have been consulting with a variety of key stakeholders to inform their work to date. They are also establishing working relationships with the agencies which are leading other operational streams of the overall project (i.e. The Electoral Commission and The Ministry of Justice)
  - f. The Secretariat is making good progress on the engagement planning, the Marketing & Communications Plan and the guidelines for people wanting to suggest alternative designs to the FCP. Drafts of the latter two documents will be presented to the FCP for their approval at the meeting on 19 March.

## Proposed FCP meeting dates

3 The Secretariat proposes that the FCP meets as follows:

Date	Location	Time
19 March 2015	Wellington	11.00am to 4.00pm
26 March 2015 – t.b.c.	Auckland	11.00am to 4.00pm
15 April 2015	Christchurch	11.00am to 4.00pm
29 April 2015	Wellington	11.00am to 4.00pm
5 May 2015	Auckland	11.00am to 4.00pm
17 June 2015	Wellington	11.00am to 4.00pm
23 July 2015	Auckland	11.00am to 4.00pm
30 July 2015	Wellington	11.00am to 4.00pm
6 August 2015	Wellington	11.00am to 4.00pm
17 September 2015	Wellington	11.00am to 4.00pm
20 November 2015	Christchurch	11.00am to 4.00pm
15 December 2015	Wellington	11.00am to 4.00pm
31 March 2016	Wellington	11.00am to 4.00pm

## Progressing priority aspects of the Engagement Plan

- 4 Given the tight timeframes for this project, it has been agreed with the Chair that the FCP will participate in a process, led by the Assignment Group, to develop the strategic approach to the Engagement Plan, including its goals and areas of focus. The Secretariat will use the outputs from that process to draft a full Engagement Plan for the FCP to finalise, and then present to the Responsible Minister for approval.
- 5 The Secretariat requests the FCP's approval to progress some specific actions ahead of the Engagement Plan being finalised. These are:
  - a. An education resource: based on the experience of the Constitutional Review the Secretariat recommends that the FCP progress the development of a resource that would support education institutions to replicate the process of developing alternative flag designs, select four, which will be voted on in one referendum, with the most popular one being subject to a vote alongside the current flag in a second referendum. This would be developed with an external provider to ensure it connects with the NZ Curriculum. It will also be developed to meet the needs of Māori education institutions.

- b. A community resource: again based on the experience of the Constitutional Review, this would support communities to host their own discussions on the future of the flag. This would also include guidance for communities wishing to conduct their discussions online. It would contain key questions related to the project, which representatives of the communities would be asked to provide back to the Panel.
- c. It is envisaged that social media forums and other activity will play an important part in the project. A recommended approach to this will be included in the Marketing and Communications Plan to be presented to the FCP at its meeting on 19 March 2015. However, it is recommended that social media accounts are set up at this stage of the project for future use.
- d. Drawing on the networks established by the Constitutional Review, it is recommended that the FCP meet with key stakeholder organisations (including Māori and iwi groups) to; provide them with information on the FCP's process, receive their input into its engagement planning, and enlist their participation in the project as it progresses. It is recommended that the Secretariat arrange meetings to take place within the coming weeks, where people from a number of these groups can meet together with FCP Members, where they are available. It is proposed that these meetings take place in Christchurch, Wellington and Auckland.

In addition to these, it is also recommended that the Secretariat organise a meeting between the Chair of the Panel, Panel Member Rhys Jones and representatives of the Returned Services Association and the Ministry of Defense.

Kylie Archer  
Director, New Zealand Flag Consideration Project

**Distribution:**

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Flag Consideration Panel Members

Michael Webster, Clerk of the Executive Council

Rachel Hayward, Deputy Secretary of Cabinet (Constitutional and Honours)

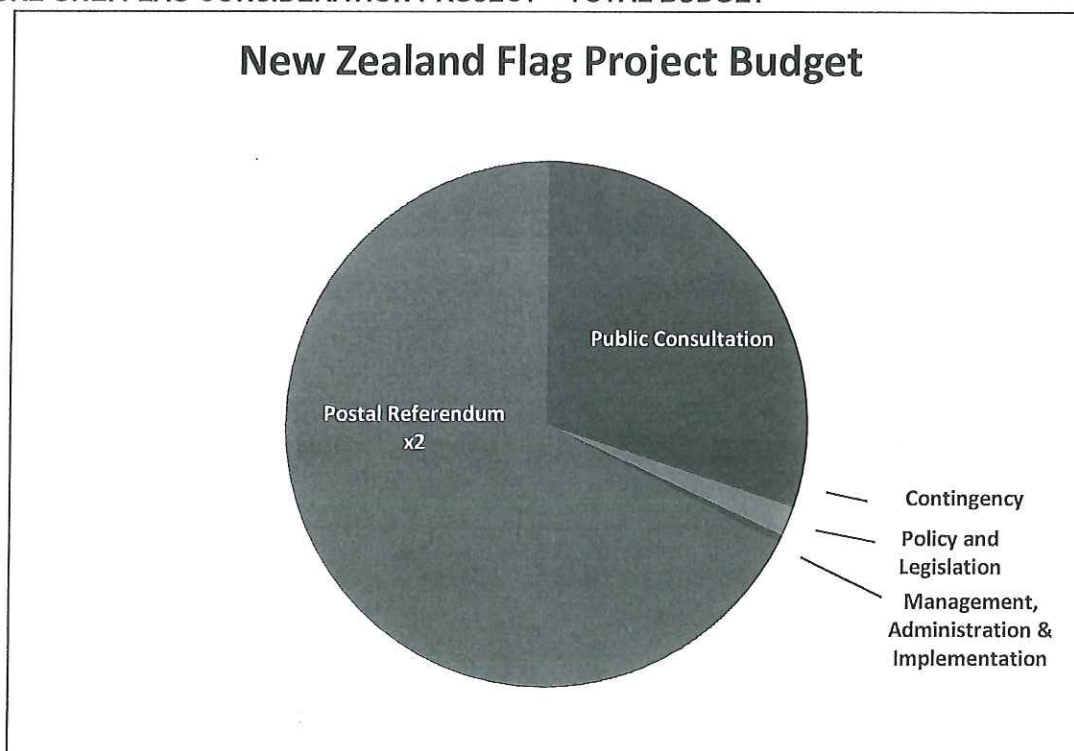


**Date:** 3 March 2015  
**Report to:** Flag Consideration Panel  
**Prepared by:** Kylie Archer  
**For:** Inaugural Panel Meeting (FCP: 03032015)

**BUDGET**

1. This paper provides the Flag Consideration Panel with a preliminary budget update. The total budget for the project is \$25.7 million.
2. A range of agencies will deliver various parts of the project and as detailed in figure one almost two thirds of the overall budget (\$17.39 million) will go to the Electoral Commission to deliver the two referendums<sup>1</sup>.

**FIGURE ONE. FLAG CONSIDERATION PROJECT – TOTAL BUDGET**



3. The budget for the public consultation process is \$6.7 million.
4. Figure two details the total budget breakdown, with public consultation and education components highlighted in blue.
5. The Department of Prime Minister and Cabinet is responsible for the public consultation and education budget and will be required to account for all expenditure to the relevant Select Committee.

<sup>1</sup> These figures include the public education campaign budget managed by the DPMC as highlighted in blue on figure two.

6. The Secretariat will provide the Panel with regular budget updates and prepare any appropriate public budget reporting as required.

**FIGURE TWO. FLAG CONSIDERATION PROJECT – TOTAL BUDGET**

	ITEM	2014/15	2015/16	TOTAL (\$m)
Public Consultation Process	Flag Consideration Panel - Governance	\$0.233	\$0.233	\$0.466
	Communications and Engagement	\$2.740	\$1.261	\$4.001
	Website	\$0.644	\$0.132	\$0.776
	Public events and meetings	\$0.104	\$0.104	\$0.208
	Secretariat	\$0.665	\$0.613	\$1.278
	<b>Total Public Consultation Process</b>	<b>\$4.386</b>	<b>\$2.343</b>	<b>\$6.729 m</b>
Policy and Legislation	Ministry of Justice policy resource (eg Bill development, select committee advice)	\$0.262	\$0.065	\$0.327
	Ministry for Arts, Culture and Heritage policy resource	\$0.128	\$0.000	\$0.128
	Ministry of Justice Travel (select committee hearings)	\$0.005	\$0.000	\$0.005
	Specialist services to Ministry of Justice (eg Crown Law advice, )	\$0.025	\$0.000	\$0.025
	<b>Total Policy and Legislation</b>	<b>\$0.420</b>	<b>\$0.065</b>	<b>\$0.485 m</b>
1st postal Referendum	Enrolment and postal voting	\$0.000	\$1.800	\$1.800
		\$0.000	\$2.550	\$2.550
		\$0.350	\$1.000	\$1.350

		\$0.400	\$1.380	\$1.780
	Public education campaign (Electoral Commission)	\$0.000	\$1.350	\$1.350
	Public education campaign (Flag Consideration Panel)	\$0.000	\$1.500	\$1.500
	<b>Total 1st postal referendum</b>	<b>\$0.750</b>	<b>\$9.580</b>	<b>\$10.330 m</b>
2nd postal Referendum	Enrolment and postal voting	\$0.000	\$0.000	\$0.000
		\$0.000	\$2.550	\$2.550
		\$0.000	\$1.200	\$1.200
		\$0.000	\$1.710	\$1.710
	Public education campaign (Electoral Commission)	\$0.000	\$1.350	\$1.350
	Public education campaign (Flag Consideration Panel)	\$0.000	\$0.250	\$0.250
	<b>Total 2nd postal referendum (if required)</b>	<b>\$0.000</b>	<b>\$7.060</b>	<b>\$7.060 m</b>
	DPMC Management and Administration	\$0.000	\$0.120	\$0.120
	Total Management, administration and implementation	\$0.000	\$0.120	\$0.120
Contingency	<b>Total contingency</b>	<b>\$0.500</b>	<b>\$0.500</b>	<b>\$1.000 m</b>
<b>Total Cost</b>		<b>\$6.056</b>	<b>\$19.668</b>	<b>\$25.724 m</b>

## NEW ZEALAND FLAG CONSIDERATION PANEL

This is a draft list of national membership / representative organisations (by locality) to be sent a letter from the Chair informing them about the project and inviting them to a meeting in late March or early April 2015. Where appropriate, the main regional organisations for some communities of interest have been added to this list.

**Members are asked to suggest other organisations that they think should be added to this list, to Jo Crawford, by 12 noon on Wednesday 18 March 2015.**

Please note that 145 identified Māori and iwi organisations, including Post Settlement Governance Entities, Runanga, Mandated Iwi Groups, Māori Urban Authorities and the New Zealand Māori Council will also receive a letter from the Chair and an invitation to partner with us to engage with their members. Key iwi organisations will also receive a follow up call and have the opportunity to meet with FCP members to provide direct feedback on the approach to engagement.

### **WELLINGTON:**

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**AUCKLAND:**

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**CHRISTCHURCH:**

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# **Flag Consideration Project**

## **Project Plan**



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# PROJECT PLAN

## Secretariat for the New Zealand Flag Project

VERSION: 1.0.

REVISION DATE: 25 February 2015

*Approval of the Project Plan indicates an understanding of the purpose and content described in this document. By approving this document, each individual agrees work should be executed on this project and necessary resources should be committed as described.*

<b>Approver Name</b>	<b>Title</b>	<b>How approved</b>	<b>Date</b>
Kylie Archer	Director, NZ Flag Consideration Project Secretariat	In person	25 February 2015
John Burrows	Chair, Flag Consideration Panel		

**Author: Martin Rodgers, Project Manager, NZ Flag Project Secretariat**

## Revision History

This project plan is a living document. It will be subject to review and change throughout the life of the project. It is proposed that updated versions of the plan will be submitted to the Director and the Flag Consideration Panel for agreement when necessary.

The table below will be used to identify significant changes to the plan and when they are made.

<b>Version</b>	<b>Date</b>	<b>Name</b>	<b>Description</b>

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## 1.0 Introduction

### 1.1 Background Information

In October 2014, Cabinet agreed details of the process for New Zealanders to consider changing the New Zealand Flag. It noted that as a modern, independent nation, the time has come to consider changing the design of the New Zealand Flag.

It agreed a binding two-stage postal referendum process.

- In the first referendum, voters will rank their preferred designs from four alternative flags
- In the second referendum voters will be able to vote to either keep the current flag or vote for the design chosen in the first referendum.

For more information see CAB (14) 451.

### 1.2 Key Participants

The Responsible Minister is

- the Deputy Prime Minister, Hon. Bill English

Ministers with the Power to Act are

- the Responsible Minister, Hon. Bill English
- the Leader of the House, Hon. Gerry Brownlee
- the Minister for Arts, Culture and Heritage, Hon. Maggie Barry
- the Minister of Justice, Hon. Amy Adams.

The Cross Party Group (CPG)

The role of the CPG is to:

- nominate the Flag Consideration Panel
- review the draft New Zealand Flag Referendum Bill .

The members are:

- Jonathan Young (Chair) National
- Hon Trevor Mallard Labour
- Dr Kennedy Graham Green
- Marama Fox Māori
- David Seymour ACT
- Hon Peter Dunne United Future

The New Zealand First Party chose not to participate in the Group.

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### Flag Consideration Panel (FCP)

The role of the FCP is:

1. Design and lead the public engagement process, taking into account the guiding principles agreed by Cabinet, and with the support of the Secretariat.
2. Seek input from flag experts, design experts, tikanga Māori experts, and other experts as required, to ensure a range of suitable alternative designs are available.
3. Report back to Responsible Minister/s in time for Cabinet to approve the alternative flag designs to be voted on in the first referendum.
4. Continue a public communications role in the lead-up to the first and second referendums, to help provide information to the public about the alternative flag designs

The members are:

- Prof John Burrows (Chair), ONZM, QC
- Nicky Bell
- Peter Chin, CNZM
- Julie Christie, ONZM
- Rod Drury
- Beatrice Faumuina, ONZM
- Kate de Goldi (Deputy Chair)
- Lt Gen (Rtd) Rhys Jones, CNZM
- Stephen Jones
- Sir Brian Lochore, ONZ, KNZM, OBE
- Malcolm Mulholland
- Hana O'Regan

### Secretariat for the Flag Consideration Project

The Secretariat is small DPMC team based at Justice to support the Flag Consideration Panel.

The Director of the Secretariat is Kylie Archer

The Secretariat reports to Michael Webster, Clerk of the Executive Council within the Department of Prime Minister and Cabinet.

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### 1.3 Guiding Principles

The Cabinet also decided that the following principles should guide the overall process to consider changing the New Zealand Flag.

- independent: the process is as apolitical as possible, with multi-party support and public input into decision-making;
- inclusive: all perspectives are invited and considered from within New Zealand's diverse communities, including Māori as tangata whenua;
- enduring: the outcome (whether change or status quo) is upheld and not revisited for a significant period;
- well-informed: the public has access to information to enable it to make decisions;
- practical: the process is workable, cost-effective, and implementation is possible;
- community-driven: designs and suggestions come from the community;
- dignified: the process upholds the importance of the flag as a symbol of our nationhood;
- legitimate: all legislative and other requirements are followed; and
- consistent with the Crown's Treaty obligations.

### 1.4 Project Objectives

The overall objectives of the project are to:

- inform the public about the process of considering a new NZ Flag;
- promote participation in a discussion about the future of the NZ Flag;
- encourage the development of viable alternative flag designs;
- consider people's input when selecting four alternative flag designs;
- promote participation in the referendums;
- respond to misconceptions, confusion and people's input throughout the process.

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## 2.0 Project Delivery

### 2.1 Work streams

#### Flag Consideration Panel establishment and support:

This includes the process to identify and nominate preferred candidates and then approach and confirm members. Once confirmed the members are to be notified, announced and inducted.

#### Marketing and Communications:

This includes the drafting and implementation of a Marketing & Communications Strategy, which will evolve and be updated as the project progresses. It also includes the procurement and management of providers to deliver components of the overall Engagement & Marketing Plan.

#### Engagement stage 1 - Whakaoho i te Tāngata, Preparing the ground:

This phase involves early conversations with key stakeholder groups to seek input on appropriate engagement processes for particular groups and communities. It also involves collating information from previous discussions on the future of the New Zealand Flag to inform the next stage of the engagement process.

#### Engagement stage 2 – Whakamārama, Understanding:

This stage includes activities to launch the public engagement process, including the advertising, promoting the project's website and the process for people to submit designs. It will focus on raising the profile of the engagement process and encouraging participation.

#### Engagement stage 3 – Wānanga, Thinking together:

The focus of this stage is for New Zealanders to have a deeper conversation about the New Zealand Flag with people in their existing networks and communities, both face-to-face and online. For iwi and Māori, local iwi organisations will be invited to host formal engagement hui enabling iwi and Māori to engage face-to-face with Panel members and share their knowledge, values and aspirations regarding the New Zealand Flag. We also propose to run a roadshow across the country which will enable people to get more information about the project and provide input.

It is also recommended that the FCP hosts a series of regional meetings where a cross-section of New Zealanders will come together to share the discussions they have had in their own communities and reflect on the views of others. This will be opportunity for people to broaden their understanding, allow their own perspectives to evolve and then share the experience back through their networks within their own communities. As well

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as informing people's own flag designs, it is intended that these discussions will inform the development of the FCP's criteria for shortlisting the alternative flag designs.

Selection of alternative flag designs:

This work stream will inform the development of designs by members of the public. It will also support the FCP to arrive at a shortlist of alternative flag designs for recommendation to the Responsible Minister.

This work stream includes the development of:

- guidelines to inform the development of designs by members of the public;
- terms & conditions that people will need to agree to when suggesting their designs (to be incorporated into the guidelines);
- criteria that the FCP will use to assess and shortlist suggested designs;
- the process to ensure there are no legal or other barriers to their use of the designs submitted;
- the process to record and respond to suggested designs; and,
- the process for managing the suggested designs after the shortlisting process.

## **2.2 Roles & Responsibilities**

The roles and responsibilities for the members of the Secretariat are:

Director of the Secretariat, Kylie Archer

- Relationship management
- FCP liaison
- Project oversight
- Budget management

Executive Assistant, Jo Crawford

- FCP support
- Meeting management & minutes
- Secretariat support
- Project monitoring

Project Manager, Martin Rodgers

- Project management
- Resource planning
- Engagement planning & implementation



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Senior Advisor, Robin Paratene

- FCP induction & support
- Relationship management
- Engagement planning
- Engagement implementation

Senior Advisor, Ian Thompson

- Stakeholder relations
- Risk management
- Legal and IP assurance
- Reporting and correspondence

Communications Contractor, Suzanne Stephenson

- MarComms strategy & planning
- Communications delivery
- Media management and training
- Media monitoring

Senior Digital Media Advisor, Georgie Wiles

- Digital strategy & planning
- Digital implementation
- Digital responsiveness
- Digital monitoring

### 2.3 Key dates

Key dates for the New Zealand Flag Project. Please note that the dates are subject to legislative and parliamentary processes.

Milestone Description	Planned Date
First reading of New Zealand Flag Referendums Bill	12 March 2015
Submissions open on the New Zealand Flag Referendums Bill	19 March 2015
<b>Responsible Minister approves FCP Engagement Plan</b>	<b>13 April 2015</b>
Submissions on New Zealand Flag Referendums Bill close	17 April 2015
<b>FCP public engagement begins</b>	<b>5 May 2015</b>
Oral hearings on New Zealand Flag Referendums Bill finish	15 May 2015
<b>Deadline for alternative flag designs</b>	<b>16 July 2015</b>
Select Committee Reports back to the House on the New Zealand Flag Referendums Bill	23 July 2015
<b>FCP public engagement concludes</b>	<b>30 July 2015</b>
Third Reading of New Zealand Flag Referendums Bill	20 August 2015
<b>FCP reports to Responsible Minister and recommends alternative flag designs</b>	<b>21 August 2015</b>
<b>Cabinet approves designs and ballot paper</b>	<b>By 14 September 2015</b>
First postal referendum opens	20 November 2015
First postal referendum closes and provisional results	11 December 2015
Second postal referendum opens	3 March 2016
Second postal referendum closes and provisional results	24 March 2016

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Please note that the FCP and Secretariat are not responsible for all the work streams associated with the above key dates.

- The Ministry of Justice is responsible for the process around the New Zealand Flag Referendums Bill.
- The Electoral Commission is responsible for running the two postal referendums. The Panel has a communications role in this work stream.

## **2.4 Work streams Schedule**

Appendix A outlines the proposed schedule of key milestones for tasks under each work stream.

## **2.5 Procurement of External Work Packages**

This project will involve the procurement of external work packages for some work streams including the following:

- Flag Consideration Panel establishment and support:
  - Secure, online provider to enable soft-copy papers to Panel members
  - Media training
- Marketing and Communications:
  - Marketing services
  - Advertising services
  - Media monitoring
- Engagement (all stages):
  - Engagement Strategy
  - Resource development i.e. education and community resource kits
  - Translation services
  - Co-ordination of public meetings
- Design suggestion process:
  - IP/copyright terms and conditions
  - Due diligence process
  - Flag design categorisation/sorting/publishing

- 
- Research and evaluation:
    - Perceptions and impact research
    - Activity evaluation
    - Process evaluation

The procurement timeframes for this project are very tight due to the milestone dates pre-established by Cabinet. It is therefore proposed that officials from the Secretariat are responsible for undertaking the early stages of each procurement process and then present recommendations to the FCP for approval. As an example, in procuring marketing services, the Secretariat would develop the brief, identify potential suppliers and run the selection process, with input from external specialists. The Secretariat would then report back to the FCP on the process and recommend a supplier(s). Subsequently, the FCP would receive updates on the outputs produced by the supplier and then have the opportunity to approve the final designs, collateral etc.

Such sign off points have been incorporated into the project timeline attached.

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## **3.0 Project Controls**

### **3.1 Risk Management**

A Risk Register will be developed to 'identify, analyse, respond and mitigate risk'. The project risks are to be continually monitored and managed throughout the course of the project.

The initial register will be developed for adoption by the FCP on 19 March 2015.

### **3.2 Reporting**

The Director will provide a monthly Project Status Report, covering both financial and non-financial information, to the:

- Flag Consideration Panel; and,
- Clerk of the Executive Council

With the support of the Secretariat, the Chair of the Flag Consideration Panel will use these reports as the basis on which to provide regular updates to the Deputy Prime Minister as the Responsible Minister.

### **3.3 Marketing and Communications Plan**

A draft Marketing and Communications Plan, which will include the approach to digital media, will be presented to the FCP on 19 March 2015.

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## **4.0 Financials**

### **4.1 Funding Sources**

The estimated cost is \$25.7m over two years. This cost is being provided by the Government and is to be allocated to the following agencies:

- The Department of Prime Minister & Cabinet to support the Flag Consideration Process
- The Ministry of Justice for Policy Advice and to progress related legislation
- The Electoral Commission to run the referendums
- The Ministry for Art, Culture & Heritage for Policy Advice.

Most of the cost is in holding two postal referendums (\$17.3m) and public consultation (\$6.7m).

### **4.2 Budget**

The total Project Budget will be presented to the first FCP meeting on 3 March 2015.

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## **5.0 Research and Evaluation**

### **5.1 Research**

Research will be undertaken at certain points in the project to inform the FCP's decision-making and to assess the impact of its actions.

A research plan will be developed for discussion with the FCP.

### **5.2 Evaluation**

It will be important for the FCP to evaluate its approach and actions throughout the project. This will enable it to:

- evolve and improve its actions as the project progresses;
- inform its reporting and accountability; and,
- record the effectiveness of its activities for others to learn from in the future.

A draft evaluation plan will be developed for discussion with the FCP.

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## **Appendix A – Workstreams breakdown and key dates**



DRAFT NZ FLAG CONSIDERATION PROJECT PLAN TIMELINE



Workstream	Tasks	Progress	Jan-15				Feb-15				Mar-15					Apr-15				May-15			
			5	12	19	26	2	9	16	23	2	9	16	23	30	6	13	20	27	4	11	18	25
Flag Consideration Panel Establishment	Nominations (CPG)	●			Final																		
	Appointments	●						Final															
	Acceptances	●							Final														
	Induction	○								Final													
	Process for FCP papers	◐							Investigate		Final												
	Meetings	○									3		19	26 TBC			15		29		5		
Marketing and Communications	MarComms Strategy (including Digital Media)	◐									Draft	Approve						Review					
	Public announcements	◐							Panel											Launch			
	Marketing services procurement	○						Plan		RFP	Meet	Approve				Review			Final				
	Website development	◐						Interim			Brief	Approve				Review	Test	Final					
Engagement - Stage 1	Stakeholder management plan	◐									Draft		Approve										
	Engagement strategy	◐								Discuss	Draft	Approve	Final										
	Risk management plan	◐								Draft		Approve											
	Meet key project stakeholders	◐						Meet		Meet		Meet		Meet		Meet		Meet	Update				
	Initial community engagement	◐							Meet	Meet	Meet	Meet			Meet		Meet		Update				
Engagement - Stage 2	FCP media opportunities	○													Draft	Approve	Final						
	Social media	◐								Approve	Set up	Review							Review				
	Suggested designs	○																		Open			
	Advertising	○												Plan	Test	Approve	Confirm			Launch			
Engagement - Stage 3	Hui	○							Cost	Approve	Plan					Review			Launch		Begin		
	Self-organised discussions	○							Cost	Approve	Plan					Review			Launch	Begin			
	School focused activities	○								Approve	Plan					Review			Launch	Begin			
	Deliberation at regional / national level	○										Approve	Plan	Cost		Final							
	Nationwide roadshow	○										Approve	Plan	Cost		Final							
Suggested designs	Suggested designs	○					Open													Launch			
	Guidelines + terms & conditions	◐							Draft		Test	Approve		Release									
	Criteria for FCP assessment	○																					
	Due diligence process	○								Develop						Review			Final				
Reporting	To Responsible Minister	◐				Update			Update				Update				Update				Update		
	To FCP	○											Update				Update		Update		Update		
	To Clark of Executive Council	○				Update			Update				Update				Update				Update		
Research and evaluation	Impact research	○	As required							Plan	Cost	Approve		Procure				Implement					
	Evaluation of activities	○								Plan	Cost	Approve		Procure					Implement				
	Process evaluation	○								Plan	Cost	Approve		Procure									

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Progress Key

Not started	○	◐	◑	◒	◓	●	Complete
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Colour key

On track	On watch	Delayed
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DRAFT NZ FLAG CONSIDERATION PROJECT PLAN TIMELINE

Workstream	Tasks	Progress	Jun-15				Jul-15				Aug-15				Sep-15				Oct-15			
			1	8	15	22	29	6	13	20	27	3	10	17	24	7	14	21	28	5	12	19
Flag Consideration Panel Establishment	Nominations (CPG)	●																				
	Appointments	●																				
	Acceptances	●																				
	Induction	○																				
	Process for FCP papers	○																				
	Meetings	○			17					23	30	6					17					
Marketing and Communications	MarComms Strategy (including Digital Media)	○			Review											Review						
	Public announcements	○				Update				Close												
	Marketing services procurement	○																				
	Website development	○																				
Engagement - Stage 1	Stakeholder management plan	○																				
	Engagement strategy	○																				
	Risk management plan	○																				
	Meet key project stakeholders	○	Update					Update				Update			Update				Update			
	Initial community engagement	○	Update					Update				Update			Update				Update			
Engagement - Stage 2	FCP media opportunities	○																				
	Social media	○			Review											Review						
	Suggested designs	○							Close													
	Advertising	○			Review											Review						
Engagement - Stage 3	Hui	○																				
	Self-organised discussions	○																				
	School focused activities	○																				
	Deliberation at regional / national level	○			Begin						Finish											
	Nationwide roadshow	○			Begin						Finish											
Suggested designs	Suggested designs	○							Close													
	Guidelines + terms & conditions	○																				
	Criteria for FCP assessment	○	Draft		Review	Test				Final	Shortlist											
	Due diligence process	○								Implement												
Reporting	To Responsible Minister	○			Update				Update			Update			Update				Update			
	To FCP	○	Update		Update		Update		Update		Update		Update		Update		Update		Update		Update	
	To Clark of Executive Council	○			Update				Update			Update			Update				Update			
Research and evaluation	Impact research	○																				
	Evaluation of activities	○																				
	Process evaluation	○	Implement																			

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Progress Key

Not started	○	○	○	○	○	Complete
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Colour key

On track	On watch	Delayed
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DRAFT NZ FLAG CONSIDERATION PROJECT PLAN TIMELINE

Workstream	Tasks	Progress	Nov-15					Dec-15				Jan-16				Feb-16				Mar-16			
			2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	7	14	21
Flag Consideration Panel Establishment	Nominations (CPG)	●																					
	Appointments	●																					
	Acceptances	●																					
	Induction	○																					
	Process for FCP papers	○																					
	Meetings	○			20				15														31
Marketing and Communications	MarComms Strategy (including Digital Media)	○			Review																		
	Public announcements	○	Update					Result									Update					Result	
	Marketing services procurement	○																					
	Website development	○																					
Engagement - Stage 1	Stakeholder management plan	○																					
	Engagement strategy	○																					
	Risk management plan	○																					
	Meet key project stakeholders	○	Update					Update				Update			Update				Update			Update	
	Initial community engagement	○	Update					Update				Update			Update				Update			Update	
Engagement - Stage 2	FCP media opportunities	○																					
	Social media	○			Review																		
	Suggested designs	○																					
	Advertising	○			Review																		
Engagement - Stage 3	Hui	○																					
	Self-organised discussions	○																					
	School focused activities	○																					
	Deliberation at regional / national level	○																					
	Nationwide roadshow	○																					
Suggested designs	Suggested designs	○																					
	Guidelines + terms & conditions	○																					
	Criteria for FCP assessment	○																					
	Due diligence process	○																					
Reporting	To Responsible Minister	○		Update				Update				Update			Update			Update				Final	
	To FCP	○			Update				Update				Update			Update				Update			
	To Clark of Executive Council	○		Update				Update				Update			Update			Update				Final	
Research and evaluation	Impact research	○																					
	Evaluation of activities	○							Draft													Final	
	Process evaluation	○							Draft													Final	

Version 1.0 - 26 February 2015

Progress Key

Not started	○	○	○	○	○	○	Complete
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Colour key

On track	On watch	Delayed
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