

9 February 2022

Nic Lane

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Tēnā koe Nic

I refer to your request received on 25 November 2021, which has been considered under the Official Information Act 1982 (OIA), requesting the following:

- 1. Are you able to supply the detailed planning involved in designing the delivery of the fund 'Te Urungi' including key timelines, user personas, and the budget for the delivery of the events?**

Please find enclosed the following documents, organised by date order:

Document Number	Document Description
<b>Documents to Release Part 1:</b>	
1	BR2020/346 Cultural Innovation Fund: High-level policy decisions
2	BR2020/409 Culture Sector Innovation Fund – fund outcomes and approach to delivery
3	Sector Support Governance Committee (SSGC) – Innovation Fund procurement for Cultural Sector Challenge Events, January 2021
4	Manatū Taonga Procurement Plan: Innovation Fund – Cultural Sector Challenge events – Design and Delivery
5	MEMO: For Noting – Innovation Fund Challenge Event Design workshop, 16 February 2021
6	Draft personas for design workshops, 16 February 2021
7	Innovation Fund event design workshop – Overview
8	Brief for building Innovation Fund Stakeholder master list
9	Decision Milestone Diagram with Products, as at March 2021
10	SSGC – Cultural Sector Innovation Fund Implementation plan
11	Cultural Sector Challenge Events – Communications and Engagement Approach (Te Tahua Āki Auahatanga Cultural Sector Innovation Fund)
12	Innovation Events Overview, April 2021
13	Innovation Fund High Level Gantt Chart, as at June 2021

14	Innovation Fund Event and Notification Milestone Diagram, as at June 2021
15	Manatū Taonga Procurement Plan: Innovation Fund – Te Urungi Event Management Disbursements and Facilitators Procurement Approach
<b>Documents to Release Part 2:</b> Timeline planning spreadsheet	

I have decided to release the documents listed above, with a small amount of information being withheld under section 9(2)(a) of the OIA – to protect the privacy of natural persons.

Document 10, the Cultural Sector Innovation Fund Implementation Plan, reflects the content and substance from a series of informal discussions and high-level workshops which occurred between mid-January 2021 till the end of February 2021.

Regarding the budget for the delivery of the events, please refer to Figure 1 below.

	Maximum cost	Expected cost (average)
<b>Total cost per event</b>	\$86,000	\$64,000

**Figure 1:** Forecast budget for event delivery disbursements and facilitators, as at 27 July 2021 according to *Manatū Taonga Procurement Plan: Innovation Fund – Te Urungi Event Management Disbursements and Facilitators Procurement Approach*.

**Please see below for responses to the rest of your questions.**

**a) What was the procurement process for selecting delivery partners?**

A procurement plan was in place to purchase the design and delivery services for the first eight Te Urungi events, released to you as Document 4, and expanded in Document 15, in *Documents for Release Part 1*. Please note, some details in these plans are now out-of-date as the delivery of the fund was amended and refined as it progressed, including transition to online delivery. We have not included mana whenua as delivery partners in answering this question as they were engaged to provide cultural services at the event. Additional facilitators/kaiāwhina were sourced from both CreativeHQ and the Ministry, and thus are not considered a separate delivery partner.

*CreativeHQ*

The identified preferred provider, CreativeHQ, is part of the AoG collaborative Contract Panel of Suppliers (Consultancy Services – Business Change). The preferred approach was to direct source CreativeHQ given its national coverage and extensive experience undertaking similar events (including with a number of government agencies). A proposal was requested from them for the project.

Research was undertaken into other providers on the AoG Consultancy Services – Business Change Panel to see if any other organisations have the same experience and capability as CreativeHQ. This included discussions with other Ministries that have undertaken similar events as well as with individuals that have participated in similar events. Several providers were identified as having run similar events however the references for CreativeHQ from Callaghan Innovation and MBIE suggested that

CreativeHQ was the most experienced in the market in this type of event design and management.

Skills and experience sought for the delivery of events:

- Experience in designing innovation events
- Experience in running a 'Cultural Sector Challenge' (or similar) design workshops
- Ability to run workshops nationwide
- Connection to wider innovation ecosystem in New Zealand to be able to leverage off existing links to experts such as IP experts, business mentors, tech experts, entrepreneurs
- Expertise in innovation and facilitation
- Experience in running events in a bicultural way

In July 2021, the delivery of Te Urungi events was brought in-house from the Hokitika event onwards.

#### **b) How was the physical access of the venues assessed?**

Venue requirements are provided to the Event Manager, who is responsible for assessing the venue's suitability for the event and providing options and a recommendation. Specific requirements include:

- Central location
- Public transport and parking options
- Physical accessibility
- Strong Wi-Fi
- Breakout spaces
- Fresh air and natural light

The Event Manager initially makes phone and email enquiries to potential venues based on these requirements. They then visit the most suitable venues in person to assess the venue in more detail. The following guidance is used to assess venue accessibility: [www.health.govt.nz/our-work/making-services-better-users/community-engagement-people-disabilities/accessibility-engagement-and-reporting-process/venue-accessibility](http://www.health.govt.nz/our-work/making-services-better-users/community-engagement-people-disabilities/accessibility-engagement-and-reporting-process/venue-accessibility).

#### **c) What artists were selected to speak to set the tone of the three days?**

Artist selection is made following the advice of local mana whenua in each region. On occasion, mana whenua have also recommended a local artist to speak or present about their work. Please refer to the below figure for the list of which artists were selected to speak at each event.

**Figure: 16 mana whenua groups and speakers in order of events**

1. OPENING: Wellington: *Ngāti Toarangatira* – **Taku Parai**

*Te Waipounamu: Ngāi Tahu*

2. Christchurch: Ngāi Tūāhuriri – **Joseph Hullen**



3. Dunedin: Ōtākou – Ngāti Māmoe/Waitaha – <b>Edward Ellison</b>
4. Invercargill: Waihōpai – Murihiku – <b>Evelyn Cook</b>
5. Hokitika: Ngāti Waewae – <b>Te Rua Mason</b> - Iwi kōrero: <b>Missy Campbell</b>
<i>Te Ika-a-Māui</i>
6. Taranaki: Te Kotahitanga o Te Ati Awa – <b>Te Poihi Campbell</b>
7. BOP: Te Arawa.Ngāti Whakaue – <b>Eraia Kiel</b>
8. Manawatū: Rangitāne ki Manawatū – <b>Chris Whaiapu</b>
9. Hawkes Bay: Ngāti Kahungunu – <b>Charlie Ropitini</b>
10. Waikato: Tainui – <b>Mahana Toka</b>
11. Te Tau Ihu: Ngāti Mango – <b>Barney Thomas</b>

**d) Did the manuhiri waiata change depending on the location?**

There have been instances where the manuhiri waiata has differed, as appropriate, depending on the context of the event, though generally Tūtira Mai and Te Aroha are the most frequently used. For instance, Tūtira mai was chosen at the whakatau as its significance was deemed appropriate for the occasion. The Ministry received the endorsement from the Huata whānau from Ngāti Kahungunu, authors of this waiata, at the Hawkes Bay Te Urungi event. Te Aroha and Pūrea nei were chosen to be suitable to close the hui. The Innovation team have also learned the Te Urungi haka to be able to perform where need be. Depending on the context, these waiata will be employed as appropriate.

**e) How was the title 'experts' chosen to represent the support panels, how were these individuals selected/remunerated?**

The title was originally 'mentors and experts'. However, as there is no expectation to provide ongoing mentoring, the term 'experts' has been chosen as they are subject matter experts in their area, and it is an easily understood title for this role at the events.

Experts are selected based on local recommendations during our mana whenua and stakeholder engagement in each region. Often, experts are found through the region's innovation hubs, economic development agencies, and local councils. If the region is unable to provide local recommendations, the team will reach out to the pool of experts who have been engaged for previous events.

The experts were remunerated as below:

- Up until the Hokitika Te Urungi event, experts provided their services pro bono.
- From Hokitika onwards, each expert has been paid \$80 an hour (excluding GST) for their services which usually equates to \$400 per event (excluding GST).
- A single mātauranga Māori expert was engaged for all events. It was appropriate to purchase consistent mātauranga Māori expertise due to it being a unique, highly specialised and scarce offering.

**f) What design iterations have been made since the fund was first implemented? How was feedback collected, including dates this was requested from participants following the workshops? How was this subsequently prioritised and can you able to please supply feedback in a csv file with the names retracted?**

Please refer to the below list for key design iterations made since the fund was first implemented:

- Pre-event phone calls to all participants to confirm attendance (i.e., reduce “no shows” at the event), enquire about any accessibility requirements, and answer any questions they have about the event.
- Event Guide amended to include key information only. Innovation tools removed and to be provided by kaiāwhina as relevant to participant needs.
- Expert sessions changed to 30 minute booked slots and additional experts available (up to 8 per event).
- Blue-sky thinking exercise added to learn and understand more about the sector’s priorities and common problems.
- Additional guidance and structure wrapped around the panel sessions, including clarity around Chair and panel member roles and rotation of the Chair role.
- Development of project plan guidance and a budget template for those requesting project funding.
- Detailed kaiāwhina pack developed to support all kaiāwhina in their role. This includes a consistent script to provide all teams.
- The online event format changed significantly after learnings from the first online event, including multiple platforms tested and the most fit for purpose used, clear communications prior to the event (including email, phone call and text), tech rehearsal before every event, implementing a test event so participants could check their technology set up is working, IT helpline available throughout the event, development of online tikanga and incorporating a networking session in the event agenda

Feedback is collected both through verbal discussion with participants at events and more formally through an anonymous post-event survey. Survey results are shared and reviewed by the Innovation team, with actions agreed where required. The team also holds internal ‘retrospectives’ after every 1 – 3 events, where feedback is noted and actions are agreed upon, where required.

In actioning design iterations as a result of feedback, there were some considerations made, such as:

- Some non-negotiable matters indicated by the policy settings of the Fund that could not be changed
- The need to maintain fairness and probity was emphasised so that the experience and expectations remained consistent across events

Please refer to the below table for the dates that the anonymous surveys were sent out for each event:

<i>Wellington</i>	<i>11-May-21</i>	<i>Survey included in email</i>
<i>Online for developed projects</i>	<i>17-May-21</i>	<i>Survey included in email</i>
<i>Canterbury</i>	<i>23-Jun-21</i>	<i>Manual survey at event</i>
<i>Otago</i>	<i>7-Jul-21</i>	<i>Manual survey at event</i>
<i>Southland</i>	<i>20-Jul-21</i>	<i>Manual survey at event</i>
<i>West Coast</i>	<i>9-Aug-21</i>	<i>Manual survey at event</i>
<i>Taranaki</i>	<i>20-Sep-21</i>	<i>Survey included in email</i>
<i>Bay of Plenty</i>	<i>4-Oct-21</i>	<i>Survey included in email</i>
<i>Manawatū Whanganui</i>	<i>1-Nov-21</i>	<i>Survey included in email</i>
<i>Hawke's Bay</i>	<i>16-Nov-21</i>	<i>Survey included in email</i>
<i>Waikato</i>	<i>30-Nov-21</i>	<i>Survey included in email</i>

I have decided to release the post-event reviews, feedback session notes, as well as anonymous survey results in a csv format, in full. Please find enclosed the following documents:

Document Number	Document Title
<b>Documents to Release – Part 3:</b>	
16	Feedback Observations Review – 23 June 2021
17	Feedback Observations Review – 17 August 2021
18	BOP Feedback Session, October 2021
19	Manawatū Feedback Session 2021, October 2021
<b>Documents to Release – Part 4: Feedback post-event survey (CSV)</b>	

If you wish to discuss this decision with us, please feel free to contact [oia@mch.govt.nz](mailto:oia@mch.govt.nz).

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Nāku noa, nā



Joe Fowler

**Pou Mataaho o Te Aka Tūhono**

**Deputy Chief Executive, Investment and Outcomes**