

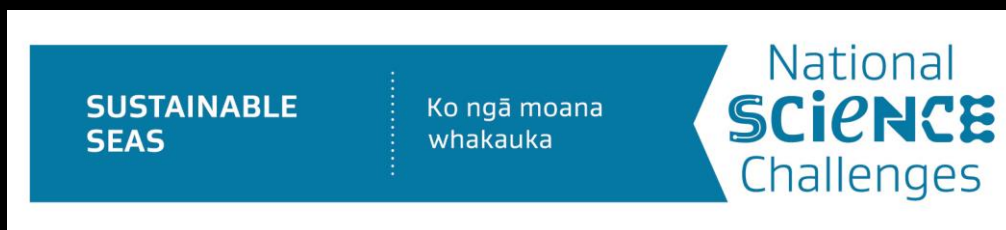


Kāwanatanga 'Future Search' Workshop

Summary Report by the Sustainable Seas National Science
Challenge project 4.3: Enabling Kaitiakitanga & Ecosystem-
based Management

Taylor L, and Hikuroa, D

March 2022



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About the Sustainable Seas National Science Challenge

Our vision is for Aotearoa New Zealand to have healthy marine ecosystems that provide value for all New Zealanders. We have 60+ research projects that bring together around 250 scientists, social scientists, economists, and experts in mātauranga Māori and policy from across Aotearoa New Zealand. We are one of 11 National Science Challenges, funded by the Ministry of Business, Innovation & Employment.

www.sustainableseaschallenge.co.nz

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Contents

- Contents 1
- Mihi & Overview..... 1
- Co-Facilitators..... 1
- Workshop Resources..... 1
- The WERO..... 1
- Sustainable Seas Project 4.3: Enabling Kaitiakitanga and Ecosystem-Based Management 2
- Introduction to Future Search..... 3
- Future Search Principles – Aotearoa Context 3
- International and national examples 3
- Panel of Waiheke Future Search (2020) Participants 4
- Link to video: 5
- Panel Comments and 18 Potential Benefits for Government of a Future Search Approach 6
- Expanded List Based on Comments from the Panel 7
- Summary of Collaborative Processes and Outputs..... 17
- Initial Feedback from Government Attendees 19
 - Positive reflections... 19
 - An appreciation for..... 19
 - Still some questions and thoughts to further explore around..... 20
 - Other reflections 20
- Next Steps 21
- Further Links and Contact Details 22
- Appendix: Project Advisory Group 23

Mihi & Overview

Tuia ki te rangi

Tuia ki te whenua

Tuia ki te moana

Tuia te here tangata

E rongō te po, e rongō te ao.

Tihei mauri ora.

Government agencies (MfE, DOC, MPI/FNZ, EPA) and Sustainable Seas researchers came together to think about the holistic ecosystem(s) that we live within and are a part of – our human connections to the wider environment. To the celestial realm, to the earthly realm, to water – the sustenance for all life forms. Our commonality is that we are all in the business of caring and working, in various ways, to restore the ‘balance’ of nature.

Approximately 35 government officials and Sustainable Seas researchers attended from the following agencies, representing various parts of the kāwanatanga (sub)system:

- Fisheries NZ (representatives from management, science, data, customary fisheries and strategic engagement)
- MfE (representatives from management, science and data, Māori policy and mātauranga, marine policy)
- DOC (representatives from management planning, policy, science and operational management)
- EPA (representatives from Climate Land & Oceans, Engagement, Compliance, and Māori policy and operations)

Co-Facilitators

Ngā mihi mahana – A warm thank you to Miranda Cassidy-O’Connell (FOLKUS) and Dr. Dan Hikuroa (UoA) who facilitated the day. Professional, encouraging, and thought-provoking.

Workshop Resources

Excellent facilitation was complemented by several resources – Workbook, Breakout Rooms, Miro Boards (online tool) – Used to Support Breakouts/Report Backs, and a Panel Discussion.

The WERO

The Kāwanatanga were challenged to deeply consider their roles and responsibilities as a key subsystem with critical influence on the activities, effects and outcomes for the moana – and therefore the health and wellbeing of mana whenua, mana moana, wider communities, and businesses that interact with the moana as well.

Sustainable Seas Project 4.3: Enabling Kaitiakitanga and Ecosystem-Based Management

Co-leaders Dr. Dan Hikuroa (University of Auckland) and Lara Taylor (Manaaki Whenua Landcare Research) are working closely with their Project Advisory Group (PAG)¹ (which includes representatives from each of the agencies), to understand barriers and co-develop solution, strategies, and tools to enabling holistic Tiriti-based kaitiakitanga and EBM.

Stage 1 was spent exploring and understanding what the key concepts mean, to whom, and what the barriers are, and therefore, what ‘enabling’ those might mean. A suitable framework was also chosen to operate within.

A key finding was that guidance and tools are required for multiple audiences throughout the whole system, not just at or on the moana (because what happens at/on the moana is influenced by the decisions, impacts, and activities of those upstream, including of course, government agencies based in Wellington).

The Three Spheres of Influence framework was chosen – from the Matike Mai Aotearoa Report - on Constitutional Transformation (2016) – as a way to characterise the whole system into three smaller subsystems, in a way that re-centres Māori. Prof. Margaret Mutu and Dr. Moana Jackson, and the attendees of the 252 hui that it is based on, advocate for a collective Treaty-based, multicultural future based on Te Tiriti as a framework for relationships. The report and framework assume that:

- Māori have rights, interests and aspirations in governance, management and decision-making at all levels, and
- engagement and influence of iwi, hapū, Māori is necessary at all stages, and across all spheres of influence.

Those assumptions underpin this research and the tools that will be co-developed and delivered in Stage 3 (2022 - 2023). The project is currently in Stage 2 – working closely with research partners within each sphere to better understand needs and identify which tools should be co-developed to better enable Kaitiakitanga and EBM.

¹ Refer Appendix 1 for further details about the Project Advisory Group

Introduction to Future Search

Future Search is about “Everybody improving whole systems”.

Future Search is a globally utilised, large scale planning event which brings the ‘whole system’ into the room. It is an action based, facilitated, programme to find common ground across diverse voices.

This 1-day workshop was an orientation to what a Future Search process is, and how the methodology could help to address complex ocean governance and management issues.

This report focuses on two key components of the day.

First, the insights and experiences shared by Waiheke Future Search participants (including mana whenua, the Waitematā and Gulf Councillor, recreational fisherman, Hauraki Gulf Forum executive, and scientist). This includes a summary of the panellists’ comments, and a list of potential benefits of this approach for government.

Second, a summary of the collaborative aspects that government officials considered. Each groups’ outputs from the day. And key reflections from the participants.

Future Search Principles – Aotearoa Context

- *Te Tiriti partnership*
- *Whole system in the room*
- *‘Whole elephant’. Global focus, local action*
- *Common ground and future focus NOT problems and conflicts*
- *Self-management and responsibility*

International and national examples

1. <https://youtu.be/5wXl1ZSguts> Salford Future Search, England
2. https://youtu.be/WPgGv48r_D8 Interview with FS developers, Sandra Janoff & Marvin Weisbord
3. <https://youtu.be/x0VKpDe4Y6s> Waiheke Marine Project Future Search, October 2020

Panel of Waiheke Future Search (2020) Participants

Panellists:

Alex Rogers is the Executive Officer of the Hauraki Gulf Forum, a co-governance led independent statutory board which brings together Ministers, Local Politicians and Mana Whenua to advocate for restoring and protecting the Hauraki Gulf, Tīkapa Moana, Te Moananui-ā-Toi. A former NZ diplomat, Alex represented Aotearoa at the United Nations, European Union, NATO and APEC. Alex is married to Dr Nicole Roughan (Assoc. Prof, Auckland Law School) and they have two awesome kids – Elle (10) and Eden (7). A passionate coffee geek, foodie, sports fan and occasional late-night computer gamer, Alex is a 6th generation Kiwi and is currently on a journey of unpacking his family history and what it means to be tangata Tiriti.

Dr Andrew Jeffs has a Bachelor of Science in Zoology (1981), a Master of Science with Honours in Zoology (1985), a PhD in Biological Sciences (1998), and a Post-Graduate Diploma in Commerce (2009), all obtained from the University of Auckland. He was promoted to Professor in 2012. Prior to this he ran an independent environmental and seafood consultancy, mostly working on improving sustainability of seafood supplies internationally. He also worked as a scientist for the National Institute of Water and Atmospheric Research (NIWA) for ten years departing as the General Manager and Principal Scientist for Marine Biotechnology and Aquaculture. Prior to this he worked for the Head Office of the Department of Conservation as a Senior Conservation Officer involved in establishing marine reserves, including Te Whanganui-a-Hei Marine Reserve. He has published over 200 papers in international peer-reviewed scientific journals, mostly as senior author. Many of these publications relate to research related to aquaculture and mussel biology. He also currently sits on the Auckland Conservation Board.

Matt von Sturmer lives and works on Waiheke Island where he operates Blacksand Bronze with his wife Carmen Sosich. Together they design and make solid bronze hardware that is sold locally and exported around the world. He is also a skipper and guide for Salt Flyfish, an innovative charter business involved in fishing Tourism. His fly-fishing venture has exposed him to environmental initiatives across the Pacific that improve local economy and social outcomes. He is passionate about practical opportunities where conservation, utilisation and well-being combine. As a father of three daughters, grandfather, business owner, designer, and surfer, he thrives on connection and collaboration.

As Councillor for Waitematā and Gulf ward, **Pippa Coom** represents the beating heart of Tāmaki Makarau and the stunning gulf islands. In addition to her Ward Councillor role, Pippa serves as Co-Chair of the Hauraki Gulf Forum and as deputy chair on the Environment and Climate Change committee. She has been on Auckland Council since

2010 first as Deputy Chair, and then Chair of the Waitematā Local Board before being elected as Waitematā and Gulf Ward Councillor in 2019.

Lucy Tukua is of Ngāti Paoa and Ngāti Whanaunga descent with whakapapa ties to Tāmaki including Waiheke Island. A highly active tribal member having held both governance and operations roles in the past. Tīkapa moana her DNA marker on the landscape, striving to ensure that the mana, mauri and the regeneration of her ancestor is tika and pono, the wellbeing of whenua and whānau. Her mahi runs deep; she was an Iwi technical officer in the inception days of the Hauraki Gulf Forum, she held the mana whenua representative role on the Stakeholder Working Group for the development of the Marine Spatial Plan SWG; partnered with TNC to establish a single conduit/entity for mussel reef restoration; NIWA engagement on research projects and Auckland University on acidification impacts; supporting rangatahi and whānau engagement in marine kaupapa and lead support for the Ngāti Paoa waka taua Te Kotūiti since 1989. Lucy is on the Hauraki Māori Trust Board and has recently joined global consultancy firm Mott MacDonald as Kaihautū Whakarito (Technical Director Regenerative Outcomes).

[Link to video:](#)

<https://www.sustainableseaschallenge.co.nz/tools-and-resources/k%C4%81wanatanga-%E2%80%98future-search%E2%80%99-panel-waiheke-fs-participants/>

Panel Comments and 18 Potential Benefits for Government of a Future Search Approach

Future Search in the Aotearoa context is Tiriti-based, it's context-specific, and it gets the whole respective system in the room. Furthermore, it's economic and efficient – Future Search can catalyse, in 3 days, what Sea Change has taken almost a decade to do!

SUMMARISED LIST OF BENEFITS FOR GOVERNMENT

1. FS Is an Innovative Approach – New Methods and Innovation Are Needed for Improved Ocean Management and Decision Making
2. FS Enables You to Be Brave, To Be Courageous – FS Can Help to Overcome Risk Aversion and Fear
3. FS Can Help Us to Address Social and Environmental Crises
4. FS Can Help to Address Racism
5. FS Encourages Collaboration and Tiriti-Based Management – “What’s Good for Māori Is Good for Everyone”
6. FS Breaks Down Silos
7. FS Can Help to Build, Strengthen, & Sustain Support Towards a Common Goal
8. FS Is a Journey That Acknowledges the Past, Helps You Consider the Present, and Then Propels You Forward, Together
9. FS Can Help to Collaboratively Innovate, Develop, And Implement Initiatives, Like Ahu Moana
10. FS Delivers Significant Return on Investment – Collective Actions And Outcomes
11. FS Works Fast and Effectively
12. Compared With Sea Change, FS Is an Economic and Efficient Approach
13. FS Can Be Used for Issues at Various Scales (I.E. Subsystems and Nested Systems), And Multi-Scalar ‘Wicked’ Problems
14. FS Is A “Whole System” Approach – It Requires Representation at All Levels Including Commitment of Senior Leaders, Management and Directors
15. FS Helps to Overcome Issues of Large, Hierarchical Institutions and Systems – You Have a Whole System Or Subsystem In The Same Room, All With Equal Voice
16. FS Is Inclusive – Can Help with Whānau Engagement, Which Includes All Environmental Taonga
17. A FS Approach Is “Place-Sourced, Culture-Led and Community-Fed” – Empowering Those Within a System/Subsystem
18. FS Is Three Quality Days – The Short and Long-Term Outcomes That are a Result of FS, More Than Outweigh the Time Commitment

Expanded List Based on Comments from the Panel

1. FS IS AN INNOVATIVE APPROACH – NEW METHODS AND INNOVATION ARE NEEDED FOR IMPROVED OCEAN MANAGEMENT AND DECISION MAKING

“...the innovation that we've seen in the last 40 years for the oceans, the technology is just phenomenal. But when I turn to look at the innovation in terms of ocean management I'm just appalled. We just haven't moved on, we're still operating in the 1980s 1990s. I mean, New Zealand, touts the quota management system as being world leading but we are still crashing fisheries. Just this last week, the public discussion document for most of the scallop fisheries in New Zealand has finished for submission. And you know there's just a damning story there about how we've crashed it, all of those fisheries. And we've also destroyed a lot of the benthic environment from using very destructive fishing practices. And again, **we're calling for submissions, in a way that we've done for, for 40 years. And the system isn't responding.** You know, you've got to start asking, why aren't we innovating around the way we manage these things?!

And it's the same with rock lobsters as well. Really critical in terms of maintaining the balance with sea urchins, or kina, which have just been mowing down our kelp forest in the Hauraki Gulf, which are absolutely critical in terms of productivity in terms of providing habitat in terms of providing biodiversity. But the fisheries agency, just don't want to deal with the issue. It's been raised again and again and again. The **scientists out there like myself, keep on raising it but it's just not being integrated within management decisions.**

And these are just two examples, if you look at the State of the Gulf report, **there are so many things with a minus sign next to them**, to the species or the ecosystem, it's just not good enough. And it tells us something about the way our innovation around management is not happening”.

2. FS ENABLES YOU TO BE BRAVE, TO BE COURAGOUS – FS CAN HELP TO OVERCOME RISK AVERSION AND FEAR

“Many of you will know it is a great ministry. It really is a fantastic part of government that's full of very very smart people. But it is also quite a nervous place, it can be a very nervous place. And so, when I was there the test about the front page of the Dominion was always something that would weigh on decision making, or how we acted internally. And the risks of action were often outweighed by the risk of inaction. So we could be as a, as a department, quite risk averse, and also somewhat fearful to be frank, of ministers and prime ministers. And, you know, the role of the public service is to fearlessly provide the best possible advice.

Of course you then take the direction from government, because that's their role, to set direction and then implement it. But as a public servant it is to be brave and that can be hard from time to time... if I have one key message here today, in terms of the power of future search, it is that **it enables you to be brave. It enables you to be courageous**

and it enables you to have tough conversations to open yourself up to new possibilities and perspectives and to find a common purpose.

So, you know, **New Zealand really needs good brave public servants**. That's why I think at a sort of high level that, enabling government departments through a Future Search process is a fantastic investment, and I'm really supportive of it".

"I think Future Search is really valuable because it puts you together in greater numbers, and it's just **safety in numbers. You can be stronger and bolder together**, then you might be on your own. So for me it's a system which enables you as a collective to achieve more together than you might have otherwise".

3. FS CAN HELP US TO ADDRESS SOCIAL AND ENVIRONMENTAL CRISES

"...when you look at something like the oceans...there **is so much potential for us to do better in that area**. When you think of the big crises that we face, so the social crisis in New Zealand, the biodiversity and climate crises that are global. The ocean has so much potential to help heal those and help us overcome those. And so I think a Future Search, particularly with regards to something like the ocean, is really powerful.

I think we look at New Zealand in the wrong way. We look at it as just the whenua. The maps are just the land. But 90% of New Zealand is the ocean. As part of this, **a reframing of who we are and where we are**, I think that could help".

4. FS CAN HELP TO ADDRESS RACISM

"...where is it [the BS] coming from? Well, the example of the rāhui as being really fast decision making. What's happening now is we're trying to take the progress that we've been making even further. For the HGF that's all based on co-governance, and our partnership approach. And there are forces, who've **been circling waiting to pounce who, simplistically are anti-Treaty**. You know, this is Hobson's Choice groups who are trying to use the Forum to advance that cause. And I think because of the different perspectives, who've got this really shared understanding of what we're trying to achieve and the outcomes we want to achieve, (we might have different views on how we get there, but we've been much more strengthened), not just as a forum, but from all of our allies and mana whenua, who are really pushing us ahead to adopt co-governance, and entrench that in the legislation.

I do feel that **having us grounded in that Future Search process and having us all come together has given us a lot of strength.**"

5. FS ENCOURAGES COLLABORATION AND TIRITI-BASED MANAGEMENT – “WHAT’S GOOD FOR MĀORI IS GOOD FOR EVERYONE”

“The collapse of fisheries is something that we know a lot about, from a fisheries management point of view. We, **as a recreational fishing sector, as a whole bunch of the population, are becoming more informed** about the intricacies of fisheries management. At the same time we’re **becoming increasingly comfortable, and see that partnership with mana whenua, as tangata tiriti, is the system we require.**

The Future Search, and the people in this room, have taken me on a journey where **I'm hugely optimistic** about the future of restored abundance, about co-management...I'm optimistic about fish in the sea. And that's habitat, that's environment, that's non-destructive fishing that Andrew Jeffs quickly touched on. And **the optimism comes from a system change which is based around te Tiriti partnership.** It is based around aspirations of Māori. It is based around the **realization for tangata tiriti, of which I am, to understand that what is good for Māori is good for everyone.**

And in this way I just sort of offer some encouragement too, it's that I may not be in the majority of what you would call you know fishers or fishing community, but **we are an increasing number who are more than comfortable with this shifting,** you know, shifting reality of, if we honour the treaty, if we accept. Not accept. But if we **embrace the rāhui, and all sorts of other measures that are led by mana whenua but done with community,** we have the sort of local management. We have the restoration. We are learning about what mauri is, and that people are a part of that”.

“We need to have those **brave conversations** that somebody already talked about. Because kāwanatanga is also about, that relationship in terms of tangata tiriti, and Matt talked about that. So, **let's not try to put ourselves in these boxes. Let's lower those walls. And take the opportunity to sit together to discuss, and to wananga, ways forward.** And if it is around that marine environment, we need to be ensuring that we're having that conversation **with the moana.** Kia ora”.

6. FS BREAKS DOWN SILOES

“This is where I do have to confess that back in the 90s, **I did used to work in a government department** at the Ministry of Fisheries...And I just think at that time, I would have totally embraced being able to do a Future Search process, knowing what I know in terms of government departments. But I'm not an official now. I am in the kind of governance role. But from what I know of Auckland Council, there's so many silos and the way in which thinking is done. And so Future Search is a way, I think, to **break down a whole lot of those silos.** So, I think it would be **immensely useful.**

7. FS CAN HELP TO BUILD, STRENGTHEN, AND SUSTAIN SUPPORT TOWARDS A COMMON GOAL

“...in a big organization where there may be a lot of levels, that is a real challenge.

I think when I look at our own context in the [Hauraki Gulf] Forum, to give you an example, we've got a very diverse bunch of people around our table. And so, the question I had was, we want to support marine protection. But if I say 30% marine reserves, I'll get Andrew, but I'll probably lose Lucy and Matt. And if I say no marine protection at all, I'll lose all three of them.

So, I guess really what I'm saying is, how can you **find the common thread** amongst the people that you need to influence within your organization to push towards that goal. Even if it might not get you there as fast or as directly as you might hope, **if you get there with the relationship strengthened and intact then you'll get there in a better position.**

I also recognize that I'm quite lucky in my current role I'm empowered. So if I think it's a good idea I take it to the board and suggest it, but not everybody's lucky enough to be in that position so it really is about relationships. It's about seeking out those in your organization, having an open chat about your experiences here or wherever else it is. And in terms of finding that common ground on what it is you're looking to achieve in that regard. Because if you take the time to do that side of it, the rest of it will flow”.

8. FS IS A JOURNEY THAT ACKNOWLEDGES THE PAST, HELPS YOU CONSIDER THE PRESENT, AND THEN PROPELS YOU FORWARD, TOGETHER

“I think the grounding in the past that you do through Future Search [is really valuable]. So Future Search starts with sort of a **deep dive into the things that preceded us and the shoulders that we stand on.** And so that grounding in the past, that grounding around Te Tiriti, forced me to reflect on my own family history, and it's something that still to this day, I'm going through and working through...Then of course, it was that **power of discussing the present, but being very excited about the possibilities together, to forge a better future”.**

9. FS CAN HELP TO COLLABORATIVELY INNOVATE, DEVELOP AND IMPLEMENT INITIATIVES, LIKE AHU MOANA

“In terms of the Ahu Moana, my vision is the same as it ever was. I remember having this conversation with the mana whenua representatives on the ‘Stakeholder Working Group’. We were trying to come up with some ideas around, we recognised the MPA and it was marae pātaka areas. Then we thought, you know, **a lot of our marae are coastal. And supporting local mana whenua and that local community, to develop their own marae pātaka areas, how could we expand on that?**

...another conversation with one of our rangatira led to, “let’s go the whole hog and support Ahu Moana across our whole coastline” ...

My vision is that it’s just something that we need to do. It doesn’t need to be legislated, or shoulder-tapped, or prioritised. It’s just something, like what we’re doing on Waiheke. We’re we’ve got to give it 100% devotion and aroha.”

10. FS DELIVERS SIGNIFICANT RETURN ON INVESTMENT – COLLECTIVE ACTIONS AND OUTCOMES

“What have I noticed since the future search in terms of action that would not have been possible without that common ground experience? I think that it’s not too dramatic to say that the Waiheke Future Search process was absolutely amazing for the results that it has produced.

You look at where we were before then, and where we are now. We now have the rāhui, we have the 186A closure. It’s like a cloak or korowai right around that motu. We have these wonderful ideas about restoring koura, crayfish. Kelp restoration. The education components that come with this. The youth or rangatahi components. Very very special to see Ngāti Paoa coming back to the motu, an island that they’ve been estranged from for a long time now, and it was really powerful.

So, I think as a process it has been quite transformational for Waiheke. And it just shows the power, I mean that was only three days. What could we achieve if we had longer if we did this again?”

11. FS WORKS FAST AND EFFECTIVELY

“One of the key things I think that came out of the Future Search, was the importance of going hand in hand, to get this sort of stuff done. And that’s why, and I mean I’ve got to acknowledge Miranda for leading off on this and getting everybody in the whare, because it worked.

I’ll tell you how fast it worked. After all the kōrero, and we left and went home to our respective whare, of course we talked about the whole experience. And one of the things that came back was wanting to put a rāhui down. And that was quite ambitious. We’re talking about a rāhui right around all of Waiheke.

And so being bold and being brave. My wife went to, first and foremost, held a hui at Piritahi Marae. But she didn’t just approach her relations from the three hapū of Ngāti Paoa, but also mataawaka as well.

And so, no surprise we got a really strong sense of government support to go ahead. But the one part that my wife said, she just could not go ahead [with the rāhui] without getting the community from Waiheke all together. So that was done in two weeks. You know, that was

two hui, but over a two week period, and we nearly got 100% commitment straight away. Now I'm not too sure if that would have happened if we didn't have the Future Search kaupapa to bring everybody together”.

12. COMPARED WITH SEA CHANGE, FS IS AN ECONOMIC AND EFFICIENT APPROACH

“A few years ago in 2013 I was really excited when the Sea Change idea came along. This was a community participatory process that a bunch of government agencies got together and said we're going to run this process, and we're going to deliver on the outcomes, which was really exciting. They called a number of hui and I attended a number of those. And they co-opted huge community engagement and iwi engagement. Some of the stakeholder volunteers donated over 2000 hours of their time. They drove all over the country to go to meetings. Huge investment. The taxpayer also put in millions of dollars. And, you know, we're a long way on. And just last year, the government has released a report saying what's going to do. But still we haven't actually seen any hard tangible outcomes in terms of changes in the environment.

That's a lot of investment and not a lot of change. So, you know, this [Sea Change] is an example of innovation, and I'm all for it. But I'd just like to compare that with a Future Search experience that I was involved in recently. I mean it brought the community together, there was really frank and clear discussions about what common issues there were and good ideas about what can be done. And I don't know what happened there, something sparked off in the community, and suddenly there was action!

A rāhui was declared. Community groups are now surveying rock lobsters, looking at how they restore those rock lobsters. Another example is, I just recently was involved in a Ngāti Paoa hui using mātauranga Māori for restoring mussel beds around Waiheke. And that meeting had nearly 50 Ngāti Paoa there. It's the biggest group I've ever come across. And there were lots of tamariki and rangatahi there and they were just so engaged and into the mahi and the kaupapa of what's being put forward.

So, for me, this experience was really novel in terms of the process, the Future Search process. Delivering some tangible outcomes quickly, and engaging the community in progressing those, those beliefs and feelings about what's happened to the marine environment and giving them confidence and empowerment to actually progress that”.

“It's been quite a learning journey for me.

In terms of the Sea Change kaupapa, I was supported and mandated by mana whenua to be one of the four mana whenua representatives on the Stakeholder Working Group. And for me, you know, it [Sea Change] was really tough because everybody came with their own kete. And they were went those pipi ones, where you can let the water out and share. So, it was quite a tough journey at the beginning, to support the conversations because everybody had their own hoe, and were rowing their own waka.

And so, it's no surprise that it took us, you know, a number of years to get to the point where we now have that document [Sea Change Tai Timu Tai Pari –the marine spatial plan for the Hauraki Gulf] in front of us. And then it took ages for the government to, put some resourcing and support behind that. But now we have the Revitalizing the Gulf document”.

13. FS CAN BE USED FOR ISSUES AT VARIOUS SCALES (I.E. SUBSYSTEMS), AND MULTI-SCALAR ‘WICKED’ PROBLEMS

“I'm a little retentive but get concerned about context and use of "whole of system type" approaches; I think it is **better/more pragmatic to consider/acknowledge systems within systems analogies and approaches and base/frame influence around that - else inertia/loss of momentum become -often- too big a challenge**”.

“We also talk about **Ngā Poito o Taramainuku...the buoys on the nets of Taramainuku, those are the islands within the harbour**. Just acknowledging the support and the work that's required, to support and regenerate those islands as well. And the support from across Tāmaki, and nationally as well, has been really important. So, that has been quite a significant way in which we have been able to bring our community together. And that is signified by the work that we're doing currently as part of the Waiheke Marine Project.

At the end of the day for me, it is about **ensuring that I'm taking my mokopuna along**. That Ngāti Paoa are on the journey. Acknowledging other iwi as well, that have an affinity, a whakapapa connection to Waiheke Island. I'm all about a whole system's approach, about nested systems. **When we talk about nested systems, we think about Waiheke which is nested within Tikapa Moana, Te Moananui a Toi, Tāmaki Makaurau, Aotearoa. And we're not separated**”.

14. FS IS A “WHOLE SYSTEM” APPROACH – IT REQUIRES REPRESENTATION AT ALL LEVELS INCLUDING COMMITMENT OF SENIOR LEADERS, MANAGEMENT AND DIRECTORS

“This comes back to **scale** and the biggest inhibitor to change in Aotearoa right now is our policy/legislative frameworks and the strictly hierarchical approach to that, complicated by the political layer over the top. So **getting the 'right' people in the room with real authority is hard/impossible**, especially when change programmes are usually never ending (i.e. we always need to (there is always room to) do better!), so time is a scale in terms of political cycles come into effect, changes to agenda/priorities as well as churn through agencies.

Organisations struggle with inter-generational knowledge, people/whānau,hapū,communities do this much better”.

“When I was invited to take part in the Waiheke Future Search I was very hesitant. A bit like ughh, **this looks like too much time commitment. Too intense. Of course**

I've got to be able to get out of this because I must have *far* more important things to do. Fortunately, I got over myself. Which is by way of introducing myself, to say, of course I had to be there. I am the Councillor for the Waitematā and the Gulf...I am also the Co-Chair of the Hauraki Gulf Forum, Tikapa Moana, Te Moananui a Toi.

...But it was just the most amazing immersive experience right from the beginning. And I just thought it was fantastic, in terms of especially bringing different stakeholders together, a whole range of people. And the mix of people in the room was quite amazing. And importantly it was centred by mana whenua, which was really central to the kaupapa, right from the moment that we stepped onto the shores of Waiheke.

...the process taking all of those I'm calling them stakeholder groups I'm sure there's probably a better word for us but those representatives of everyone who's kind of got an interest in the health of the Gulf and the marine environment, coming together and going on a journey where we're all focused on the same kind of outcomes but coming at it from very, very different perspectives.

And so much of my role is just trying to understand different perspectives and putting myself in people's shoes so that I can make good decisions, and also understand where people are coming from in terms of how we're going to get there. So I felt that that that process really was amazing and how that was facilitated.

...because of that experience of Future Search and who came together and who was on the waka. It meant that we are now, in a much stronger position to take forward what we're trying to achieve for the Hauraki Gulf”.

15. FS HELPS TO OVERCOME ISSUES OF LARGE, HIERARCHICAL INSTITUTIONS AND SYSTEMS – YOU HAVE A WHOLE SYSTEM OR SUBSYSTEM IN THE SAME ROOM, ALL WITH EQUAL VOICE

“It was special having all these perspectives in the whare. And everyone had an opportunity to speak, even our rangatahi... I was really interested in hearing their perspectives about what they thought had happened in the past, and their thoughts around what was happening currently, but also importantly what they want to happen in the future”.

“So coming along to the Future Search as a fisher took some convincing. Because the conversation on Waiheke was really polarized, it wasn't pleasant.

That's what's changed post Future Search. There's cracks where the warmth of human connection is enabling conversations that need to happen, to begin to happen. It's early days, and there's still some polarisation. But it wouldn't have happened without Future Search. And it wouldn't have happened without the Future

Search process actually representing the voices. So I ended up feeling humbled to be involved, and **a sense of collective responsibility** to be there. And then the process itself allowed, as others have spoken about, to **be bold, and to be brave, and to speak the truth**.

What really struck me, from a fishing perspective, is there's a tremendous amount of misinformation and prejudice and sort of unwillingness to dive deeper. And **the recreational fishing community are pigeonholed often, and disproportionately blamed if you like**, particularly in an environment around Waiheke, in a community that look out to sea and see all these recreational boats.

So Future Search was **the beginning of a process where we said, well, let's start digging a little deeper**. So I guess my commentary to you all gathered, please do bring yourselves wholeheartedly to the Future Search process from an intergovernmental agency point of view. And please be bold and be willing to just completely think outside the box. We **desperately need systems change and, and it's actually happening on a personal level, it's happening when people meet**.

I think most people who are champions of the Future Search process are saying it's about relationships, it's about people. It's human. And then we can start getting to the systems change”.

16. FS IS INCLUSIVE – CAN HELP WITH WHĀNAU ENGAGEMENT, WHICH INCLUDES ALL ENVIRONMENTAL TAONGA

“I'm really happy to support this conversation in regards to why central government and local government, of course, should get on the waka when it comes to proper engagement with our whānau. And **when I talk about whānau, I'm talking about everything – absolutely everything. We don't separate ourselves from our taonga**”.

17. A FS APPROACH IS “PLACE-SOURCED, CULTURE-LED AND COMMUNITY-FED” – EMPOWERING THOSE WITHIN A SYSTEM/SUBSYSTEM

“One of the biggest, I guess, outcomes for me in terms of, of recommendations was around the Ahu Moana recommendation, where through conversations, it was about **how do we empower, not only agencies, organizations, you know, those that were sitting around the table, holding their kete close to their chests, but also our communities to support the regeneration and the uplifting of mauri** of Tikapa Moana.

Going along to that launch, and then learning that there were projects being tagged for Ahu Moana, for me was disappointing. Because on Waiheke, a place very close to my heart – my tūpuna are buried there, my bones are from there – and we were already working on the Waiheke Marine Project. **It was sad, because we were overlooked**. We were not one of those projects that had been tagged.

Nonetheless, **like good warriors, we just staunched on and carried on with our kaupapa**. As an uri, as a descendant of Ngāti Paoa, from the hapū Ngāti Hura, Ngāti Kapu, we really felt that, even though we struggled to get our people together, and coming through to the Future Search event. There was so much work we had to do, in the background, to make sure that we were match fit. It **was really important that it was co-facilitated** and acknowledge all the whānau that got in behind that and made it a successful event...And in terms of location. If you're going to have something like that, where you want to make those awesome changes, as a regenerative practitioner, my practice is really all around in terms of the approach – **place-sourced, culture-led, and community fed**".

18. FS IS THREE QUALITY DAYS – THE SHORT AND LONG-TERM OUTCOMES THAT ARE A RESULT OF FS, MORE THAN OUTWEIGH THE TIME COMMITMENT

"I've observed, studied and participated in a number of systems thinking, transition 'engineering' approaches centred - fundamentally driven around/by ohu mahi tahi (Fiordland, Kaikoura, Marlborough Sounds and some land transition initiatives), with agency type managers engaged and facilitated by a number of different experts.

Broadly, the principles and methodologies of all are very similar (same) to what we saw Friday with the Future Search and these processes do/can work when executed well - types of conditions enabling good execution were touched on Friday.

The 'thing' (point of differentiation) with FS is the overnight thing and is I think a significant point of difference; **given the science of sleep** and the ability of the human mind ability to process, reconcile and embed information when sleeping. **It is, from what I understand, much more than just 'time to think'**".

Summary of Collaborative Processes and Outputs

Following the collective whakawhanaungatanga session, which opened up the workshop, participants were split into smaller groups (max. 8) and asked to appoint the FS “self-management” leadership roles. Self-management is critical in a FS. The roles are:

- Discussion Leader: Ensures that each person who wants to speak is heard within the time available. Keeps groups on track to finish on time.
- Recorder: Writes group’s output on flipcharts (or digitally if online), using speaker’s words. Asks people to restate long ideas briefly.
- Reporter: Delivers report to large group in time allotted.
- Timekeeper: Keeps group aware of time left. Monitors reports and signals time remaining to reporter.

Over the course of the day, smaller groups were asked to collaborate on three different tasks:

1. Brainstorming Future Search topics
2. Getting the “right people” in the room
3. Is Future Search useful for ocean governance?

The tasks are further described below. A summary of the outputs (raw data) was provided to participants. However, that table has not been included in this public version of the report.

1: Brainstorming Future Search topics

Participants reintroduced themselves in their smaller groups, and each spoke to a taonga they’d each brought along which symbolised their personal motivation to work in governance or management for the moana.

Groups then brainstormed up to four topics that could be applicable for a Future Search. The advice was to keep the criteria in mind and name the task/topic in a short sentence. The criteria was;

- System interdependence
- Potential for action
- Grounded in a specific place
- Translatable into concrete future scenarios

2: Getting the 'right people' in the room

After proposing topics, each group chose one topic to sharpen for a potential Future Search. Key to planning an effective event is ensuring the right stakeholder mix for the topic. Important criteria for getting the right people in the room include:

- Authority to act
- Resources of time, money, access, and influence
- Expertise in the topic – social, cultural, economic, technical
- Information that others need
- Need (people who will be affected by the outcome)

To begin brainstorming, groups were encouraged to start with all possible attendees, groups and key people with any stake in the task. Go system wide, all walks of life, all levels of hierarchy consider demographics of age, education, gender, race, ethnicity and so on.

Tips for choosing the right mix include:

- Being wary of the representative trap
- Be alert to willingness to collaborate from people who need one another to succeed
- Work to include youth in the mix.

Finally, groups could choose up to a maximum of 8 stakeholder groups that together would comprise the system relevant to the topic.

3: Is Future Search useful for ocean governance?

The final task was to discuss using ORID whether Future Search is a useful approach for ocean governance in Aotearoa New Zealand

- a. Objective – what did you notice throughout the day that resonated? Facts, content...
- b. Reflective – how did you feel as you learned and experienced FS principles?
- c. Interpretive – what are the implications for ocean governance in NZ?
- d. Decision – is Future Search useful for ocean governance in NZ? 3. Prepare a 2-minute report

Initial Feedback from Government Attendees

Positive reflections...

“A very well facilitated wānanga, noting the richness of the kōrero even in an online environment”

“Breakout rooms were an effective way of allowing cross-agency connections for each of our kaimahi, as well as rich discussions”

“Appreciate the commitment to upholding tikanga even in an online environment. Mentioned that the commitment to whakawhanaungatanga even with that many participants was awesome to see, as well as the use of the rākau to ensure inclusion of everyone in the kōrero”

“Impressed with the panel and seeing the methodology put to practice. For some of our kaimahi, we felt that you could really see that although people held different perspectives that common ground had been reached through FS and it was inspiring to see that the kōrero had clearly continued past the Workshop”

An appreciation for...

“The connections and relationships that this type of methodology encourages and facilitates”

“The focus on partnership with mana whenua from the very beginning and right throughout. From co-facilitation to outcomes”

“Underlying principles of FS, as well as the methods”

“Inclusion of rangatahi. Some mentioned this was lacking in other hui they had experience with”

“the importance of having rangatahi participating in system change and diversity of voices in the system”

“Loved the co-facilitation of the day – one of the most effectively run workshops attended”

“We felt that some elements of FS approach could be applied to ocean governance”

Still some questions and thoughts to further explore around...

- Resourcing and budget, especially when it comes to Government agencies. Who drives this and who funds this?
- Capacity to deliver and drive a FS workshop as well as keep the momentum up in terms of follow up actions
- Solutions that aren't actionable within the bounds of legislation (especially from a regulator perspective)
- Obtaining a mandate
- Choosing one specific methodology
- It was a good experience to stick heads above the parapet and look strategically but you do then get drowned in BAU quickly
- Would like more around the preconditions that make a FS successful. Particular interest in:
 - Scale – believe it is harder to get those with authority to FS. The larger the scale the harder to get the right people in the room
 - Therefore suggests that Govt FS initially start at more discrete scale and don't begin with ambitious national scale focus
- How are neurodivergent people (e.g people on the autism spectrum or with ADHD) included to make sure neurodiverse voices are heard? There are of course heaps of individual differences and challenges within neurodivergent communities, but some common and relevant ones are struggles with crowds, noise, stimulation, auditory processing and verbal articulation. These struggles can make it very difficult or impossible for some neurodivergent people to take part in workshops which involve verbal discussion with lots of people over long periods of time. My initial reaction to hearing how the future searches have been conducted was that it could be nightmarish for some in that way, and just wonder how that could be taken into consideration seeing as neurodiversity plays a role in finding new solutions or ways of looking at things. Things such as having quiet, low light breakout rooms and allowing for written input to discussions come to mind as possible solutions. A great plus for running online workshops is that it's much easier to manage these things!

Other reflections

- Encouragement for Sustainable Seas to do a Future Search as there has been a persistent call for research to be linked with practical application. FS would help with this.
- There is a need for stepping stones to get to an integrated holistic future as envisaged by the Oceans vision. FS can offer help with those stepping stones.
- It seemed that the success with the Waiheke FS was that everyone there thought it **is** time for change. Brought a willingness to change to the FS. Compare this to running a FS on reviewing the QMS as there is inertia for some on this topic.

- Interest in FS for the Ocean Secretariat. Yes there are priorities which could be addressed through a FS process. Potential to build a business case for FS on some of the spatially discrete issues.
- There is a willingness in the Ocean Secretariat to think of things differently.

Next Steps

- Sustainable Seas will share a public facing piece about the workshop as a successful co-developed research activity between the Challenge, FS facilitator, and Kāwanatanga.
- The Video of the Panel discussion will be made public via YouTube and the Sustainable Seas and Waiheke Marine Project websites.
- Agency representatives will explore the potential application of FS with Ocean Secretariat.
- The Project Advisory Group (including agency representatives) will consider the potential for other Future Search processes, particularly to address context-specific EBM issues such as the future of Aotearoa's fisheries management system. The intention is to bring stakeholders from across the three Spheres of Influence into the room, to collaboratively address complex system-wide issues.

E Tū Ki Te Kei O Te Waka Kia Pākia Koe E Ngā Ngaru O Te Wā

Stand at the Stern of the Canoe and Feel the Spray of the
Future Biting at Your Face

(Sir Apirana Mahuika)

The 'spray of the future biting at your face' reminds us to be courageous in the face of uncharted waters...

Further Links and Contact Details

The following will assist any further exploration you take into Future Search as a useful strategic action planning philosophy and methodology for your ocean governance efforts:

Sustainable Seas NSC <https://www.sustainableseaschallenge.co.nz/>

Future Search Network <https://futuresearch.net/>

FOLKUS Ltd <https://folkus.co.nz/>

Lara Taylor TaylorL@landcareresearch.co.nz

Dan Hikuroa d.hikuroa@auckland.ac.nz

Appendix: Project Advisory Group



Project Advisory Group

Erica Gregory (Environment Protection Authority)

Richard Ford (MPI)

Debbie Freeman (DOC)

Michelle Cherrington (Moana NZ)

Katherine Short (Terra Moana)

William Wright (Te Uri o Hau / IKHMG)

Patricia Clark (Nga Puhi / IKHMG)

Tame Te Rangi (Ngati Whatua / Kaipara Uri / Tikapa Moana)

Wheturangi Rutene (Ngati Kahu)

Raewyn Peart (Environment Defence Society)

Vince Kerr (Kerr & Ass. / Mountains to Sea Trust)

Lucy Tukua (Ngati Paoa)

Glenn Edney (Ocean ecologist / PhD candidate)

Michaela Manly (MFE)

Maru Samuels (Iwi Collective Partnership / TOKM)

Dr Meg Parsons (UoA)