March 2011

Report 11

2058

A History of Future-thinking Initiatives in New Zealand, 1936–2010

Learning from the past to build a better future

MCGUINNESS INSTITUTE

Project 2058: Report 11

March 2011

A History of Future-thinking Initiatives in New Zealand, 1936–2010

How New Zealand measures up against international commitments

This report forms part of *Project 2058*, the Institute's flagship project.

Report name *A History of Future-thinking Initiatives in New Zealand, 1936–2010: Learning from the past to build a better future*

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Prepared by The Sustainable Future Institute, as part of *Project 2058*

Authors Wendy McGuinness, Lucy Foster and Louise Grace-Pickering

The research team Perrine Gilkison, Jessica Prendergast, Miriam White and Helena Hallagan

About the Institute The McGuinness Institute (formerly the Sustainable Future Institute) is an independently funded non-partisan think tank. The main work programme of the Institute is *Project 2058.* The strategic aim of this project is to promote integrated long-term thinking, leadership and capacity-building so that New Zealand can effectively seek and create opportunities and explore and manage risks over the next 50 years. It is hoped that *Project 2058* will help develop dialogue among government ministers, policy analysts and members of the public about alternative strategies for the future of New Zealand.

For further information
The McGuinness Institute
Phone (04) 499 8888
Level 2, 5 Cable Street
PO Box 24222
Wellington 6142
New Zealand
www.mcguinnessinstitute.org

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Background Papers to this Report

Working Paper 2011/01 *Outputs from Eighteen Past Future-thinking Initiatives in New Zealand*
Authors: Wendy McGuinness, Lucy Foster and Louise Grace-Pickering

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Preface

He kākano i ruia mai i Rangiatea

The seed will not be lost. (Grace, 2003: 28)

Our attempt to think about the long-term future of New Zealand is not the first such endeavour, nor will it be the last. As we have undertaken this project, we have noted how easy it is for the work of earlier future-thinkers to be lost, buried beneath new trends and fashions or hidden away until dusted off again many years down the track.

In researching the history of these future-thinkers, we have become increasingly aware not only of the high standards that have been set, but also that their thoughts and ideas are at risk of being forgotten. It is to guard against this risk that we have documented the methodologies and outcomes of 18 future-thinking initiatives in this report. In addition, the lessons we have learnt from this research will shape our *Project 2058* work programme, and in particular, our own future-thinking initiative, *StrategyNZ: Mapping our Future*. We will be presenting this workshop in March 2011, with the purpose of creating a place and a process in which New Zealanders can prepare and communicate a range of strategy maps for New Zealand's long-term future.

The preparation of this report has involved a team effort over a lengthy period of time. It began in 2005 when we were developing the parameters for *Project 2058*, and since that time many people have become involved. We value the contributions of all these people, and in particular the external reviewers acknowledged on the previous page, without whom this report would not have been possible.

Wendy McGuinness
Chief Executive

Executive Summary

A number of future-thinking initiatives have been undertaken in New Zealand, and the background, method, output and outcomes of these are explored within this report. This research forms part of the Institute's *Project 2058*, which focuses on mechanisms to build a nation that is able to meet the needs of current and future generations, with the ultimate aim of creating a National Sustainable Development Strategy (NZDS) for New Zealand.

The purpose of this report is threefold: (i) to learn lessons from the past and present a useful model for emerging initiatives in the future; (ii) to provide greater access to the existing knowledge established by these initiatives (so that earlier contributions can be built on), and (iii) to provide a repository for this information.

In Sections 1–3, the purpose of the report is outlined and its relevance to the strategic aims of *Project 2058* is discussed. These sections on methodology, boundaries and limitations, and institutions and initiatives detail how the research was conducted and the criteria for selecting the initiatives that were included. These criteria were based on:

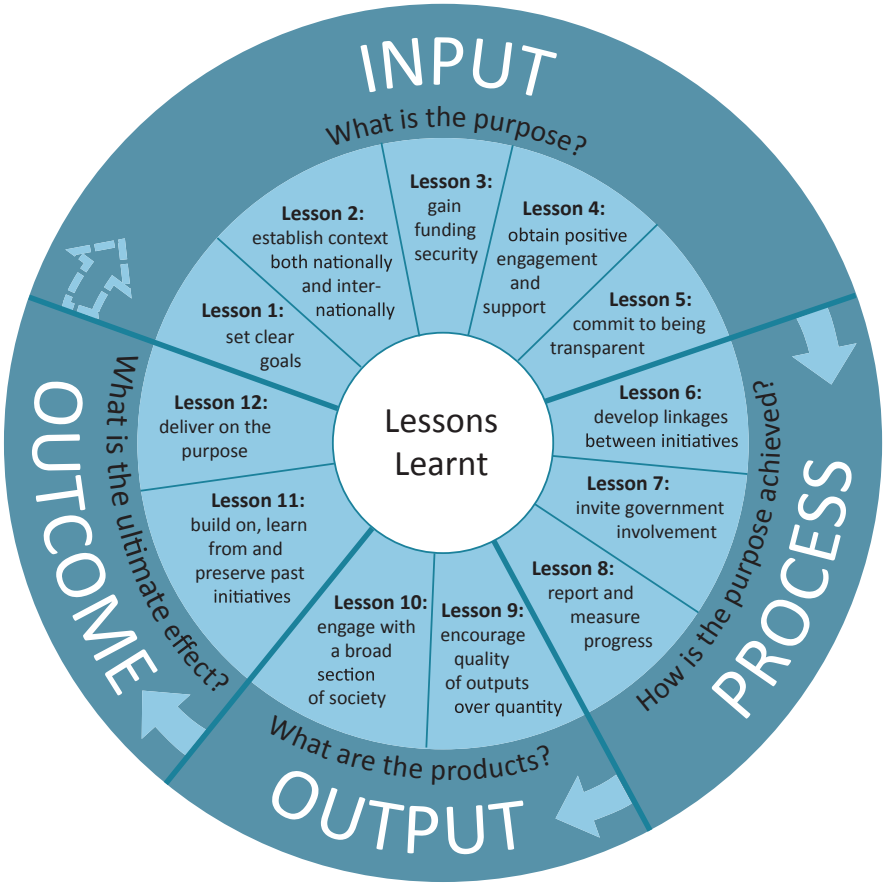
- Breadth: New Zealand-wide;
- Width: integrated across a broad range of themes and groups;
- Process: based on two-way communication between initiative leaders and their audiences;
- Timeframe: long-term in their perspective, looking at least 10 years ahead; and
- Non-partisan.

Section 4 contains a review of 18 initiatives that met these criteria, arranged chronologically. Four aspects of each initiative are considered. The 'background' provides the context and objectives of the initiative. The 'method' and 'output' report on the way initiative leaders set out to achieve these objectives, while 'outcomes' are concerned with the impact of the initiative and, where relevant, contributions made to other future-thinking work. The quality and quantity of information varied enormously between initiatives; a number pre-dated the internet, and information was harder to find in these cases. We have listed the key published outputs for each initiative in Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives* (SFI, 2011). In doing so we acknowledge the work of our colleagues and hope that others will use the information to inform their own work.

Government involvement in future-thinking is reviewed in Section 5. The Commission for the Future (1976–1982) and the New Zealand Planning Council (1977–1991) have been New Zealand's only attempts at cohesive, formalised, whole-of-government strategic planning. The inception and demise of the Commission and the Council are outlined, and we consider this to be an area that is worthy of further research. The independent, ad hoc or partially government-funded initiatives described in Section 4 have emerged in response to the need for long-term future-thinking about our country's direction, and this is discussed in Section 6 in terms of the need for a centralised, government-funded futures organisation.

Following our review, we were able to define at least 12 'lessons learnt'. In order to incorporate these lessons into a useful planning tool, we developed a four-step model based on current best practice and emerging trends in public participation initiatives. These lessons, and the model (shown on the following page in Figure 1), are discussed in Section 7.

Figure 1: Four-step Model for Planning Future-thinking Initiatives



Section 8 then applies the four-step model to our upcoming initiative, *StrategyNZ: Mapping our Future*. This allows the model to be tested, and will ensure that our initiative draws on past learning and is well planned and executed with targeted and effective outputs and outcomes.

In Section 9 we present our conclusions. We note that a robust process design that reflects well-defined goals is central to successful outcomes. Transparency of objectives, and performance measured against these objectives, provides credibility and strengthens the case for government and corporate involvement in futures initiatives.

1. Purpose

The purpose of this report is threefold: (i) to learn lessons from the past and provide a useful model for emerging initiatives in the future, to avoid unnecessary repetition and to identify new and innovative territory; (ii) to provide greater access to the knowledge established by these initiatives so that it can be built upon, strengthening future endeavours and enabling meaningful contributions to be made, and (iii) to provide a repository for this information where the knowledge gained can be collated, recorded and protected.

1.1 The Sustainable Future Institute[1]

The Institute is an independently funded think tank based in Wellington, New Zealand. Earlier work by the Institute has indicated that New Zealand is well behind on its international obligation to develop and implement a National Sustainable Development Strategy (NSDS) (SFI, 2007). It is hoped that *Project 2058* will help develop dialogue among government representatives, policy analysts and the public about alternative strategies for the future. With the above in mind, this report is a step towards the Institute's goal of preparing an NSDS for New Zealand in late 2011. Underlying *Project 2058* is the need to design an optimal strategy map for New Zealand, and central to this are three key areas of academic study (see Figure 2).

Figure 2: The Sustainable Future Institute's Approach to Designing a National Sustainable Development Strategy

1.2 The Project 2058 Initiative

The strategic aim of *Project 2058* is to promote integrated long-term thinking, leadership and capacity-building so that New Zealand can effectively seek and create opportunities while exploring and managing risks over the next 50 years. In order to achieve this aim, the *Project 2058* team are working to:

1. Develop a detailed understanding of the current national planning landscape, and in particular the government's ability to deliver long-term strategic thinking;
2. Develop a good working relationship with all parties that are working for and thinking about the 'long-term view';
3. Recognise the goals of iwi and hapū, and acknowledge te Tiriti o Waitangi;
4. Assess key aspects of New Zealand's society, asset base and economy in order to understand how they may shape the country's long-term future, such as government-funded science, natural and human-generated resources, the state sector and infrastructure;
5. Develop a set of four scenarios to explore and map possible futures;
6. Identify and analyse both New Zealand's future strengths and weaknesses, and potential international opportunities and threats;

1 Since February 2012 the Institute has been known as the McGuinness Institute. See www.mcguinnessinstitute.org

7. Develop and describe a desirable sustainable future in detail, and
8. Prepare a *Project 2058* National Sustainable Development Strategy. (SFI, 2009a: 3)

Project 2058 is driven by a desire to form a vision of what New Zealand could look like in the year 2058, 50 years after the initiative was first conceptualised. A key motivation for *Project 2058* is to provide a long-term perspective, as an alternative to the current short-term thinking that New Zealand frequently engages in as a result of our three-year electoral cycle, along with other factors. *Project 2058* is divided into three stages:

- Part 1 is a series of reports investigating the current landscape, and drawing on elements from the past where necessary and relevant. This research is focused in four key areas: New Zealand government; New Zealand's national assets; future-thinkers, and the current state of New Zealand's future.
- Part 2 develops four possible future scenarios for the year 2058.
- Part 3 is the development of an NSDS for New Zealand. The Institute has taken an organic and pragmatic approach to the project, realising the need for the process to be evolutionary, as opposed to being rooted in a concrete framework and timeframe. With this in mind the project has a projected end date of late 2011.

A significant element of this project has been the realisation that future-thinking is an increasingly important and growing area of research and that there are vast benefits in collecting and recording all relevant resources, both current and historical. This prompted the Institute to catalogue its resource collection more formally. Over the years the team at the Sustainable Future Institute has been greatly inspired by the vision of James Duncan OBE, who worked to progress long-term thinking at a national level. In recognition of this, in 2009 we named our library the James Duncan Reference Library, which seems fitting for a space where New Zealanders may browse and reflect on what has been achieved, and ponder their own visions for New Zealand's future. The library has been instrumental in assisting the Institute's research process, as well as becoming a valuable resource for the public.

Completed publications for *Project 2058* currently include the project's methodology, ten reports and seven sub-reports, which can be found on the Institute's website or ordered as spiral-bound hard copies.[2] These are accompanied by a series of working papers and think pieces which act as supporting documents for the main reports, as well as informing discussion in their own right.

The Institute endeavours to make its outputs creative, relevant and innovative. As a result, it has also delivered other forms of output including conversations with experts (recorded and made available online), submissions, timelines, datasets and the workshop *StrategyNZ: Mapping our Future*,[3] which will be presented in March 2011.

To avoid the subjectivity bias inherent in any review of one's own work, we have excluded the Sustainable Future Institute and our own future-thinking initiative (*StrategyNZ: Mapping our Future*) from this review. However, we have endeavoured to learn from the lessons identified below (see Section 7). Most importantly, we aim to make our own goals, methodology, outputs and outcomes transparent. To continuously improve our methodology and practices we welcome any feedback on the Institute's performance to date.

2 See the McGuinness Institute's website at www.mcguinnessinstitute.org for a complete list of *Project 2058* publications.

3 For more information about *StrategyNZ: Mapping our Future*, see http://www.strategynz.info

2. Methodology

This report contributes to meeting the first and second objectives of *Project 2058*. In particular it sets a context for understanding the current national planning landscape and developing relationships with others who are thinking about the long-term future. The methodology of this work is informed by the wider methodological framework of *Project 2058*; see *Project 2058 Methodology: Version 3* (SFI, 2009a).

2.1 Objectives

The report explores a number of initiatives that have been undertaken in New Zealand in order to understand what lessons can be learnt. The key objectives are:

1. To learn lessons from the past and present a useful model so as to progress the field of future studies and help shape emerging future-thinking initiatives;
2. To provide greater access to the existing knowledge established by these initiatives (so that earlier contributions can be built on), and
3. To provide a repository where the knowledge gained through past future-thinking initiatives can be collated, recorded and protected.

2.2 Research Team

This research began in early 2005 with the initial scoping of *Project 2058*, and over time a number of authors and researchers have contributed to the work. The backgrounds of the individual members of the research team are outlined below.

Wendy McGuinness (Author)

Wendy McGuinness is the founder and chief executive of the Sustainable Future Institute. Originally from the King Country, Wendy completed her secondary schooling at Hamilton Girls' High School and Edgewater College. She then went on to study at Manukau Technical Institute (MIT) (gaining an NZCC), Auckland University (BCom) and Otago University (MBA), as well as completing additional environmental papers at Massey University. As a Fellow Chartered Accountant (FCA) specialising in risk management, Wendy has worked in both the public and private sectors. In 2004 she established the Sustainable Future Institute as a way of contributing to New Zealand's long-term future. Wendy also sits on the boards of the New Zealand Futures Trust and the Katherine Mansfield Birthplace.

Lucy Foster (Author)

Lucy Foster has recently completed a Bachelor of Commerce (Economics) at the University of Otago, and will complete a Bachelor of Arts (Art History) at the end of 2011, on exchange at the University of Glasgow. She has worked at the Sustainable Future Institute on a part-time basis for the past five years.

Louise Grace-Pickering (Author)

Louise Grace-Pickering, originally from Taranaki, has a background in information technology and management. She has a BA (Hons) in Political Science from Canterbury University and a Masters in Library and Information Studies from Victoria University. She spent several years working in the UK before returning to Wellington to raise her family. She works part-time for the Sustainable Future Institute as a librarian and research analyst.

Jessica Prendergast (Researcher)

Jessica Prendergast completed a Bachelor of Arts at Victoria University in 2006, with a double major in Psychology and Criminology. She has worked in the public sector as an adviser in the Emissions Trading Group and Climate Change Implementation team and as an Executive Officer to the Sustainable Business Group at the Ministry for the Environment.

Perrine Gilkison (Researcher)

Perrine Gilkison, who is originally from the Nelson region, graduated from Victoria University in 2007 with a Bachelor of Arts (History). Her main areas of interest are New Zealand and Pacific history, with a particular focus on oral histories. She has worked as a researcher and as Sustainable Future's librarian, gathering and cataloguing resources. She is now completing her Honours in History at Victoria University.

Miriam White (Researcher)

Miriam White is originally from Tauranga and has a Bachelor of Design (Honours) from Massey University in Wellington. She has worked for the Sustainable Future Institute for the past four years. In addition to *Project 2058* Miriam has worked on *Project Genetic Modification*, and in 2008 she co-authored two reports: *The History of Genetic Modification in New Zealand* and *The Review of the Forty-Nine Recommendations of the Royal Commission on Genetic Modification*.

2.3 Background

In October 2008, FutureMakers, a project resulting from a partnership between the Institute of Policy Studies at Victoria University, Secondary Futures and Landcare Research, published its *Review of Futures Resources in the New Zealand Government Sector*. The stated purpose of the review was 'to summarise and report the trends and drivers being considered by government agencies in their futures thinking work' (FutureMakers, 2008a: 5).

The work of the FutureMakers initiative is described in Section 4.15. The findings of the current paper sit alongside the conclusions of the FutureMakers review, and we believe the two documents are complementary. While FutureMakers is concerned with future-thinking in government agencies, the initiatives detailed in this report originate in both the public and the private sectors. Further, FutureMakers provides a comprehensive summary of trends resulting from datasets. This is in contrast to our objectives of recognising individual and institutional contributions to the body of futures knowledge, describing futures initiatives and their outputs, and using the lessons learnt to inform the Institute's contributions to future-thinking in New Zealand. Essentially, the distinction lies in our interest with process as opposed to FutureMakers' primary concern with trends.

2.4 Method

Taking into consideration the objectives stated in Section 2.1, the following methods of information collection and analysis have been adopted.

2.4.1 Information collection and analysis

The initial concept for this report was developed at the beginning of *Project 2058* as work was done towards scoping the project. However, the first concrete step was the Institute's Think Piece 10, *Lost in Space: Turning ideas into action*, which documented New Zealand-wide public-good, consensus-building initiatives (SFI, 2009b). Think Piece 10 questioned the role of silo-based reviews, and suggested that New Zealand needs to find better ways to develop consensus to ensure good ideas are not lost in space.

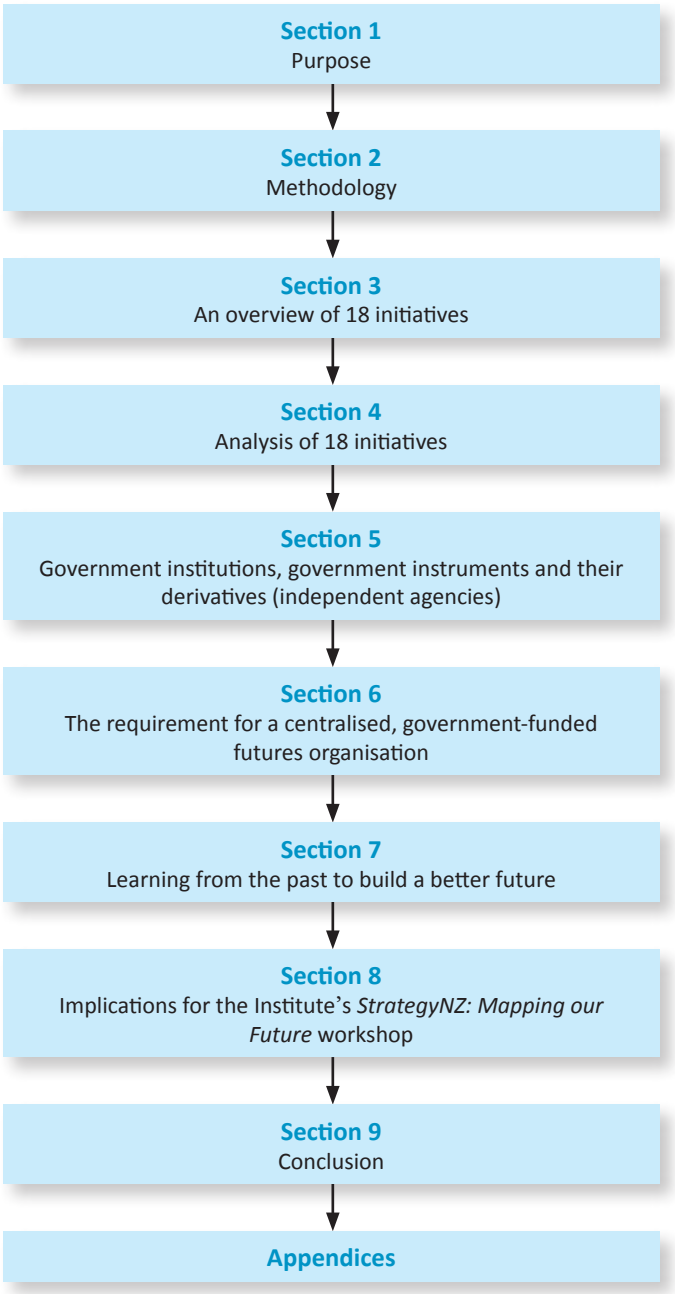
This paper expands on the work contained in Think Piece 10 through the collection of further information within the parameters of the report. Information was collected from a range of sources, including the James Duncan Reference Library, the independent New Zealand Futures Trust, personal communications from key members of past initiatives, and an extensive literature review of material available on the internet.

For the purpose of analysis, information about each initiative (see Section 3) has been compiled and arranged into four categories: background, method, output and outcome (Section 4). The specific outputs generated by each initiative are recorded in the Institute's Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives*. This working paper is designed to act as a link between the short descriptions provided in the report and the institutions' websites, where interested readers can find more detailed information about specific initiatives. The information in Sections 3 and 4, plus that on past and current futures institutions (discussed in Sections 5 and 6 and Working Paper 2011/01), is then used to develop the discussion in Section 7.

In this section we look at the lessons that have been drawn from the review of past future-thinking initiatives, and synthesise these into a four-step model designed to guide both the Sustainable Future Institute and the future-thinking initiatives of other institutions. This model also takes into account emerging trends in public participation and industry best practice. In Section 8 the model is applied to the Sustainable Future Institute's upcoming initiative, *StrategyNZ: Mapping our Future*, allowing it to be tested in practice, as well as strengthening the planning around the initiative itself. Appendix 4 also lists a number of other initiatives that were identified as a result of preparing this report, but not selected for further analysis.

2.4.2 Report structure

Figure 3: Structure of the Report



2.5 Terminology

2.5.1 Future-thinking and future studies

Future-thinking involves discussion and research focused on long-term opportunities and risks for the betterment of a given group within society, or society as a whole. It is not simply forecasting the future based on past events. Rather it is concerned with creating a space in which to explore a range of possible futures. Professor Peter Bishop, director of the graduate programme in Futures Studies at the University of Houston, and Andy Hines, a lecturer in the programme, have described future-thinking as exploring possible, plausible, probable and preferable futures (Hines & Bishop, 2006: 128).

In this report we have made a distinction between future-thinking and future studies. The first refers to the practical one-off application of thinking about the future. All the initiatives described here are 'future-thinking initiatives' in that they aim to explore the long-term future of New Zealand. They do not aim to add to the academic study of how to explore the future. This distinction is important to futurists, who use the plural term 'futures' studies rather than the singular 'future' studies, to counter the notion of just one future and to put the emphasis on the tools and methods that can be applied to explore the future.

The World Futures Studies Federation (WFSF) considers there are many ways in which the development of the field of futures studies could be characterised. It has identified five traditions, each of which represents a different epistemological, or even ideological, underpinning, none of which are mutually exclusive or imply a linear developmental model. The WFSF describes these five traditions as follows:

1. the empirical tradition, which focuses on trend analysis and prediction, originated in the USA. It was supported by the formation of the World Future Society in the 1960s;
2. the critical tradition originated in Europe and grew out of a critique of what was perceived as an overly empirical approach to futures in the USA. This led to the foundation of the World Futures Studies Federation in the early 1970s;
3. the cultural tradition arose in large measure from the work of those WFSF members who sought to include non-Western cultures and to invoke a deeper consideration of civilisational and planetary futures;
4. the empowerment-oriented, prospective, action research approach began in Europe in the nineties and has been taken up by some Australian researchers;
5. the integral/transdisciplinary futures approach is newly emerging and appears to have potential for authentic multiperspectival and planetary inclusion, providing it remains open. (WFSF, 2010)

Futurists explore the future in much the same way historians study the past, in that they look for eras, change agents, trends and so forth. However, while futurists tend to study the future to position themselves or others for the future, historians aim to understand and record the past to provide an accurate record or report important insights for current and future generations to learn from and understand. The former president of the World Future Society, Edward Cornish, clarified the role of futurists this way:

> It is not the task of futurists to predict what people will do in the future, but rather to help people to understand the possibilities of the future so that a better world can be created. (Cited in Hunn, 1981)

2.5.2 Key terms used in this report

Five terms that are used frequently throughout this report are defined in Figure 4.

Figure 4: Key Terms

Idea: Refers to action points that are either a process innovation or an actionable output. Ideas from each initiative are shown in Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives.*

Initiatives: Projects or new directions established by an institution (see discussion in Section 2.5.3 below).

Institution: An organisation based on custom, convention or law, and recognised within society as encompassing a group of people with a shared goal.

Outcome: Changes or implemented actions that occur as a result or consequence of the output of an initiative (the effect of the output).

Output: Tangible products such as a publication, organisation or group, conference or project which results from an initiative (cause of the outcomes).

2.5.3 Criteria for selecting initiatives

Since a primary focus of our research was on the lessons that could be learnt, we selected a wide range of initiatives that would provide insights in a variety of areas; we therefore included short- and long-term initiatives, different providers and different mixes of providers. This produced a variety of alternative methods and approaches, and a range of outputs and outcomes.

The criteria we used to select initiatives for inclusion in our research were:

1. Breadth: *New Zealand-wide*, with national goals, rather than designed for specific regional communities.
2. Width: *Integrated* across a broad range of themes and groups in society rather than being specifically focused on particular areas or sectors. For example, the Sustainable Development Programme of Action (SDPOA), as discussed in *Project 2058*'s Report 1, *A National Sustainable Development Strategy*, was not included as it is limited to engagement in four specific areas: freshwater; energy; sustainable cities, and investment in child and youth development. Other initiatives were excluded as a result of their narrow demographic focus on one section of the community. However, we did include the For Māori Future Makers project, which we considered vitally important because of the significant position Māori hold within New Zealand society. Along with their considerable connection to the land and longstanding heritage within this country, Māori have a unique partnership with the Crown through te Tiriti o Waitangi, allocated representation in Parliament and local government advisory roles.
3. Process: *Two-way communication* is evident and participants' ideas and actions are able to be incorporated into outcomes; there exists a consensus element to the initiative.
4. Timeframe: *A long-term future-thinking perspective* on New Zealand's future of at least 10 years. As an example, the New Zealand Planning Council was omitted since under legislation it had a five-year focus (although we consider that in reality its focus was significantly longer). (For more about the New Zealand Planning Council see Section 5, Appendix 1 and Working Paper 2011/01.)
5. Non-partisan: Initiatives led solely by political parties were excluded. However, a number of initiatives that had strong government involvement and funding, but called on public engagement, were included.

The application of these boundaries resulted in the identification of 18 initiatives, which can be summarised as 'New Zealand-wide, public-good, consensus-building initiatives'. While the Institute believes these initiatives are sufficient in number to produce useful observations, we also acknowledge that other initiatives with a potentially valuable contribution may not be included here, either because they did not meet our criteria or because they were not uncovered when we were scoping this paper. Appendix 4 contains a list of initiatives that were not included in our research, but whose work may be of interest to readers.

2.6 Boundaries and Limitations

Limitations also exist with regard to the quality and quantity of information available in the public arena. In some instances we have been constrained by the lack of published material on specific initiatives, particularly in terms of outputs and outcomes. The advent of the internet has improved the availability of information relating to more recent initiatives, but publicly available information tended to be lacking for earlier initiatives, which in some cases may have resulted in their omission from this review.

In addition, it should be noted:

- The 18 initiatives selected have produced outputs that differ vastly in their form and quantity. Thus, our analytical approach may lend itself more successfully to the description of some initiatives than others.
- To make allowances for these differences, we have outlined the detail of each initiative under four very broad headings – background, method, output and outcome – as noted in Section 2.4.1. To ensure clarity, we have defined key terms in Section 2.5.2. Specific outputs generated by each initiative are listed in Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives*.
- We have not aimed to compare the outputs and outcomes of initiatives, deeming it inappropriate to assess 'winners and losers' as they are simply too different, shaped by a variety of ideologies, timeframes, goals, methods and resources. Rather, we have explored the range of initiatives to draw a number of shared lessons for future initiatives.
- The Institute has reported on what we have been told, rather than assessing the individual outputs and outcomes of each initiative against an agreed set of criteria.

Finally, the 'success' of each initiative is often very difficult to gauge. In some cases there may have been flow-on benefits and positive outcomes from the initiatives that are difficult to qualify or quantify and have therefore not been reported on. The inability to find reports of clear benefits and positive outcomes may result in valuable insights going unnoticed.

Initiatives can produce tangible and intangible benefits in a variety of ways – economically, culturally, environmentally, educationally and most notably socially – but quantifying these impacts is problematic. With no social stock market, it is difficult to measure the scale or significance of a specific initiative in effecting change or achieving an impact. Outcomes take many shapes and forms, impact broadly across society, and can exist unnoticed or unattributed to the initial stimulus that led to the effect.

The inability to effectively measure the reach of impacts resulting from social initiatives is commonly attributed to:

- lack of time;
- lack of resources; and
- lack of interest.

Current frameworks within the public and private sectors do not focus on encouraging the measurement of social impacts, funding is never infinite and usually ceases upon completion of an initiative, and key players often move on to other projects. With ambition often outstripping resources, the measurement of social impacts is frequently overlooked.

As a way of minimising these limitations, it was decided that the research team should seek out at least one leader of each initiative to review our research and contribute their personal reflections (around 300 words) for inclusion in this report and to provide feedback. Therefore, while we acknowledge the existence of the above boundaries and limitations, we consider they do not significantly inhibit the achievement of our goals. We have gathered and analysed a range of information, enabling us to learn valuable lessons from the past, which we believe can help strengthen future initiatives.

3. An Overview of Eighteen Initiatives

Using the definitions and criteria outlined in Section 2.5, the Institute identified 18 initiatives for review. These are listed in Table 1, with a brief outline of key details. Table 2 lists the initiatives according to the institutions responsible for developing them; it can be seen that some initiatives are connected to multiple institutions, and some institutions are connected with more than one initiative. The table also shows the section of the report in which each particular initiative is described.

Table 1: Eighteen New Zealand-wide Public-good, Consensus-building Initiatives

Initiative	Institution	Year	Summary	No. of Participants	Main Outputs	Duration
1. New Zealand Institute of Public Administration (IPANZ)	IPANZ	1934–ongoing	A voluntary and non-political body founded to promote the study and importance of public administration and policy.	Management board Numerous contributors	Courses, seminars, workshops and awards Quarterly journal	Ongoing
2. Commission for the Future	New Zealand government	1976–1982	Funded by government to study the possibilities for the long-term economic and social development of New Zealand. The output from this work was, to all intents and purposes, discarded. Copies of some documents are held by the NZ Futures Trust and are stored privately in Wellington. These have been scanned and are available on the Sustainable Future website.	9 MPs 7 prominent members of the public	31 publications	6 years
3. Upgrading New Zealand's Competitive Advantage	New Zealand Trade Development Board (now New Zealand Trade and Enterprise)	1990–1991	The project originated from a 1990 report by the NZ Trade Development Board titled *A Goal for New Zealand: Ten by 2010*. The aim of Upgrading New Zealand's Competitive Advantage was to develop New Zealand's strategic direction in order to upgrade the country's economy and wealth-creation capability.	Project team 8 part-time staff 400 senior company executives	Book: *Upgrading New Zealand's Competitive Advantage*	15 months
4. 20/20 Group	New Zealand Futures Trust	1992–1994	This initiative aimed to identify trends likely to occur by 2020 and the impacts, issues, and choices New Zealanders face in determining their preferred future.	20 participants	~ 5 papers	2 years
5. The Foresight Project	Ministry of Research, Science and Technology	1998–1999	A project intended to link government investment in these fields with New Zealand's transition to a knowledge economy.	~ 140 industry representatives MoRST	140 sector-based strategies 1 publication	1 year
6. Bright Future: 5 Steps Ahead	Ministry of Commerce	1998–1999	An initiative to encourage the growth of a knowledge economy in New Zealand.	25 forums Over 200 participants	Report: *Bright Future: 5 Steps Ahead*	1 year

Initiative	Institution	Year	Summary	No. of Participants	Main Outputs	Duration
7. (e)-vision Centre for Communication, Art & Technology	(e)-vision Centre for Communication, Art & Technology	1998–2004	(e)-vision showcased and provided access to new media technologies in order to promote the development of knowledge and skills related to their use. It also focused on 'digital literacy' as a key to communicating New Zealand's identity.	5 board members Several hundred event participants	7x7 Ideas Forum First to Awaken, First to Think? Symposium and forums	7 years
8. Catching the Knowledge Wave Project	University of Auckland and New Zealand government	2001	A Catching the Knowledge Wave conference was held with the aim of finding practical ways to secure New Zealand's long-term future as a smarter, more prosperous and successful country.	37 speakers 450 participants	44 recommendations	3 days
9. Household Vision Survey	New Zealand Futures Trust, NZ Post and Victoria University of Wellington	2001–2002	Run by NZ Post to promote the introduction of Kiwibank, the survey asked New Zealanders to submit postcards with their visions for the future. The NZ Futures Trust analysed the postcards, and the resulting themed visions are available on the AnewNZ website.	~ 10,000 responses ~ 7800 participants	16 themed visions identified within the report *Visions for the Future: What New Zealanders Want*	1 year
10. Knowledge Wave Leadership Forum	Knowledge Wave Leadership Trust and University of Auckland	2003	Overseen by the Knowledge Wave Trust, the Forum aimed to generate ideas to return New Zealand to the top half of the OECD.	~ 450 participants	110 opportunities 205 ideas 204 actions	3 days
11. New Zealand Institute	New Zealand Institute	2004–ongoing	Formed after the Knowledge Wave Leadership Forum in 2003, this initiative aims to generate new and creative debates, ideas, and solutions that contribute to building a better and more prosperous New Zealand for all New Zealanders.	~ 3 staff ~ 19 members	6 projects 79 publications	Ongoing
12. For Māori Future Makers	Te Puni Kōkiri	2006–2007	This initiative aimed to identify factors that may affect how Māori participate in future economic systems.	3 members of the research team	1 publication 8 background papers	1 year

Initiative	Institution	Year	Summary	No. of Participants	Main Outputs	Duration
13. The SANZ/ UNESCO Project	SANZ New Zealand National Commission for UNESCO	2007–ongoing	A partnership to facilitate education for sustainable development.	90 contributors to date	2 strategic planning forums 3 think tank workshops 1 dialogue session Book: *Strong Sustainability for New Zealand: Principles and Scenarios*	Ongoing
14. What Matters Most to New Zealanders	Anew New Zealand	2007–ongoing	A non-partisan network-based initiative, AnewNZ seeks to create goals that measure what matters most to New Zealanders.	~ 2500 on mailing list	116 leadership visions Workshops Collaborative publications	Ongoing
15. FutureMakers	Secondary Futures, Victoria University of Wellington (Institute of Policy Studies) and Landcare Research	2008	A joint venture aimed at increasing capacity to 'make' New Zealand's future.	5 staff, 38 experts 71 members	2 publications 7 lectures 1 educational tool	1-year development phase with some ongoing engagement
16. A Measurable Goal for New Zealand	New Zealand Stock Exchange and HRL Morrison & Co	2008–ongoing	An online project that aims to promote well-being through a shared goal for New Zealand.	As at November 2010: Blog: 71 participants Facebook: 729 'page likes'	As at November 2010: Blog: 114 comments Facebook: numerous wall posts	Ongoing
17. Job Summit	New Zealand government	2009–ongoing	Summit held in March 2009 as a response to the global recession and its negative impact on employment. Government continues to publish progress reports detailing the outcomes of the Job Summit.	209 invited participants	20 core issues 4 progress reports	Ongoing
18. New Zealand Entrepreneurial Summit	Entrepreneurial Summit Team	2009	Following the Job Summit, a summit of 100 entrepreneurs was held to generate ideas on exploiting economic opportunities and using these to create a prosperous future environment for New Zealand's entrepreneurs.	100 entrepreneurs	100 ideas	1 day

Table 2: Institutions Responsible for Undertaking the 18 Initiatives

Institution	Type of Institution	Initiative/s	Section
1. Anew New Zealand	Non-government organisation	What Matters Most to New Zealanders	4.14
2. Entrepreneurial Summit Team	Individuals	New Zealand Entrepreneurial Summit	4.18
3. (e)-vision Centre for Communication, Art & Technology	Trust	(e)-vision Centre for Communication, Art & Technology	4.7
4. HRL Morrison and Co	Private company	A Measurable Goal for New Zealand	4.16
5. Knowledge Wave Leadership Trust	Trust/independent body	Knowledge Wave Leadership Forum	4.10
6. Landcare Research	Crown Research Institute	FutureMakers	4.15
7. Ministry of Commerce	Government ministry	Bright Future: 5 Steps Ahead	4.6
8. Ministry of Research, Science and Technology	Government ministry	The Foresight Project	4.5
9. New Zealand Futures Trust	Non-government organisation	20/20 Group; Household Vision Survey	4.4 4.9
10. New Zealand government	Government	Commission for the Future; Bright Future: 5 Steps Ahead; Catching the Knowledge Wave Project; Job Summit	4.2 4.6 4.8 4.17
11. New Zealand Institute	Privately funded think tank	New Zealand Institute	4.11
12. New Zealand Institute of Public Administration (now Institute of Public Administration IPANZ)	Professional organisation	Institute of Public Administration New Zealand	4.1
13. New Zealand National Commission for UNESCO	Government-appointed organisation	The SANZ/UNESCO Project	4.13
14. New Zealand Post	State-owned enterprise	Household Vision Survey	4.9
15. New Zealand Stock Exchange	Private company	A Measurable Goal for New Zealand	4.16
16. New Zealand Trade Development Board (now New Zealand Trade and Enterprise)	Government agency	Upgrading New Zealand's Competitive Advantage	4.3
17. Secondary Futures	Government-funded agency	FutureMakers	4.15
18. Sustainable Aotearoa New Zealand (SANZ)	Non-government organisation	The SANZ/UNESCO Project	4.13
19. Te Puni Kōkiri	Government ministry	For Māori Future Makers	4.12
20. University of Auckland	University	Catching the Knowledge Wave Project; Knowledge Wave Leadership Forum	4.8 4.10
21. Victoria University	University	Household Vision Survey; FutureMakers	4.9 4.15

4. Analysis of Eighteen Initiatives

In this section we take a four-pronged approach to reviewing the 18 initiatives. We document the background, method, outcome and output of each initiative, listing them in chronological order. The output from each initiative is discussed in more detail in the Institute's Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives*. For information on the Sustainable Future Institute's own initiatives, see Section 1.2.

4.1 Institute of Public Administration New Zealand, 1936–ongoing

Institution: Institute of Public Administration New Zealand (IPANZ)

Output: Professional development programme, *Public Sector* journal, IPANZ Gen-I Public Sector Excellence Awards, and *Spirit and Service: A history of the Institute of Public Administration New Zealand 1936-2006* (see Working Paper 2011/01)

The Institute's 1982 convention, held in Dunedin

4.1.1 Background

In 1934 public administration societies were formed in Christchurch, Auckland, Wellington and Dunedin. These resulted from the desire of a group of public servants to 'learn something of the broader background and common principles of public administration which might not be evident in the ordinary work of a department' (Martin, 2006: 1).

Two years later, the four groups merged to form the New Zealand Institute of Public Administration. This organisation is still in operation today under the name Institute of Public Administration New Zealand (IPANZ). In an extract from its first annual report, Charles McFarlane noted:

> If administration is to keep pace with the wonderful advances made in science and technology, maintain the traditions of the Public Service, and attain the highest level of achievement, facilities must exist for collecting and classifying material for study from the lessons of valuable experience which are available. (Cited in Martin, 2006: 2)

The founders were guided by 'principles of public administration' and this informed their work (ibid.: 9). Their dual objectives were stated as:

a. The development of the public services as a recognised profession.

b. The promotion of the study of Public Administration. (ibid.: 8)

The present-day objectives of the organisation remain true to these original aims, as outlined in its constitution:

a. promote improvements in public policy and in administration and management in the public sector in New Zealand;

b. to increase public understanding of the work undertaken in the public sector. (IPANZ, 2010a)

Membership of IPANZ is open to any person or organisation with an interest in contributing to its objectives. Responsibility for governance lies with the management board, comprising an elected president, vice president and treasurer; the immediate past president; between four and eight elected members, and any other members the board may consider to contribute to the management of IPANZ. The board may choose to delegate authority to any one of a number of committees, such as Finance and Professional Development. *The Annual Report* (2008/09) lists income as being derived from membership fees, sales of its quarterly journal *Public Sector*, mail-outs, seminars and conferences (IPANZ, 2009: 9).

The inclusion of IPANZ as a future-thinking initiative relates to the role it has played in defining, exploring and advising on issues faced by successive governments. Trends, threats and opportunities for New Zealand have been documented by the institution, and its research has provided public servants with an understanding of the long-term implications of policy decisions within their sectors.

4.1.2 Method

In order to achieve the objectives of promoting public policy and highlighting the work of the public sector, the organisation lays down in its constitution that it will:

a. promote the study and theory and practice of public administration and management

b. encourage the exchange of information on the theory and practice of public administration and management

c. provide contacts within IPANZ promoting communication among members in New Zealand and overseas

d. promote sharing of knowledge of the service being given to the public by other members, enabling each member to give a more effective service to the public than they could by their separate efforts, and foster a recognition of the unity of purpose of public administrators and managers in providing service

e. promote the maintenance of high standards of conduct and performance in the public sector

f. liaise with similar bodies in New Zealand and overseas, and cooperate with them in activities to promote improved knowledge and understanding of public administration and management

g. carry on any other activities which will further the objectives of IPANZ. (IPANZ, 2010a)

4.1.3 Output

The Institute's earliest publications covered subjects such as economic stability, the administration of education, external relations, welfare and the future of manufacturing in New Zealand. In 1965, the Institute of Public Administration invited six speakers to present papers on aspects of planning in New Zealand at its annual convention. These were published as *Planning and Forecasting in New Zealand* (Cornwall, 1965). The introduction documented the lack of coordinated planning at a national level and reported that while countries with comparable political systems had organisations devoted to economic planning, New Zealand did not (ibid.: 7). Long-term planning was not formalised by the government in this country until 1976 when the Commission for the Future was established (see Section 5). It is significant that 11 years earlier, this group of public servants highlighted the absence of a government planning body and its implications for New Zealand's future.

One of the central activities of the present-day Institute is education, and to this end it supports the provision of academic qualifications in public policy, administration and management; sponsors courses, seminars and discussions, and liaises with education providers. In line with this, IPANZ established a professional development programme in 2002, in part a response to gaps evident in the 'guidance and mentoring available to [new entrants in the public sector] in furthering their careers' (Martin, 2006: 168). While the Institute had always welcomed younger members, this initiative was designed to support ambitious public servants not yet at a management level in their careers (ibid.: 169). Themed events, including lunchtime and evening discussions, and career development workshops continue to provide information and networking opportunities for members and non-members alike.

Another important activity is the publication of *Public Sector*, which is described as 'New Zealand's leading publication for everyone with an interest in public administration, public management and policy making' (IPANZ, 2010b). Published quarterly, the journal contains articles, opinion pieces and reports relevant to the public sector, and highlights trends, issues and news.

To contribute to its aim of increasing public understanding of work undertaken in the public sector, service to the Institute and/or the study of public administration and management, the Institute hosts an annual awards ceremony. Established in 1999 and sponsored by KPMG, the awards were formerly known as the Innovation Awards, but were relaunched in 2007 as the IPANZ Gen-I Public Sector Excellence Awards. Individual categories are sponsored by organisations that include, among others, Russell McVeagh, Te Puni Kōkiri and the State Services Commission.

4.1.4 Outcome

In her second term as president of IPANZ, Joan Smith remarked that she was keen to see the Institute playing an active role in raising the confidence of politicians and the public in 'the public sector's ability to deliver high quality policy advice and client focused services' (1999, cited in Martin, 2006: 157). A strategic plan, launched at the 2001 AGM, reflected this focus, and has been continually developed since that time (Martin, 2006: 157). As of 2003, the Institute's *Annual Report* has contained an assessment from the president of progress and achievement against strategic goals in areas relating to professional standards, developing IPANZ as an 'authoritative professional commentator', the provision of professional development for members, effective communication and the development of 'new-entrant and mid-career' professionalism (IPANZ, n.d.). This focus on the measurement of performance against a set of defined objectives reflects a level of professionalism, transparency and accountability which provides a solid foundation from which to consider the management and administration of New Zealand's public sector.

Articles in *Public Sector* reflect a commitment to issues relating to public sector administration and management that have both immediate and longer-term focus. A sample of titles from the past few volumes include:

- 'Making future public services "public"' (Vol. 33, No. 1, April 2010);
- 'John Allen: Positioning New Zealand for success' (Vol. 33, No. 1, April 2010);
- 'Do state sector restructures deliver? Applying an evidence-based approach' (Vol. 33, No. 2, July 2010);
- 'The Government's appointment of ECan Commissioners: High time or watered down democracy?' (Vol. 33, No. 2, July 2010);
- 'Local government scorecard: Could do better' (Vol. 32, No. 4, 2009);
- 'Building the public sector for the 21st century – a look at some of the key points that were made by presenters in the joint IPANZ and Victoria University of Wellington Institute of Policy Studies seminar series in the spring of 2009' (Vol. 32, No. 4, 2009);
- 'The future of science' (Vol. 32, No. 4, 2009).

John Martin noted in *Spirit of Service* the achievement of the Institute in:

> ... consistently publishing material of relevance not only to its members and to those employed by the state but also to the wider community. The collection [of publications] is a significant repository of information about the functioning of the New Zealand public sector over seven decades. (Martin, 2006: 167)

Robust policy is founded on good research and a thorough understanding of the long-term implications of decisions. Through the publication of its members' research and work, IPANZ has a long history of promoting planning and long-term thinking. The Gen-I Public Sector Excellence Awards celebrate public service, and the professional development programme supports public sector employees to achieve high standards of professionalism in their work.

Personal reflection: Sherie Pointon, Executive Officer, Institute of Public Administration New Zealand, December 2010

Sherie Pointon felt that her recent appointment to the role of Executive Officer didn't qualify her to reflect on the enormous body of work produced by the Institute over many years, and instead suggested an excerpt from *Spirit of Service*, the history of the Institute published in 2006:

> Born in the dark days of the Depression, the Institute has made its way through the disruption of World War II, the stable post-war years, the economic and social challenges of the sixties and seventies and the reforms of the eighties to the position it now holds: the professional organisation committed to the development and maintenance of the highest standards of public service in New Zealand through the promotion of informed debate and critical analysis. Seventy years on, the present members of the Institute can be confident that they are on the same path as the founders, for whom the first objective in the Rules of 1936 was 'the development of the public service as a recognised profession' … The emphasis in much of what is written currently about public administration is rightly in the challenges of change. But in reflecting on the seventy years for which the Institute has existed, a sense of continuity is ever-present. Although the language might be different, it is difficult to imagine the founders of the Institute, or their successors over the decades, disagreeing with the last paragraph of a recent OECD report:
>
> > New demands on builders of public management systems for the first quarter of the 21st century will be for: more ambitious intervention and regulatory policies in the social, security, intergovernmental and market spheres. These will require leadership from officials with enhanced individual technical, management and political capacities, who think and plan collectively, and who can work well with other actors. Governments may need to reinvent the idea of senior public officials bound together by common governance and professional values.
>
> – and by the 'spirit of service' of which the State Sector Act 1988 continues to speak.
>
> (Martin, 2006: 171–173)

4.2 The Commission for the Future, 1976–1982

Institution: Government

Output: 31 publications (see Working Paper 2011/01)

Professor James Francis Duncan (1921–2001)

4.2.1 Background

New Zealand's first government-appointed body tasked with exploring the country's long-term future was established in 1976. The Commission for the Future was given the mandate by Sir Robert Muldoon's National government to study, inform, promote and report on long-term economic and social opportunities for New Zealand. In 1975 Hugh Templeton, then secretary to the opposition caucus (1972–75), had drafted the National Party manifesto which recognised that the 'search for economic and social progress in a technological society was becoming more complex' (H. Templeton, personal communication, 5 December 2010). This was in response to the experiences of the National Development Council in 1968 (see Section 5), which suggested that ministers and civil servants alike might benefit from 'specialist bureaus working to the medium and long term' (ibid.). Templeton proposed the introduction of three new state-sanctioned planning bodies. The New Zealand Planning Council and the Commission for the Future were both set up in 1976, although the third proposal, for a Population Commission to provide sector profiles and statistical support for agricultural policy decisions, was not progressed (ibid.).

The aims of the Commission were written into legislation in section 9(1) of the New Zealand Planning Act 1977:

> The General functions of the Commission shall be —
>
> (a) To study the possibilities for the long-term economic and social development of New Zealand.
>
> (b) To make information on those possibilities available to all Members of Parliament, and to publish such information for wider dissemination.
>
> (c) To promote discussion on those possibilities and information relating to them.
>
> (d) To report to the minister on those possibilities.

4.2.2 Method

The government named nine members for the bipartisan Commission, whose backgrounds reflected a broad variety of experience, knowledge and interest. Appointed for a three-year term, they included representatives from Cabinet, the opposition and the Planning Council; the Director General of the Department of Scientific and Industrial Research, and up to seven others selected for 'their personal ability rather than as representatives of particular interest groups' (Hunn, 1981: 2). The Commission was chaired by James Duncan, who was Professor of Theoretical and Organic Chemistry at Victoria University at the time. Organising principles and objectives were underpinned by government directives around the study of 'New Zealand's population patterns and projection, and social development in a multi-cultural society' (CFF, 1977: 3–4). The Commission went further than this brief, however, and recognised a need for exploration and analysis of options available in the economic, energy and resource fields (ibid.: 4).

It had a budget of $230,000 in 1978/79 and $261,000 in 1980/81, from which project work and administration costs, such as staffing, were met (Hunn, 1981: 2). In addition, the Commission contracted out research where it did not have the necessary resources or expertise internally.

4.2.3 Output

Staff member Margaret Hunn noted that the Commission's first problem was 'how to begin the hugely complex task of thinking about the future' (ibid.: 3). Ten priority areas of study were identified and projects evolved from the issues inherent in this selection. To help its members learn more about the techniques of forecasting in these subject areas, the Commission convened a seminar at which they were briefed by experts on the methodologies they used, suggested implications of trends, and further areas for research. During its five years of existence the Commission produced 31 publications, generally reflecting its focus on science and technology (see Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives*). The work of the Commission is considered further in Section 5, in the context of government involvement in future-thinking.

4.2.4 Outcome

The Muldoon government's commitment to future-thinking was not itself long term and the Commission for the Future was disbanded in 1982. A number of issues contributed to its dissolution, among them an apparent unwillingness on the part of the government to commit to funding and a reluctance to consider the findings of this future-thinking body. Professor Duncan continued the work of the Commission in a private capacity, forming the independent New Zealand Futures Trust in 1982 soon after the government body was disbanded (see Section 5). Hugh Templeton observed that neither the Commission nor the Planning Council intended to be a permanent institution, and that they should both have had 'sunset clauses' (personal communication, 5 December 2010). He also reflected that the structure would have been more effective if the Commission had been established as a bureau within Treasury, located under the minister responsible for economic strategy (ibid.). (Further reflections from Hugh Templeton on his experience of government involvement in long-term planning can be found in Section 5.)

Personal reflection: Myra Harpham, former Secretariat co-Director, Commission for the Future, December 2010

When the Commission for the Future was disbanded nearly 28 years ago, I was a co-director of the Secretariat. Before that I had been employed as a researcher from 1978.

Three main impressions remain with me from that time. The first is that learning and doing futures studies provided an exceptional opportunity for all of us on the staff to widen and deepen our knowledge of a wide range of topics. Futures studies depends on the ability to make connections between ideas and developments across all aspects of society, thus making it easier to see possible longer-term implications of decisions taken in the present.

This begs the question of how successful we were at communicating new insights about future possibilities to politicians and the public at large. This was after all the purpose of the Commission. So the second lasting impression from my Commission years concerns the difficulty of this task. We had limited success at this though we tried very hard. Without mastering this art futures studies can have only limited value.

The third lasting impression is how much I enjoyed working on 'Contexts for Development: Clarifying values' [see Working Paper 2011/01]. Working in a multi-disciplinary group for nearly two years was both humbling and exhilarating. We were fortunate to have the resources to do work of this depth.

Was the Commission for the Future successful at probing the future? In my view the answer is yes, in general terms. For example the publication 'Network New Zealand' was one of our successes. Yet the media rubbished it. In fact the many communication and information possibilities for the future that it raised came about earlier than the working party foresaw.

The other very different example was our 'Contexts for Development' study. The results of a survey based on the four Contexts indicated that the least desired scenario was the one based on Context A, in which decisions about the future are made on the basis of individualism, free enterprise and belief in the 'technological fix'. A few years later, in 1984, the basis for Government decisions became very similar to that in Context A. We have now seen that philosophy applied, albeit with some dilution, for more than twenty years. The results have mirrored those described in Context A reasonably well. Was this a success of futures thinking or a failure? Would following the public's inclinations have been better or worse for New Zealand? The relationship between political decisions, futures studies and public opinion/values would make an interesting study.

Personal reflection: Margaret Hunn, former Secretariat co-Director, Commission for the Future, December 2010

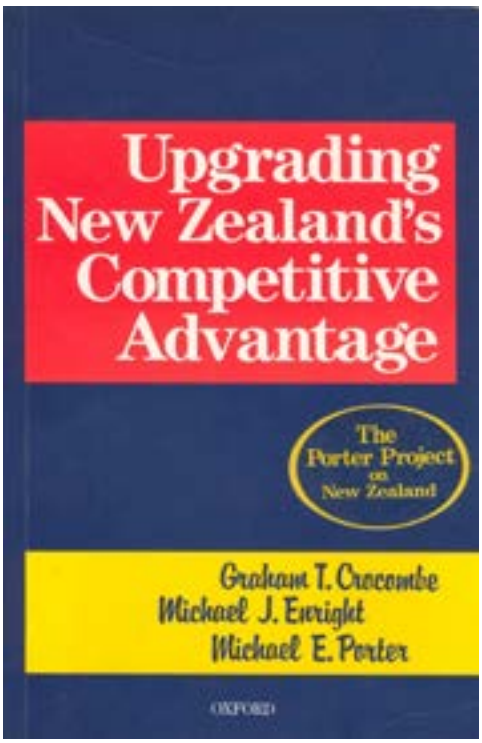
The conundrum, the challenge, remains the same; a privately funded organisation may be ignored by government if its findings are unpopular; a government-funded organisation which requires information to be made available to all MPs is at risk of being disbanded when the possibilities described do not match government thinking.

The power of public opinion could be the most valuable tool to ensure that the results of futures research do not disappear.

4.3 Upgrading New Zealand's Competitive Advantage, 1990–1991

Institution: New Zealand Trade Development Board

Output: *Upgrading New Zealand's Competitive Advantage* (see Working Paper 2011/01)



The cover of *Upgrading New Zealand's Competitive Advantage*

4.3.1 Background

The project was initiated in early 1990 by Professor Michael Porter and a group of University of Auckland researchers led by Professors Brian Henshall and Wayne Cartwright, with the university being funded by the Trade Development Board. Graham Crocombe had begun developing the project vision during his time in the MBA programme at the Harvard Business School, where he studied under Professor Michael Porter. After completing his Harvard studies he became the project director. At this stage it was expanded and established as an independent Trade Development Board operation.

Professor Porter's specialist area was sources of advantage in international trade and competition, and at the time he was researching advantages in international competition based on case studies from 10 countries (Crocombe et al., 1991: 10), which led to the publication of his book *Competitive Advantage of Nations*. Impressed with Porter's innovative approach to economics, Crocombe persuaded him to conduct an independent study of the New Zealand economy (ibid.). In the preface to the project's final publication, titled *Upgrading New Zealand's Competitive Advantage*, Crocombe describes the background to his project:

> Like many New Zealanders I have long had a sense that our economy was not performing to its full potential and was therefore unable to deliver the standard of living we aspire to … The failure of heavy government intervention in the economy was obvious, yet the early results of a rapid transition to market economy appeared to hold little promise. I had a gnawing sense that we had not framed the debate in a way which would lead to prosperity. (ibid.)

The purpose of the project Upgrading New Zealand's Competitive Advantage (widely referred to as the Porter Project) was to:

> … bring a fresh and independent analytical perspective to bear on problems that New Zealanders have been debating for decades and to provide the outline of a blueprint for change. (ibid.: 8)

4.3.2 Method

Crocombe's team, hereafter referred to as the 'primary research team', included Michael Enright, Tony Caughey, Terry O'Boyle and Bettina Schaer. Later that year, in June, the team was joined by Marie Shepherd and Scott Rockafellow. All wanted to contribute to long-term thinking in New Zealand in order to create high-level economic research and discussion of a similar standard to that being undertaken internationally (ibid.: 10).

The primary research team worked full-time on Upgrading New Zealand's Competitive Advantage for one year, which included several project phases. Additional input came from eight part-time contributors (ibid.: 10–11).

The majority of the project was funded by the Trade Development Board, which facilitated contributions from the Department of Scientific and Industrial Research, the Ministry of Agriculture and Fisheries, the Ministry of Commerce, the Ministry of External Relations and Trade, the Ministry of Forestry, the Reserve Bank and the Treasury (ibid.: 11). Crocombe also notes that:

> The financial support was supplemented with contributions from other organizations … Ernst and Young provided the project teams with office facilities for several months and computer equipment for the project's duration … The Department of Statistics provided the project's statistical requirements … Air New Zealand provided considerable support with domestic and international travel. (ibid.)

Phase one of the project entailed a study of current economic statistics in New Zealand to form an understanding of the strengths, weaknesses and patterns. This was followed by 20 industry case studies which searched for the competitive advantage in each, and then presented them to industry CEOs to critique. Over 400 senior executives participated in this second phase. In addition to the statistical analysis and industry case studies, several issues deemed relevant to the entire New Zealand economy were studied. These included research on companies' strategies, workforce issues, macro policies and economics, ownership structures and New Zealand's trade profile (M. Enright, personal communication, 4 December 2010). Next an audit of the country's institutional environment was conducted, in order to determine its influence on New Zealand industries and their economic performance. The final stage was to synthesise these initial phases and make sense of their findings, drawing on the team's extensive knowledge of other countries' economic climates gained through previous Harvard research. The process aimed to fill the information gap around understanding how New Zealand's current competitive position had been achieved and, in some cases, why it had weakened (Crocombe et al., 1991: 13).

4.3.3 Output

The project findings were published in *Upgrading New Zealand's Competitive Advantage* (Crocombe et al., 1991) authored by Graham Crocombe, Michael Enright and Michael E. Porter. The book concludes with 25 implications for New Zealand, followed by a project summary. The 25 implications are listed in Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives*, split into the three groups in which they appear in the book: 'Implications for company strategy'; 'Implications for industry associations', and 'Implications for government policy'. The first focuses on companies actively developing international success by seeking out competitive advantages; the second on industries identifying opportunities to improve the New Zealand context, especially in ways that would be difficult or less efficient for individual firms to achieve, and the third on the place of government in creating and sustaining national advantage.

Documents for the 20 industry case studies were also prepared, including assessments of industry competitiveness, comparisons with relevant competitors, and suggestions for individual firm strategies, collective action and policy initiatives. These were given to relevant industry groups and government who also received reports on the series of cross-cutting issues that were studied. Since these documents were not made publicly available they have not been included in this review. However, Enright notes that the subsidiary documents 'were at least as important as the summary book' (M. Enright, personal communication, 4 December 2010).

4.3.4 Outcome

As a result of the project, New Zealand's economic discussion moved beyond focusing on our economy in terms of exchange rates and commodity prices, into what a new economy would need: a different type of workforce; connections with Asian-Pacific economies, and business-university links; revised corporate strategies and organisational forms; the exploration of collective corporate action and development in terms of clusters rather than isolated firms, and the need to revise relations between business and government (M. Enright, personal communication, 4 December 2010).

Further, the Upgrading New Zealand's Competitive Advantage project resulted in the formation of a series of 'Joint Action Groups' (as well as other collaborative groups) within key industries, to help develop ways forward for each industry. One such group was formed during one of the project's workshops, highlighting its capacity to create links and networks that lasted beyond its completion. By introducing the concept of regional clustering to New Zealand, Upgrading New Zealand's Competitive Advantage prompted the formation of cluster initiatives around the country: 'geographic concentrations of interconnected companies, specialised suppliers, service providers, and associated institutions in a particular field that are present in a nation or region' (Harvard Business School, n.d.).

The book jacket records supportive comments from Jim Bolger (then Prime Minister), Douglas Myers (chairman of the NZ Business Roundtable), Mike Moore (leader of the Opposition) and Ken Douglas (president of the New Zealand Council of Trade Unions). As Enright noted during this review, 'my understanding is that this was one of the few times that people in these four positions agreed on anything' (M. Enright, personal communication, 4 December 2010). This outcome can perhaps be best understood in the context that the Upgrading New Zealand's Competitive Advantage project was one of the earliest attempts to apply tools from Porter's Competitive Advantage of Nations project to national competitiveness, as opposed to industry competitiveness.

Alternatively, economist Brian Easton commented that 'New Zealand's Porter Project spent about $1.5 million (of taxpayers' money) on a report which is largely a recycling of conventional wisdom and material published elsewhere' (Easton, 1991). This comment reflects criticism that the 'Porter Project' was too heavily microeconomic and lacking macroeconomic rigour and structure (Philpott, cited in Galt, 2000: 30). Enright's response to this was:

> … comments at the time that criticised the project for not being sufficiently macro-economically focused were justified, but mostly because there had been a good deal of macro-economic work done in New Zealand, there was no need to reinvent the wheel … (M. Enright, personal communication, 4 December 2010)

Personal reflection: Michael Enright, December 2010[4]

Initially, the 'Upgrading New Zealand's Competitive Advantage' project was to be carried out by a local university group using methodologies from Harvard. When the original budget was exhausted with little to show, I was asked to go to New Zealand to help remedy the situation, or pull the plug. In discussions with the New Zealand Trade Development Board, it was agreed to reset. Graham Crocombe assembled a new team and I took on a much more direct role in the research.

There were several striking features of the project. The frameworks used in the Competitive Advantage of Nations project previously to study industry competitiveness proved inadequate to study national competitiveness without substantial augmentation by those of us on the ground. The volunteer nature of the project was also striking. Graham and the New Zealand team worked for far less than they could have commanded otherwise and my own participation in the project was entirely pro bono.

The impacts were also striking. Managers who came into workshops asking for government subsidies left planning to work with universities on industry-relevant curricula. Managers who came in not knowing each other left having formed industry associations to promote common interests. Managers and officials who came in suspicious of each others' motives left having formed Joint Action Groups to foster industry-government collaboration. Before the project, the competitiveness debate in New Zealand focused on exchange rates and commodity prices. By its end, the debates also focused on firm strategies, ownership structures, workforce development, international linkages, and development of competitive clusters.

On my visits to New Zealand since the project it always strikes me how far New Zealand has come and it is gratifying to think that the project may have played some small part in that.

4 At the time of the project Michael Enright was a professor at Harvard Business School; he is currently [2011] Sun Hung Kai Professor at the University of Hong Kong, and a director of Enright, Scott & Associates.

4.4 20/20 Group, 1992–1994

Institution: New Zealand Futures Trust

Output: Five magazine articles (see Working Paper 2011/01)

Part of a New Zealand Futures Trust logo used from 1990 to 1997

4.4.1 Background

The 20/20 Group was set up in 1992 by the New Zealand Futures Trust (for more on the Trust see Section 5.3.2). The group's mandate was to envision the state of New Zealand in the year 2020, in order to develop a strategic vision for the country. Its role was also:

> To identify in broad terms the major developments and trends (both world and domestic) in political, economic, social and environmental directions, and events that will probably occur; and to describe the outcomes that will most likely prevail in New Zealand in the year 2020.
>
> To set out a vision of the social and economic organisation which a majority of the population would, on balance, regard as desirable in the year 2020. (NZ Futures Trust, 1994a: 4)

The name of the project relates to this vision of 2020 while also alluding to perfect '20/20' vision. The group aimed to ensure a broad spectrum of society was represented, in terms of both age and occupation. The background of participants included law, economics, policy analysis, education, diplomacy, energy, technology and the environment (ibid.). The group evolved from discussions at the Trust's AGM, where it was observed that '... although the state departments and agencies, businesses and others were developing plans for the future within their own sectors, there was no overarching picture to which they could relate them' (NZ Futures Trust, 1993: 4).

4.4.2 Method

In the earliest published statement of its process, entitled 'Strategic Vision for 2020 AD: Our children's future' (ibid.: 4–5), the team's 20 members set out their approach to thinking about New Zealand in the year 2020. The following is adapted from this statement:

1. **Agree on a set of principles to govern the project and justify the conclusion.**

   These principles were to underpin the group's work and guide the direction in which that work was to proceed. Initially five principles were published, but this was later narrowed down to two (see Section 4.4.3) (NZ Futures Trust, 1994b: 10).

2. **Identify likely constraints.**

   These consisted of significant international events which would present either constraints or opportunities for New Zealand in the future.

3. **Identify criteria or outcomes.**

   More specific than the principles, the criteria or outcomes were intended to relate to particular sectors and interests.

4. **Identify possible choices in the sectors covered.**

   This involved the identification of futures-orientated choices which New Zealand may have to make in relation to specific sectors. An important component of this fourth stage was a cross-impact analysis. In this analysis, particular events were assumed to have occurred, and an assessment was made of whether or not other events might consequently occur more or less.

5. **Wider discussion to expand on stages 1–4 and be focused in the following two areas.**

   a. Sector-specific discussion. An invitation to New Zealand Futures Trust groups to comment on the findings from the initial stages and consider them in relation to specific sectors.

   b. A Delphi Study to be conducted from a randomly selected sample of the New Zealand public. The Delphi method involves distributing a series of questionnaires to a preselected group with the purpose of acquiring individual responses to questions and enabling participants to refine their responses as work on a particular project progresses (Linstone & Turoff, 1975: 1–2).

6. **Public discussion.**

   The aim here was to encourage widespread input and to confirm that the criteria and critical events identified were acceptable to the New Zealand community. The group identified two mechanisms for achieving this discussion: (i) individual citizens who would attend and partake in 20/20 group meetings, and (ii) public seminars at which current findings would be presented then discussed in workshops to test for validity.

7. **Sector-specific input.**

   Following wider community involvement, the 20/20 Group aimed to apply criteria, constraints and choices to specific sectors in order to determine their impact.

8. **Identification of conflict between different sectors and interest groups.**

   The 20/20 Group envisaged from the outset that as stages 1–7 progressed, conflicts of interest would arise between different groups. This stage aimed to produce a stocktake of these conflicts.

9. **Publication.**

   The findings and articles produced over the course of the project were intended to be published in *Future Times*, the Futures Trust's quarterly journal.

10. **Relationship to other interests.**

    It was not possible at the outset to identify all areas and fellow projects that the 20/20 Group would relate to in the course of its work. However, this final stage was to link the project back to interrelated work in two areas:

    a. Other work by the Futures Trust;

    b. Māori, Polynesian and other ethnic group inputs. It was intended that discussions with these interest groups would be conducted over the course of the project to ensure it was not only representative of Pākehā. This was included as part of the tenth stage as the team was initially unsure how best to facilitate this involvement. However, it was emphasised that Māori and Pacific perspectives would be sought from the project's beginning.

4.4.3 Output

A key output of the 20/20 Group was the formulation of two principles that shaped its work programme and conclusions:

1. New Zealand as a nation, and a community should seek to ensure that all its peoples have the opportunity to ratify their reasonable and legitimate aspirations in different generations, ethnic and social groups and wherever they live in New Zealand.
2. New Zealand should be a good citizen of the world, should have regard to the interests and concerns of neighbouring countries and others, and should be an active participant in relevant international associations. (NZ Futures Trust, 1994b)

The group's work programme was published in 1994 in two separate editions of *Future Times*, at which time the group consisted of 14 members (NZ Futures Trust, 1994a, 1994b). The group identified 25 constraints and opportunities, and from this came 11 'events' which it proposed should be actively pursued and encouraged (NZ Futures Trust, 1994a: 4–8). These could be considered broad themes which the country could focus on in order to achieve the vision summarised in the two principles above, the themes being: wealth creation; world economic boom; free trade; new groupings of businesses and nations for trade purposes; movement and mobility of people where it creates better understanding; sharing of global values; understanding of cultural differences; avoidance of wide differences in wealth (among nations, individuals and groups); education; acquisition of skills, and empathy with the environment. For more detail on these see Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives*.

4.4.4 Outcome

The principles underlying the 20/20 Group are appealing and even admirable, but it is debatable whether or not they have been followed by all, or indeed any, of the three governments in office since their conception. Short papers by the group on the subjects of population, government, the media, the environment, energy, business and agriculture have informed and educated those interested through providing an insightful body of work.

Personal reflection: Dr Malcolm Menzies, member of the 20/20 Group, December 2010

The 2020 Group engaged in quite a comprehensive, systematic exercise but the group was not well connected so its work had very little impact. I remember well the many Saturday mornings spent in the Futures Trust's offices in Tinakori Road, being put through our paces by James Duncan. In the end most of the group's findings were unremarkable and the key drivers were probably being picked up by others but I think one that we identified, that was missed by others and has become a significant phenomenon 16 years later is 'movement of people'. To me this is an example of how futures exercises can pick up signals that others are not noticing. On the other hand we completely overlooked the countervailing trend to 'development of global shared values' represented by increased fundamentalism, even though the straws in the wind were there (e.g. the fatwa on Salman Rushdie in 1989). We weren't alone in missing that, although I suspect sections of the intelligence community probably saw what was developing.

4.5 The Foresight Project, 1998–1999

Institution: Ministry of Research, Science and Technology

Output: A report, *Blueprint for Change*, containing four goals and 14 outcomes (see Working Paper 2011/01)

The cover of *Blueprint for Change*

4.5.1 Background

The Foresight Project was conceptualised in mid-1997 and set up by the Ministry of Research, Science and Technology (MoRST). It evolved out of earlier science priority-setting exercises which were conducted in 1992 and 1994. The project was intended to link government investment in research, science and technology (RS&T) with New Zealand's transition to a knowledge society (MoRST, 1998: 5). The two broad goals of the Foresight Project, stated in *Building Tomorrow's Success: Guidelines for thinking beyond today* (ibid.), were to:

> Encourage an ongoing process of strategic thinking across diverse communities, as a basis for developing a coherent and forward-looking view of needs and opportunities for new knowledge and technological change.
>
> Using the insights gained, develop a new set of priorities for contracts within Government's investment in research, science and technology, to take effect in July 2000, in order to complement the diverse strategic intents of other investors.

4.5.2 Method

Four project phases were identified (ibid.: 7):

1. **Establishing a context for thinking about future knowledge needs.**
   Essentially information gathering conducted by the ministry.
2. **Sector strategies.**
   Industry groups were encouraged to think strategically about their position in the future, using the document *Building Tomorrow's Success* as a guide if needed.
3. **Government decision-making on new priorities, drawing on many sources of information.**
   These sources of information included policy analysis, the sector strategies, performance evaluation of previous government RS&T investment, and upcoming opportunities in science and technology.
4. **Implementing new priorities and investment processes.**
   A high-level statement of new government priorities in RS&T to be implemented from 2000/2001.

4.5.3 Output

The project delivered 140 sector-based strategies, produced by individual industries using *Building Tomorrow's Success* as a guide. These strategies were analysed and compiled by MoRST into *Blueprint for Change* (MoRST, 1999), a document generated to build on the Foresight Project and to establish a new framework for RS&T investment. *Blueprint for Change* identified four 'science envelope goals' and 14 target outcomes, described as follows:

> The science envelope goals provide overall direction for public investment in RS&T. They are designed to encourage stakeholders and purchase agents to seek more effective delivery of outcomes. (ibid.: 10)
>
> The target outcomes enrich the interpretation of the four science envelope goals. Each target outcome gives part of a vision of what New Zealand's future as a knowledge society could be like. (ibid.)

4.5.4 Outcome

It is difficult to quantify the impact of individual industry-based strategies and how they have influenced development, innovation and change within the industry. In 1999 *Future Times* published an article titled 'Opportunities for the New Zealand pork industry' (Milne, 1999: 3), in which the author documented the foresight strategy that the pork industry had formed. Milne then used this strategy to explore opportunities within the industry and comment on areas where it could make significant improvements to realise its 2010 vision (ibid.: 3–4). Futurist and long-standing co-editor of *Future Times* Yvonne Curtis viewed the strategy as a success for New Zealand's pork industry (Y. Curtis, personal communication, 19 July 2010).

However, political scientist Dr Amy Fletcher observed that, such was the level of funding that went into these strategies by the individual sectors, many stakeholders criticised the project heavily despite a positive evaluation from government (Fletcher, 2006: 1). Some key players argued that 'it had been a wasteful use of public funds that had accomplished little in terms of improving New Zealand's international R&D profile or competitive position' (ibid.). Our data collection failed to return the 140 sector-based strategies, which is likely due to the removal of the archived project documents from MoRST's website; Fletcher noted that the government 'downplayed' the project in response to the criticisms (ibid.: 3). However, she also observed that 'the essential tools of planning, scenarios, consultation, and iterative evaluation of priorities have re-emerged in [MoRST's work programme] Futurewatch' (ibid.).

Dr Malcolm Menzies, one of the many participants in the Foresight Project, later commented: 'The Foresight Project became discredited because its outcomes could not be converted into concrete strategies' (personal communication, 6 December 2010).

Personal reflection: Nick Marsh, Foresight Project team member, February 2011

The case for spending time and money on initiatives in future (foresight) thinking is based on the power of seeing where things are heading, and then backcasting to the implications for priority action today. The Foresight Project was based on the idea that each sector (Meat, Wool, Tourism, ICT etc.) needed to have a future strategic view in order to identify the business case for spending public money on research and development. Under the pre-1999 policy settings of the Public Good Science Fund sector spending was not subject to any strategic priorities. The Foresight Project was open system – it was a 'do it yourself process' – it stimulated sector leaders to create over 150 sector projects using a simple template.

There were two key goals and outcomes; firstly creating a more strategic Public Good R&D funding model – and carrying this thinking into the full Growth and Innovation framework across government – which also provided leadership to NZ Trade and Enterprise to create such supporting programmes as 'Better by Design'.

The second outcome was to catalyse strategic change in the sectors and key companies in each sector. The Foresight sub-projects created similar insights as in the previous Porter Project and the later Knowledge Wave initiatives – and many more since then. However, why were the insights not translated into commercial and export success? Why did NZ raise our position in OECD rankings reflects a stubborn reluctance to cross the divide between the Commodity Industry model (timber, meat, dairy, oil etc.) and the High Value Industry Model (ICT, Fashion, Industrial innovation, Consumer appliances). Commodity industries are reactive, dependent on commodity price cycles – the value paradigm is built on economies of scale, and reducing costs. Innovation is largely limited to those goals and thus looking backwards into the past seems far more relevant to business leaders than trying to find direction from the future. Perhaps this is why NZ is the only small country (e.g. Sweden, Denmark etc.) in the OECD over the past 20 years to fail to use future thinking to break out of the commodity paradigm – and create an innovative and competitive economy.

4.6 Bright Future: 5 Steps Ahead, 1998–1999

Institution: Ministry of Commerce

Output: *Bright Future: 5 steps ahead* (see Working Paper 2011/01)

The cover of *Bright Future: 5 Steps Ahead*

4.6.1 Background

In August 1999, three months before the election of the Labour–Alliance coalition government, the Shipley-led National government released a package of policies aimed at creating a future based on 'knowledge and ideas'. This concept, however, had been in the pipeline for at least a year prior to its release. In the overview to *Bright Future: 5 steps ahead* (Ministry of Commerce, 1999), Max Bradford, the Minister for Enterprise and Commerce, and the Minister for Tertiary Education, reflected the government's desire to position New Zealand for the knowledge-based economy when he stated:

> … we are going through a revolution in information and communications technology … Competition has increased dramatically and we have to lift our game, now.
>
> We are part of the knowledge age. We must continue to generate ideas and create value from those ideas. We must nurture our people so we all have the skills to live and work in the knowledge era. (ibid.: 6)

Bradford described New Zealand as having the 'basics right' and an economy that was in 'good shape', as well as an open and internationally competitive economy, low inflation and taxes, a flexible labour market and a 'can-do attitude' (ibid.: 7). The government planned to leverage these attributes by creating a set of policy initiatives that would provide the framework for a knowledge-based economy. This was viewed by some, such as Auckland University of Technology academic Sharon Harvey, as 'the government's answer to accusations of a lack of government leadership and direction in New Zealand's knowledge and economic policy' future (Harvey, 2003: 5). However, it was significant in that it represented an attempt on the part of the government to focus strategically on the country's long-term future.

The initiative was designed to recognise the government and encourage government departments to work together on the development of future-focused policies rather than taking the standard 'silo' approach where each department operated independently of the others. As well as this, the *Bright Future* strategy was to integrate key opinion leaders in the wider community into the government's policy development processes, which had not been a strong feature of successive governments to date. The focus was on wide consultation to discover what New Zealanders thought about the country's future, what they considered to be necessary components of a future-focused strategy, and only then to formulate and develop policy for consideration.

Predating the Knowledge Wave (see Section 4.8) *Bright Future* reflected the growing awareness of what a knowledge-based economy could mean for the country in terms of the potential both to increase the value of existing assets and to create value through new products, services and technologies (Ministry of Commerce, 1999: 12).

4.6.2 Method

In 1998, the government established the Enterprise and Innovation team, made up of ministers who set out to create a blueprint for developing a knowledge-based economy. A public consultation programme was carried out which saw more than 2000 people from a variety of relevant sectors providing input into a five-step plan. The team convened 25 forums throughout New Zealand, where leaders in the business, education and research sectors were invited to share ideas and test government thinking on relevant issues. Ideas, themes and messages were fed back to the government to be incorporated into its *Bright Future* report.

In February 1999 the five steps to achieving the goal of a knowledge economy were announced. These were:

1. lifting our skills and our intellectual knowledge base
2. better focusing the Government's efforts in research and development
3. improving access to capital
4. getting rid of the red tape stifling innovation
5. promoting success, and supporting creative and innovative New Zealanders.
   (Ministry of Commerce, 1999: 7)

4.6.3 Output

The main output of the team's work was the report *Bright Future: 5 steps ahead*, which comprises five sections, relating to education, generating ideas, funding, innovation and success. Each section contains goals, feedback from the public forums, an outline for the way forward, details of progress to date, and the next steps to take in achieving the stated goals.

The conclusions reached in each section are summarised in the document as follows:

1. **Learning to excel (education)**

   New Zealand must organise itself for lifelong learning. Fundamental to this is a quality education system which encourages excellence and equips all students to participate in New Zealand society and the world of work. We need to foster positive attitudes towards technology and entrepreneurship from an early age. Strong links between education, research and enterprise are key to developing the kind of people we need to make us internationally competitive. (Ministry of Commerce, 1999: 14)

2. **Generating good ideas**

   Knowledge and expertise will form the foundation for innovation in the years ahead. Government will continue to play its role in funding research and development, and will also assist in commercialising our best ideas. It's also imperative that private firms place a much greater emphasis on research and development. New Zealand needs to improve the flow of specialist information and people so we can take advantage of the best and brightest ideas here and abroad. (ibid.: 26)

3. **Funding bright ideas**

   In a knowledge economy wealth comes from enterprising ideas. New Zealanders should be prepared to invest in innovative people. We need to develop greater expertise to assess and action good ideas and attract a lot more local and international investors. New Zealand now has a robust financial sector which is attractive to investors, but to further develop our venture capital market we must challenge our traditional notions of risk and security. (ibid.: 36)

4. **Freedom to innovate**

   The Government will work more closely with business and other interest groups to understand the impact of its policies. There is room for improvement in the way we design and implement the law. We will spend more time identifying the issues that affect business and properly inform enterprise and individuals about their responsibilities. We want a system that leaves people free to focus on new ideas rather than government regulation. (ibid.: 46)

5. **Spirit of success**

   New Zealand needs to do more to encourage individuals and groups to strive for excellence. We want to recognise and reward top achievers and foster more positive attitudes towards risk-taking and the possibility of failure. As a nation, we must build a culture that values success and supports and retains talented people. (ibid.: 56)

4.6.4 Outcome

The 1999 election resulted in the National government being replaced by the Labour–Alliance coalition. It is therefore hard to measure the impact of this work on the direction of government policy in terms of education and funding around innovation. The Catching the Knowledge Wave Project, which was heavily endorsed by Prime Minister Helen Clark (Knowledge Wave Project, 2001), certainly contained echoes of the *Bright Future* report, however it is not known what, if any, influence it actually had. The Knowledge Wave Project is covered in more detail in Section 4.8, but its aims were centred on returning New Zealand to the top half of the OECD performance tables and improving social, economic and innovation performance. The *Bright Future* initiative provides an example of the vulnerability of such projects to the fortunes of the governing party in which they reside. A cross-party initiative located in the central government framework, such as attempted in the late 1970s with the establishment of the Commission for the Future, could provide greater opportunity for continuity and successful outcomes for futures initiatives. (See Section 5 for further discussion of the government's role in futures work.)

Personal reflection: Hon. Max Bradford, December 2010

The Bright Future initiative was a sharp break with past policy development approaches in government. First, the way in which the comprehensive policy package was developed involved a major 'listening' process through the 5 Steps Ahead Forums throughout the country, where Ministers and senior officials plumbed the community for ideas and concerns. This was drastically different from the preceding top-down process where government consulted over policy they had already developed. Bright Future policies were developed only after the real concerns and ideas had been heard through the 25 Forums.

Secondly, the Prime Minister, Jenny Shipley, had reorganised the way in which Ministers and officials were to be organised in the development of policy. The approach was to work in Ministerial Teams, where the focus of policy was to be inter-disciplinary, rather than the traditional silo approach where departments and ministers worked up policy in isolation from other departments. It was only out of this reorganisation that integrated and internally consistent policies could be prepared after the Forum outcomes were known, policies developed, and government budgets reorganised to achieve the outcomes of the Bright Future policy initiatives.

In my view this approach, together with the outcomes of the Bright Future process, is the only way to get a genuine and sustainable focus in government policy towards the future. In government, there is terrible pressure to focus primarily on today's problems, and lose sight of what needs to be done to anticipate severe problems (e.g. from an ageing population) or to develop economic, environmental and social initiatives which have real potential for meeting the country's future needs and potential (e.g. moving away from an economy increasingly hostage to reliance on dairying to one where it is much more diversified).

That the Labour Government elected in 1999 dispensed with the approaches of, and many of the policies introduced in, Bright Future was an opportunity lost for future-focused policies in New Zealand.

4.7 (e)-vision Centre for Communication, Art & Technology, 1998–2004

Institution: (e)-vision Centre for Communication, Art and Technology

Output: 7x7 Ideas Forum; First to Awaken, First to Think? symposium; community education and forums; The World Summit Awards (ongoing) (see Working Paper 2011/01)

(e)-visions Centre for Communication, Art & Technology, website banner

4.7.1 Background

Interested in brokering 'ideas and relationships in high technology businesses and in the wider community', Jan Bieringa was one of a small group who formed the (e)-vision Centre for Communication, Art and Technology in 1998 ((e)-vision, 1998). (e)-vision showcased and provided access to new media technologies in order to promote the development of knowledge and skills relating to their use. It also sought to integrate and facilitate the inclusion of the creative sector alongside the technology sector to 'enlarge the conversation' (J. Bieringa, personal communication, 14 September 2010). The organisation took inspiration from activity across the Tasman, where Prime Minister Paul Keating was advocating for, and centrally funding, media centres that encouraged interaction between these areas.

Central to (e)-vision was the belief:

> That digital literacy is essential to communicate the identity of New Zealand and that the arts also encourage communications proficiency in the digital age … [T]he future of New Zealand's wealth lies in the ability to create diverse forms of work, and to this end, it is essential to support creative practice in digital media. ((e)-vision, 1998)

A not-for-profit trust, the organisation was run by a small board comprised of entrepreneurially minded information-technology professionals, who brought their expertise to the task of 'joining the dots' between the science, technology and cultural sectors (J. Bieringa, personal communication, 14 September 2010). These areas were 'intersecting as never before' and (e)-vision sought to encourage the flow of ideas and information between them for the benefit of New Zealand ((e)-vision, 1998).

4.7.2 Method

The (e)-vision board accessed its network of individuals in the arts, business and science fields to provide expertise in running numerous events including new media skills classes and seminars, an interactive breakfast series, digital storytelling workshops, and community forums to introduce new technologies. Two events of particular note were the 7x7 Ideas Forum, which initially ran for four years, and the First to Awaken, First to Think? symposium, held in 2002. These are discussed further in the following section. Bieringa described the work of (e)-vision as being undertaken in 'strands' (J. Bieringa, personal communication, 14 September 2010). The organisation was without secure long-term funding, which necessitated partnerships with external organisations.

(e)-vision offered a dedicated physical space that organisations could use to provide specific training workshops, launch websites, hold video-conferences, make presentations and demonstrate new products and services. It hosted a wide range of organisations, including UNESCO, the 2020 Communications Trust, the Ministry of Education, Wellington's Creative Content Cluster, regional health authorities, primary and secondary schools and tertiary organisations, various software developers, Te Puni Kōkiri, the Direct Marketing Association, Te Taura Whiri i te Reo Māori – the Māori Language Commission, and the FringeNZ Festival.

4.7.3 Output

The work of the (e)-vision group can be summarised in the form of eight outputs.

1. **7x7 Ideas Forum (based on the well-known TED conference)[5]**

   7x7 was a series of ideas forums and networking evenings where seven speakers each had seven minutes to present an insight into their work and their vision for New Zealand. It ran quarterly in this vein for four years. The work of (e)-vision was carried on in the reprised forums of 2006 and 2008 by Bieringa herself, in partnership with SweenyVesty and the Wellington City Council. These events were very popular and frequently booked out in advance.[6]

5 Technology, Entertainment, Design (TED) is a small not-for-profit organisation devoted to spreading good ideas. The organisation is renowned for its TED conferences, which aim to bring the world's most fascinating thinkers and doers together.

6 The 2006 forum was instigated by the Wellington City Council, with four events taking place around the theme of 'Winning the World from Wellington'. Over 150 speakers participated. In 2008, the forum returned for another season of five events aimed at engaging and stimulating thought, with speakers '[taking] a straight-talking approach to New Zealand's opportunities for the future … We thought it was important and timely to ask leading thinkers, entrepreneurs, executives and policy makers for their big picture and inspiration on issues facing New Zealand in 2008 and beyond – with an emphasis on economic transformation' (7x7 Ideas Forum, 2008a).

2. The Interactive Games Forum

The Interactive Games Forum was a series of four seminars that explored the interactive games industry in New Zealand. Several speakers spoke at each session, addressing a range of interests relating to the country's gaming industry.

3. First to Awaken, First to Think?

In March 2002, (e)-vision convened a symposium designed to bring targeted industry, business, cultural and scientific participants together to engage, foster thought and debate, and deliver solutions to questions posed by new communication and intellectual property issues ((e)-vision, 2002). Working group members included specialists in communications strategy and intellectual property, and chief executives who shared the organisation's vision. Fifty delegates from various backgrounds, including social and cultural commentators, entrepreneurs, artists, business people, analysts and academics, met over two days and were supported by the sponsorship of the Royal Society of New Zealand and seed funding from Smart Wellington. One commentator observed, 'The boundaries were collapsed ... between speakers and audience, resulting in a think-tank approach rather than the one-way traffic of a conference' (Speedy, 2003).

4. New media skills classes in design, management and communication

Classes were held at (e)-vision and tailored to meet a variety of needs concerning new media technologies, from professionals needing to upskill and diversify through to community groups beginning to utilise new technologies.

5. The (e)-vision interactive breakfast series

Each month at (e)-vision a New Zealand visionary presented their views at an early morning breakfast seminar. The aim was to provide a monthly forum to discuss the social and cultural impacts of new technologies for New Zealand in the 21st century. Speakers were invited to address pertinent issues facing their sector, and open up ideas for debate and discussion with members of the academic, business and technology communities.

6. Pilot e-Business Technologies course for small to medium Māori enterprises

(e)-vision produced this course in partnership with Tu Strategies, and received support for it from Te Puni Kōkiri. Small to medium-sized Māori businesses that needed to better integrate new technology into their business practices were offered a 10-session course which covered topics such as choosing the most appropriate and beneficial software, and writing strategic business plans.

7. Digital Storytelling schools

The Digital Storytelling workshops introduced storytelling methodology (point of view, emotional content, dramatic action) into a dialogue about new media content. Participants mined their personal archives and created three-minute stories about their lives.

8. Seminars and community forums on working with new media

(e)-vision tailored one- and two-day seminars on new media and working with new media partners for a variety of organisations. Forums and events were provided specifically for community groups, where they could share information and be introduced to new and relevant technologies. Bieringa noted that these events provided the basis of a Pacific network for ongoing projects at (e)-vision, and they remain for her some of the organisation's most significant events ((e)-vision, 1998).

4.7.4 Outcome

The (e)-vision Centre for Art, Communication and Technology was in existence for seven years. By 2003, the trust recognised the limitations that operating with no long-term, guaranteed funding imposed on its work. Paid membership of the organisation was considered as a means of providing funding, but the time and resources required to service this meant it was not a viable option. The organisation dissolved in 2004, although the 7x7 Ideas Forum series continued through Bieringa's partnership with Sweeny Vesty and support from Wellington City Council and private companies.

Personal reflection: Jan Bieringa, one of (e)-vision's founders, February 2011

I very much value being part of the team that has developed 'StrategyNZ: Mapping our Future'. The truth is so much amazing work and thinking has gone on in Aotearoa – this document testifies to that fact. The sad truth however is that every event or strategy has thought it was charting new and unique territory often like passing ships in the night. This is the first time that there has been a gathering and analysing of much of that knowledge with the endeavour to garner the best from these past initiatives. The opportunity, for the first time, to 'join the dots' is fantastic and will underpin a brave and important event at the end of March.

4.8 Catching the Knowledge Wave Project, 2001

Institution: University of Auckland and New Zealand government

Output: 44 recommendations (see Working Paper 2011/01)

***Future Times*, no. 3, 2001, cover art**

4.8.1 Background

The Catching the Knowledge Wave project was seen as an opportunity to explore the direction in which New Zealand was heading. In a speech to the University of Auckland's Distinguished Alumni Awards dinner at Old Government House in Auckland, then Prime Minister Helen Clark stated:

> It is a chance to look with fresh eyes at the kind of society we want to create in a world where knowledge is replacing the old sources of wealth and power as the driving force in the world's most successful societies … Most New Zealanders yearn for a nation which is confident, progressive, more prosperous, tolerant, and which cares for its people … They seek a society capable of sustaining its First World status with well-educated, innovative citizens who choose to stay in New Zealand because it is the best possible place to be. (Clark, cited in NZ Govt, 2001)

The project resulted from the realisation that New Zealand's economic performance was inadequate and unlikely to sustain New Zealanders in their current quality of life, quality of public services and level of social cohesion into the future (Catching the Knowledge Wave, n.d.: 1). The project aimed to explore innovative ways of creating and encouraging economic prosperity, discuss transition to a knowledge society, develop initiatives for change and build support through national networks (ibid.). While the Knowledge Wave conference was initially represented as the culmination of this project, it led to a new initiative known as the Knowledge Wave Leadership Forum (see Section 4.10).

4.8.2 Method

The Knowledge Wave conference was co-chaired by Prime Minister Helen Clark and Dr John Hood, Vice-Chancellor of the University of Auckland. The conference was held in Auckland over three days in August 2001, with 450 participants in attendance. Thirty-seven national and international speakers addressed the attendees, with the intention of inspiring the conference's workshop sessions. A key component of these addresses was the presentation of international perspectives, outlining other countries' successes in encouraging economic growth. Close to two million dollars was spent funding the conference (Horwath Porter Wigglesworth Chartered Accountants, 2001), the majority of which was contributed by the private sector (Dr John Hood, personal communication, December 2010).

Participants were divided into working parties and workshop sessions were held in order to build on the content and ideas from the opening presentations and to identify strategies for New Zealand's transition into a competitive knowledge society (Catching the Knowledge Wave, n.d.: 2). Participants worked in five theme areas:

1. Innovation and creativity;
2. Entrepreneurship;
3. People and capability;
4. Sustainable economic strategies; and
5. Social dynamism and knowledge opportunities (ibid.).

4.8.3 Output

The 450 participants delivered 44 recommendations in the five theme areas listed above. Each recommendation was split into an objective, an action and a rationale (see Working Paper 2011/01). A follow-up document (Catching the Knowledge Wave, n.d.: 3) listed the achievements for the project as a whole:

- A diaspora network is being established by Stephen Tindall and David Teece to provide a database of New Zealanders in knowledge industries in Northern California. This network will provide links back to New Zealand companies and keep talented expatriates abreast of developments in New Zealand.
- The recommendation to develop a Social Venture Capital fund is under active investigation.
- The conference has given fresh impetus to strategies to 'Brand New Zealand' initiatives.
- A proposal for a television series to celebrate the nation's entrepreneurs is in development.
- The $100m NZ Venture Investment Fund has been launched.
- The introduction of the New Zealand Herald/Business in the Community section in the Business Herald, with articles and a related mentoring service.
- A wide range of support programmes for schools is under development, including the 'principals' toolkit', mentoring and leadership programmes.

4.8.4 Outcome

Work undertaken in the future-thinking arena is vulnerable to negative comment from observers who bring their own perspectives, backgrounds and biases. A primary concern expressed during the conference was the under-representation of certain groups. An article in the *New Zealand Herald* noted scepticism prior to the conference:

> Sceptics, however, suspect it will be little more than a gathering of back-slapping pointy heads indulging in a mammoth talk-fest. So who's right? And what's in it for the 3,344,450 – as of March 31 – of us who won't be sitting in the conference room? … The challenge for the Government was selling this core message, not to business, but to its own and other political ranks, and the wider community. (Read, 2001)

As for disproportionate representation, the New Zealand Council of Trade Unions (NZCTU) commented:

> Our concerns about the Knowledge Wave Conference included criticism of the tendency to focus on a more elite, highly educated group with specialist skills, rather than on skill development at every level. (NZCTU, 2001)

These sentiments about specialist skills and an inability to combine them and reach something of broad public value were affirmed by economist Gareth Morgan:

> Certainly the list of preferred policy actions that the conference organisers came up with at the conclusion of the conference was little if not forgetful. It of course reflects a consensus amongst sector specialists who have little overlap of expertise. Soup was the result. (Morgan, 2001)

The *New Zealand Herald* reported the results of a UMR Insight poll taken after the 2001 conference, and noted:

> … many New Zealanders exhibited basic contentment over the country's position and direction. The poll found:
>
> * There was little resistance to arguments that New Zealand's economic position was deteriorating;
>
> * The Knowledge Wave conference was seen as a beneficial tweak rather than a necessary transformation of the economy;
>
> * Comments about the need for economic growth to deliver social prosperity were not contested – but also not offered unprompted. (O'Sullivan, n.d.)

Sean Devine, a research fellow at Victoria University, asserted in the *New Zealand Science Review*:

> The Foresight Process and the Knowledge Wave conference were less about identifying specific actions but were more about developing societal discussion about directions and opportunities. However, less than 5% of the attendees at the first Knowledge Wave Conference could be considered entrepreneurs. Unless the voice of the emerging economy is more prominent, future conferences are in danger of becoming talkfests. (Devine, 2003: 72)

Despite these comments, such was the enthusiasm generated by the conference that rather than it being the culmination of the Catching the Knowledge Wave project as had been intended, the Knowledge Wave Trust was established to build on the momentum gathered and:

> … keep the spirit and energy of the Knowledge Wave alive by acting as a catalyst to promote existing and new initiatives, stimulate public discussions and benchmark New Zealand's progress on economic, social and environmental fronts. (Knowledge Wave Trust, 2002)

The trust went on to coordinate a follow-up conference in 2003 called the Knowledge Wave Leadership Forum (see Section 4.10).

Other achievements recorded directly after the conference, as noted above, are still in existence, such as Stephen Tindall and David Teece's diaspora network Kea. Kea aims to connect New Zealanders and form a global network of people who are taking an active interest in our country. It is based on the premise that we should be celebrating and benefiting from opportunities inherent in the large number of expatriate New Zealanders living around the world. Kea has headquarters in Auckland and offices in Sydney, Shanghai, London and New York (Kea, 2010). Similarly, the New Zealand Venture Investment Fund is still in existence, and invests in young New Zealand companies that exhibit high growth potential (NZVIF, 2010).

Personal reflection

See Bridget Liddell's and Dr Hood's reflections in Section 4.10.4.

4.9 Household Vision Survey, 2001–2002

Institution: New Zealand Post; analysis by the New Zealand Futures Trust and Victoria University

Output: 16 themed visions (see Working Paper 2011/01)

One of the submissions to the Household Vision Survey, 2001–2002

4.9.1 Background

In 2001, New Zealand Post invited all New Zealanders to submit visions for the country's future in a competition conducted as part of a marketing campaign heralding the introduction of Kiwibank. Visions for the future of the country were required to be in the form of a drawing or prose of 50 words or less. NZ Post administered the survey through a nationwide mail-drop of entry forms, and 10,000 entries were received which were then judged and prizes awarded. In 2002 the independent New Zealand Futures Trust signed a contract to analyse these visions (NZ Futures Trust, 2002: 4). The trust considered the collection of responses to be highly valuable for analysis as entries documented New Zealanders' hopes and ideals for the future. Of the 10,000 responses received, around 7800 were able to be analysed (Y. Curtis, personal communication, August 2010). In its summary report the trust stated: 'It is NZ Post's wish as a forward thinking company that these future visions should be shared with all New Zealanders in the hope that it may inspire them to think what kind of country they wish it to be' (NZ Futures Trust, 2002: 1).

4.9.2 Method

The New Zealand Futures Trust received input from the School of Social and Cultural Studies at Victoria University in its analysis of the competition entries. With the help of Dr Annette Beasley, Diane Campbell-Hunt and her postgraduate course, it then formed a framework for analysing the qualitative data (ibid.: 6). It was decided that the initial content framework was too complex for successful futures-thinking analysis, so instead broad futures themes, as seen across a wide scope of the responses, were identified; 1800 entries were analysed at random to generate a list of 16 themes. The 16 themed visions were produced with typical words and ideas that were recurrent to help communicate the essence of each theme (ibid.: 6–8).

All entries were then grouped according to the 16 themes, and if a vision related to more than one of the themes it was entered multiple times so as not to compromise the ideas of the respondent. This categorisation was completed by a team of six. Where there was disagreement or uncertainty the response was discussed to arrive at a common theme, and those that were too far removed from the framework were set aside for further analysis (ibid.: 8).

As part of its analysis the New Zealand Futures Trust sorted through the responses, categorising them by region, age and gender. Analysis included studying patterns of visioning and exploring differences across regions and age groups. Diverse methods were used to communicate the visions, including writings, poems, drawings and other visual images, and these were all categorised if their meaning clearly aligned with one or more of the 16 identified themes. Findings were then presented in the report *Visions for*

the Future: What New Zealanders want – A futures analysis of a NZ Post competition, published in August 2002 (NZ Futures Trust, 2002). Dr Malcolm Menzies noted that one limitation of the analysis was the possibility of the sample being biased because 'the people who responded were also responding to questions about setting up a NZ-owned bank and more likely to come from one part of the political spectrum' (M. Menzies, personal communication, 6 December 2010).

4.9.3 Output

The primary output from the project was the publication *Visions for the Future: What New Zealanders want*. The report identified 16 themed visions, some of which showed strong regional, age and gender distribution biases. For example, 'Future Theme 6: "Diversity"' resonated more with those living in the Gisborne and Waikato regions (NZ Futures Trust, 2002: 25). Of the 16, the four most frequently mentioned themes were:

1. Maintaining and enhancing the natural environment ('Clean-green')
2. Becoming a safer and healthier society
3. Issues of equity and equal opportunity
4. Creating a co-operative and caring community (ibid.: 54).

4.9.4 Outcome

The body of research produced by the Household Vision Survey provided an insight into visions of the future that appealed to a large number of New Zealanders. It documented the attitudes of a large sample of diverse New Zealanders, at a particular point in time, about what they wanted for their country's future.

Personal reflection, Robin Gunston, former Chair, New Zealand Futures Trust, December 2010

Analysis of such a rich plethora of words and pictures from people of all ages, locales, ethnicities and social backgrounds was too good an opportunity to miss. I remember my initial discussions with NZ Post when they were surprised that any foresight could be derived from something that for them was purely a marketing campaign. Fortunately we were there at the right time before they were to be thrown away! I have a vivid recollection of Diane [Campbell-Hunt] and I, with our families, sorting out these hundreds of cards into categories with them strewn across the lounge floor and wondering if it would all make sense at the end of the day! What was striking was how incredibly representative of the cross section of Kiwi society we had managed to capture. In 40 years' time it will be good for another futurist to see how many of these visions have become reality.

Pictures are a valid way of capturing visions and in many ways are more complete as so much more can be taken from them – there is an emotional quality that is often missing from our more functional approaches as futurists. After all when one sees the Da Vinci mechanical drawings and the models derived from these one has a much deeper impression of how much a futurist he was!

The combination of social science classifications with the far-seeing aspects we have as practising futurists is a lesson learned that as much as possible we need to seek complementary skills and not think we have all the answers ourselves when we embark on such studies.

4.10 Knowledge Wave Leadership Forum, 2003

Institution: The Knowledge Wave Leadership Trust and the University of Auckland

Output: 110 opportunities (see Working Paper 2011/01)

4.10.1 Background

The Knowledge Wave Leadership Forum was a suggested output of the Catching the Knowledge Wave Conference held in 2001 (see Section 4.8). It was set up as an opportunity based on the following premise:

> What if New Zealand's existing and emerging leaders could become part of a national network? What if there was a way to bring their knowledge, experience and a fresh set of perspectives to bear on questions of national importance and opportunities for our nation? … The Forum will be a way for such people to broaden and deepen their understanding of national issues, develop stronger networks with others around the country, and be able to engage on national initiatives. (Knowledge Wave Trust, 2003a)

The forum was designed to facilitate conversations about, and awareness of, national issues, and to encourage greater engagement on national initiatives through the development of stronger networks.

4.10.2 Method

The Leadership Forum was held over three days in February 2003. One hundred young and emerging leaders were selected to participate alongside around 350 leaders from business, the community and government. Fifty of the young delegates were chosen by the Knowledge Wave Trust and a further 50 were selected from 600 young people nominated nationwide through community consultation (ibid.). The young leaders were all in the 17–35 age bracket and had achieved and exhibited leadership in a variety of backgrounds or disciplines.

These young delegates attended a pre-forum event at which a number of renowned speakers addressed the group on topics relating to growth, community, knowledge and leadership – the four primary concerns of the conference. The participants were also given a series of background discussion papers, all of which were available online at the time of this research (Knowledge Wave Trust, 2003c).[7] In addition, public input was sought through an invitation to email ideas during the three days of the forum.

During the forum, participants were addressed by a number of local and international speakers, with the aim of inspiring dialogue for the discussion groups and facilitating the building of networks. In the discussion groups the delegates generated a series of opportunities, ideas and actions, categorised according to three of the key themes of the forum: growth, community and knowledge (Knowledge Wave Trust, 2003b).

4.10.3 Output

From the discussion groups, delegates put forward 110 opportunities, 205 ideas and 204 actions (see Working Paper 2011/01). A range of information relating to the forum was available on the initiative's website at the time of this research, including discussion papers, the programme, speakers' profiles, speeches and the delegates' ideas and actions, along with the option of ordering a video recorded during the event (Knowledge Wave Trust, 2003d).

4.10.4 Outcome

The Knowledge Wave Leadership Forum engaged a selection of New Zealand's leaders by challenging them to articulate and actively pursue actions for the betterment of the country's future. The forum provided an environment in which connections could be made between participants who shared a vision for, and end goal of, a better future for New Zealand. In this way, the forum had the potential to unite players who were able to change the path we were heading down.

Future-thinking initiatives generate wide debate, which can leave them vulnerable to public criticism, as evidenced in the comments below. *The New Zealand Herald*'s assistant editor Fran O'Sullivan criticised the

7 Between the research being undertaken and this report being published these websites were removed from the internet. Although these links no longer work, we have kept them in our reference list on page 109 for reference purposes.

conference's lack of tangible outputs and cohesion between public and private sector perspectives:

> The trouble was that after three days of intense dialogue and critique that produced a wish-list of bold transformative policies, the most Prime Minister Helen Clark would come up with was an anodyne statement that it merely confirmed what she was already doing. (O'Sullivan, 2003)

A tangible outcome of the Knowledge Wave conferences was the New Zealand Institute.

> The idea for the New Zealand Institute came from the Knowledge Wave conferences in 2001 and 2003. Dr Skilling, a Treasury official with a PhD in public policy from Harvard, spoke at the second conference and became involved in talks about how to convert the enthusiasm generated at the conferences into something more permanent. (*Dominion Post*, 2008)

Personal reflection: Bridget Liddell, former Director of the Knowledge Wave Trust, December 2010

The Knowledge Wave conferences were entirely about creating a deeper level of understanding within the community in New Zealand as to what a knowledge-led economy might look like and what policies might be necessary to facilitate its development. Conversations I had at that time with politicians and civil servants all focused on the need for bringing leading global thinkers to New Zealand, to assist in expanding horizons and demonstrating the range of possibilities which our small country could pursue, thereby creating a more fertile ground for policy innovation at home.

To achieve a genuine debate and dialogue, the organisers deliberately invited a diverse range of global leaders, covering different parts of the political spectrum. An example is the contrast between the economic views presented by Dr Don Brash and Dr Robert Wade.

Similarly, the attendees were carefully selected to represent, as far as possible, every sector of the New Zealand civil society and the entire conference was broadcast nationwide, in unedited form. One clear example of the creation of dialogue (and subsequent action) is in the area of innovation and commercialisation.

The gap between New Zealand's structure and global best practice at that time was most clearly apparent when the Hon. Peter Hodgson led a ministerial visit to Israel, which I participated in, representing the University of Auckland. Israel at that time was a global leader in innovation and commercialisation of businesses, with a very close relationship between their great universities and the business community at the heart of its highly successful formula. Israel remains today the recognised leader in generation of wealth from their knowledge base.

At the time within New Zealand, there was very little understanding of the range of policies that other countries were using to build their knowledge economies. There were no incubators in New Zealand, no publicly funded early stage funding programmes, a small and weak venture capital industry, few early-stage business awards or recognition programmes and very little in the nature of public support for business growth. At that time the Government was just commencing the inauguration of its economic development agency (Industry New Zealand, subsequently NZ Trade and Enterprise).

There was however a clear interest and need for support for innovation and entrepreneurship – a private sector-led nationwide business planning competition, The Great New Zealand Business Venture, had been completed in December 2000, with 3000 entrants, far more than had been achieved in comparable countries from similar programmes.

The Knowledge Wave conferences contributed materially to changing the national conversation, with the result ten years later that there is a wide range of highly active public and private sector initiatives focused on supporting new companies. Nine years later, the importance of new business growth to New Zealand's economic future is now widely acknowledged. The catalytic effects of the two conferences on the national culture and mindset, especially in this area, have been far-reaching, in my view.

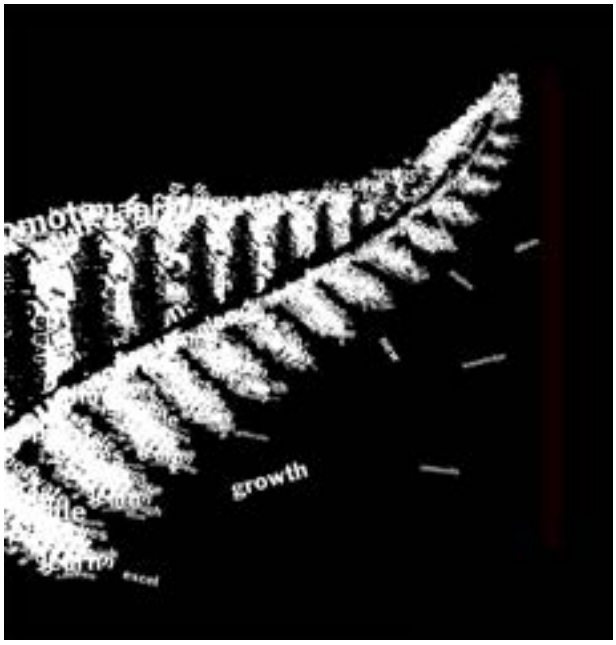
Personal reflection: Dr John Hood, former Vice-Chancellor, the University of Auckland, December 2010

For the 1999 election Labour campaigned on a theme of a 'Knowledge Society', National on a theme of a 'Knowledge Economy'. Neither was very explicit about what the terminology might mean, and their policies were in consequence rather opaque. During the first year of the ensuing Labour government relations with the business community, in particular, became strained. I was approached and asked to chair a 'reconciliation meeting' between the Prime Minister and members of her cabinet, and business leaders. That meeting was held during an afternoon and evening at the offices of an Auckland law firm. At its conclusion I suggested to the Prime Minister the idea that a 'public' conference to explore the idea of 'knowledge society', co-chaired, might be worthwhile. She undertook to think about it, and subsequently agreed. The idea was not to produce policy – that is the realm of politicians and their civil servants. Rather, it was to provide a much better context for New Zealanders to understand what might be meant by those terms/ideas, in particular as applied in other countries, and to reflect on their implications for New Zealand. It was about raising consciousness so subsequent societal debate would be better informed. That is why it was deemed important to broadcast (via TV) the conference, and also to involve as broad a base of New Zealanders as possible among the 500 invitees. It is also why the eclectic collection of comments you include [see Section 4.8.4, Outcome], some reflexive, some motivated by ideological or individual bias, are of marginal relevance, and certainly fall well short of describing the 'outcome'.

4.11 The New Zealand Institute, 2004–ongoing

Institution: The New Zealand Institute

Output: Six study projects – The New Zealand economy; New Zealand's global engagement; The weightless economy; Innovation ecosystem; The economics of climate change, and Creating an ownership society in New Zealand (see Working Paper 2011/01)



New Zealand Institute logo

4.11.1 Background

The New Zealand Institute was a separate initiative born out of discussions at the Knowledge Wave conference of 2001 (D. Skilling, personal communication, 2007). The Institute is described as:

> … a privately funded think-tank committed to generating ideas, solutions and debate that will improve the economic prosperity, social well-being, environmental quality and environmental productivity. (New Zealand Institute, 2010a)

The Institute promotes the need for a new generation of thinking and conducts independent research on topical issues, drawing on practices and models being used globally. Its research is guided by the premise that New Zealand has huge potential, but that meeting this potential requires a new generation of thinking in order to overcome the obstacles that currently stand in its way (ibid.). The Institute is a private and not-for-profit organisation which is primarily funded by its 29 business members through their annual membership fees. It currently has five staff.

4.11.2 Method

The New Zealand Institute has progressed six projects, investigating: (i) the New Zealand economy; (ii) New Zealand's global engagement; (iii) the weightless economy; (iv) innovation ecosystem; (v) the economics of climate change, and (vi) creating an ownership society. Project documents are available online and presented in a variety of ways, and project work is ongoing (New Zealand Institute, 2010b). There is an opportunity for public opinion to be voiced on the Institute's website, and stimulating public, open and ongoing conversation is integral to its philosophy. Individuals can also sign up to receive email updates from the Institute when new material is released, as well as interact more informally with the Institute through Facebook.

4.11.3 Output

Each of the Institute's six projects includes a series of essays, perspectives, discussion papers, presentations and media releases which can be found online (ibid.; see also Working Paper 2011/01). The Institute also undertakes other initiatives outside its main projects to facilitate conversations on future-thinking in New Zealand.

NZahead report card

One of the Institute's undertakings is the NZahead report card, which monitors and reports on the country's performance in 16 areas. These are grouped under the headings 'Social', 'Economic' and 'Environmental', and include the following categories:

- Life expectancy
- Unemployment
- Inequality
- Assault mortality
- Suicide
- GDP per capita
- Household wealth
- Labour productivity
- Innovation and business sophistication
- Educational achievement
- Agriculture and forestry land per capita
- Water quality
- CO_2 concentration in the atmosphere
- CO_2e emissions per capita
- Invasive species
- Net migration of citizens (New Zealand Institute, 2010c)

The report card presents New Zealand's grade (as determined by the New Zealand Institute) in each of these areas. This is based on the country's international ranking, the category's 'latest value', and judgements about the effectiveness of efforts to improve outcomes where this information is available. For example, New Zealand currently has been assigned the grade of 'C' for 'GDP per capita' with a ranking of 22 out of 30 internationally and a value of $46,683 ($9317 behind its 2015 target), and a 'C' for 'Life expectancy' with a world ranking of 14th and a value of 80.2 years (compared with a 2015 target of 82.8 years) at the time of this research (ibid.).

The report summary for each category is supported by four graphs which indicate trends and allow comparisons to be made. Detailed information is also available under the headings 'Why does this matter?', 'New Zealand's performance', 'What is being done', 'Rationale for the grade', 'Target for 2015' and 'Analytical description'. In addition, the Institute invites members of the public to grade the country's overall performance and this is also reported on.

4.11.4 Outcome

The New Zealand Institute has a high profile and is often considered to be an authority on issues relating to the projects within its scope. An article in the *Dominion Post*, written in 2008 on the departure of the first chief executive, David Skilling, described what the author believed to be the Institute's major achievements and influences over government policy:

> Its first major report, encouraging savings and asset ownership, set the scene for a debate that led to the introduction of KiwiSaver. It followed this with a paper highlighting New Zealand companies' low levels of productivity and engagement with the global economy – ideas that have become staples of the economic growth debate.
>
> More recently, the Institute has advocated that New Zealand should be a fast follower, rather than a leader, on climate change policies. Its championing of broadband has been taken up by both main parties, with National's fibre-to-the-home proposal bearing a remarkable similarity to its recommendations. (*Dominion Post*, 2008)

The aforementioned NZahead project measures the country's performance and well-being in the same way that schools use report cards to assess student performance and identify areas for improvement. In selecting and presenting information about a set of measurable outcomes, the Institute provides a platform for dialogue about what New Zealanders value and where the country can improve performance.

Personal reflection: Dr Rick Boven, Director of the New Zealand Institute, December 2010

It is a great privilege to lead the New Zealand Institute. The Institute's founders and founding leader, David Skilling, have done a great job establishing the organisation, completing successful projects, and encouraging beneficial change for New Zealand.

In joining the New Zealand Institute my purpose was to continue that contribution to improved outcomes by identifying and promoting useful policies, helping New Zealanders understand the important changes required in the medium term to ensure long term success, and growing the Institute so it can be a sustainable and valued Institution helping navigate our country's future.

On my arrival, the scope of the Institute's work was broadened to include environmental outcomes, which will become increasingly important as the economy grows and the global pressures on environments increase. In the long run New Zealand success will require a strong economy, effective society and sustainable environment. Success in each of these will have positive, synergistic influences on the others.

Economic threats, energy costs, climate change, resources shortage, food security and geopolitical trends are combining to increase uncertainty and volatility. Our future will be different from our past in ways we can only anticipate. New Zealand will be affected by changes we cannot control and we need the acuity to recognise the changes early and the adaptability to respond effectively.

Political and economic pressures can encourage our leaders to focus on shorter term outcomes. Organisations like the New Zealand Institute and others profiled in this report highlight the longer term issues and identify opportunities that might otherwise be neglected. Our country's success will depend on developing consensus about the outcomes we value, identifying what needs to be done to achieve those outcomes, and working together well to implement the changes required.

4.12 For Māori Future Makers, 2006–2007

Institution: Te Puni Kōkiri, the Ministry of Māori Development

Output: Eight background papers and one final report, *Ngā Kaihanga Hou: For Māori future makers*, with an accompanying CD-Rom (see Working Paper 2011/01)

The cover of *Ngā Kaihanga Hou: For Māori Future Makers*

4.12.1 Background

The *Māori Potential Approach* was a public policy framework and strategic document developed by Te Puni Kōkiri (TPK) to guide Māori in succeeding as Māori (Te Puni Kōkiri, 2007a: 9). It was designed to be an evolving system for policy management and investment aimed at the strength of Māori and Māori success (Te Puni Kōkiri, 2008). The development of the *Māori Potential Approach* prompted the realisation that research about future threats and opportunities specific to Māori was necessary, which resulted in the formation of a dedicated futures research team in 2006. After a project that spanned 12 months the team published a final report titled *Ngā Kaihanga Hou: For Māori future makers* (Te Puni Kōkiri, 2007a). The purpose of the report was to:

- Create an informed understanding of the possible future drivers of influence affecting how Māori participate in both the future New Zealand and global economic systems.
- … focus attention on the decisions that need to be made today to ensure active participating and shareholding of Māori in future economic systems. (ibid.: 9)

4.12.2 Method

The futures research team established by Te Puni Kōkiri in June 2006 had three members: Hillmare Schulze, Vij Kooyela and Phillip Coghini. The team's aim was to develop an understanding of the positioning of Māori in the future economic system to 2030, while also creating a baseline for further analysis. The first six months of the project were spent developing a methodology and designing a new approach to thinking about future outlooks for Māori (ibid.). The process followed six steps:

Step 1: Identifying factors that have brought about change in the past

Step 2: Creating an informed understanding of the current position

Step 3: Identifying as many drivers of future change as possible

Step 4: Narrowing the future drivers down to the main drivers

Step 5: Exploring different future options

Step 6: Preparing for the future (ibid.)

The process included sessions on future exercises, building the team's capacity in scenario development, and identifying key drivers. Two scenarios were developed during these stages, Aotearoa-Future Maker and New Zealand-Future Taker, as a basis for analysing potential actions to plan for a preferred future as well as to inform the final report.

4.12.3 Output

The project produced eight background papers and the report *Ngā Kaihanga Hou: For Māori future makers*, which is accompanied by a CD-Rom. The project found three key drivers of change, seven important influences and five key enablers for the future. These enablers are described as intervention points to foster greater participation for Māori in the future economy:

1. Leveraging Māori businesses into growth and strategic industries
2. Increasing export growth participation
3. Improving the qualification base for Māori
4. Promoting higher levels of entrepreneurship
5. Nurturing innovation (ibid.: 34–38)

4.12.4 Outcome

For Māori Future Makers produced a strategic policy development guide for the success of Māori. The project defined the need for the success of Māori and for a discussion on what success would look like. In the ministry's bi-monthly publication *Kōkiri*, TPK's chief executive Leith Comer described Māori Future Makers as:

> Another significant stride by Te Puni Kōkiri in reframing the conversation about Māori economic development in New Zealand. (Te Puni Kōkiri, 2007b)

Since the completion of the For Māori Future Makers project, TPK has been involved in a number of activities focused on Māori economic development. These could be viewed as a means of continuing this conversation, for example by making Ngā Kaihanga Hou a reality in Auckland – this follow-up study, conducted in 2009, applied the same methodology as the original project but focused specifically on Auckland. In January 2009 a Māori Economic Summit was held to address the potential impact of the global financial crisis on Māori, and this was followed by the establishment of the Māori Economic Task Force, with an annual budget of $4.5 million, to:

> Support the introduction and implementation of initiatives to enhance Māori economic prosperity in the short term and beyond the recession, as well as promote and utilise Kaupapa Māori and Māori structures as drivers of prosperity. (Te Puni Kōkiri, 2010a)

The taskforce notes several achievements since its establishment in March 2009, among them the launch of a nationwide Māori business network, Kotuitui Inc, and the launch of an Iwi Investment and Infrastructure resource, to guide iwi in public and private partnership decision-making; a Māori innovation research project, and initiatives focused on Māori exports (Te Puni Kōkiri, 2010b). The fact that this conversation is ongoing and appears to be gaining momentum arguably exhibits a wider, long-term outcome from the For Māori Future Makers project. While it is noted that the five enablers initially identified in the project are not specifically referred to, there are clearly some links with the taskforce projects, such as the innovation research.

Personal reflection: Kim Ngarimu, Deputy Secretary of Policy, Te Puni Kōkiri, December 2010

Since the completion of Ngā Kaihanga Hou in 2007, Te Puni Kōkiri has continued with a range of work in the economic policy area that aims to better articulate the issues facing Māori economic growth, and to look for innovative solutions to these issues.

The Māori Economic Taskforce, whilst a separate entity from Te Puni Kōkiri, has also been a useful mechanism to consider issues relating to Māori economic development through another lens and their advice will continue to feed into the broader thinking by Te Puni Kōkiri in this space.

I am confident that Te Puni Kōkiri will continue to build on its important work in the futures area, and that we will continue to use tools such as this to look for greater opportunities for Māori to engage and succeed in accelerating the achievement of their development goals. In terms of further work on Māori futures, watch this space!

4.13 The SANZ/UNESCO Project, 2007–ongoing

Institution: Sustainable Aotearoa New Zealand (SANZ) with support from the New Zealand National Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO) (NatCom)

Output: Three ‘think tank’ workshops; a structured dialogue event, ‘Be Sustainable New Zealand: Getting Past Zero’; and a book, *Strong Sustainability for New Zealand: Principles and scenarios* (see Working Paper 2011/01)

The first think tank for the SANZ/UNESCO Project

4.13.1 Background

In 2006 SANZ was contracted by the New Zealand National Commission for UNESCO to manage the New Zealand component of the UN's Decade for Education in Sustainable Development (DESD), which runs from 2005 to 2014. The purpose of the UNDESD is to pursue a global vision:

> The vision of education for sustainable development is a world where everyone has the opportunity to benefit from quality education and learn the values, behaviour and lifestyles required for a sustainable future and for positive societal transformation. (UNDESD, 2008)

In October 2006 a UNDESD Stakeholders Forum was held at the Auckland University of Technology (AUT), where the vision, goals, values, objectives and principles to guide the decade in New Zealand were agreed.

In November 2007, a second UNDESD Stakeholders Forum was held at the Fale Pasifika, University of Auckland, to decide what the New Zealand deliverables for the decade could look like and how these could be measured. These two forums gave rise to the DESD strategic plan and were the genesis of the SANZ/UNESCO Project. It was recognised that while guidance for education was the primary purpose of the project, the output would also be relevant to New Zealand society as a whole. With this in mind, the scope of the project's applications was extended beyond DESD. The project was coordinated by SANZ, whose board was responsible for all output. Funding was provided by UNESCO and the Tindall Foundation, but the SANZ board and members, as well as the independent reviewers and the publisher of *Strong Sustainability for New Zealand*, all worked pro bono.

4.13.2 Method

The objective of the project was to provide insights for people who wish to engage in thinking and debate about a strongly sustainable New Zealand, and to draw implications for education, other aspects of public policy, economic activity, environmental management, and the approaches to human living taken by New Zealand's communities and families.

The project was conducted in five stages:

Stage 1: Three two-day 'think tank' workshops were held, involving a total of 30 people. All participants were knowledgeable about the subject of sustainability and contributed views from a wide variety of personal and professional experiences, while also representing different ages and interest groups. One of the workshops was devoted to 'youth' participants (people under 30 years of age).

Stage 2: The raw output from the think tank workshops was discussed and evaluated in a seminar-style dialogue day, 'Be Sustainable New Zealand: Getting Past Zero', which engaged a further 60 people invited from an even wider range of sectors, interests and groups. The output from the dialogue day, together with the original think tank material, was assembled in late 2008 as a resource base for Stage 3.

Stage 3: Twelve members of SANZ then wrote and reviewed *Strong Sustainability for New Zealand: Principles and scenarios*. The draft was further reviewed by an independent international panel of eight people who contributed comments and suggestions that were incorporated in the published book.

Stage 4: The book was launched at a press briefing in September 2009.

Stage 5 (ongoing): Wayne Cartwright, the chair during these stages, noted that the results from Stages 1–4 were applied in several ways:

- Direct input to tertiary education curricula and courses through STENZ, an organisation set up for the purpose by DESD.
- Preparation of an education resource video, as part of DESD.
- Seminar presentations to several community and adult education groups and conferences, as part of DESD.
- Non-partisan briefings and discussions with members of political parties, focusing especially on the implications for public policy of a transition to strong sustainability.
- Presentations to conferences in the fields of economics, public policy and ethics. (W. Cartwright, personal communication, 15 December 2010)

4.13.3 Output

In addition to the three workshops and the dialogue session, the findings were synthesised into the publication *Strong Sustainability for New Zealand: Principles and scenarios*, launched in September 2009. The publication is presented as a 'tool' to 'assist perception and understanding of the full scope of sustainability' (SANZ, 2009). It outlines the principles of strong sustainability, a scenario of transition to strong sustainability, and a scenario of a strongly sustainable New Zealand. Copies of the book have either been sold or given to interested parties. As noted in Section 4.13.2, the findings continue to be applied in an ongoing way. Furthermore, one of the key outputs of the SANZ/UNESCO Project is the recommendation that a package of integrated policy initiatives is required urgently. To this end the SANZ board has made nine recommendations regarding realigning New Zealand's current policies, and economy, with strong sustainability objectives (see Working Paper 2011/01).

4.13.4 Outcome

The primary focus of the initiative was to help New Zealand shift towards strong sustainability. The SANZ board believe that this will require massive changes in New Zealanders' concepts of quality of life, their economy, their communities, and their attitudes to nature. Like the goals of many other initiatives, it is difficult to trace the linkages between outputs and outcomes. Dr Cartwright observes:

> A small but active minority has responded positively to this message. Another minority, that is even smaller, has disagreed with the analysis and rejected the proposals. However, the great majority of people would prefer to remain ignorant of the issues or be apathetic to them. (W. Cartwright, personal communication, 15 December 2010)

Personal reflection: Dr Wayne Cartwright, SANZ Chair 2008–2010, December 2010

As chair of SANZ during 2008–2010, I led the project. I also served as editor of *Strong Sustainability for New Zealand* and personally drafted several sections of it. Thus, I have been very close to the project. Given my background as an economist, as a university business school professor, and as a corporate director and consultant, the experience was both stimulating and cathartic. The stimulation came from working with people who were highly experienced and knowledgeable across many fields to arrive jointly at a cohesive and robust view of strong sustainability and of the challenges involved in achieving it. The discussions and debates were both vigorous and rigorous.

Personally, I was shocked to discover the extent to which much of the mainstream economic theories and practices that I had accepted for most of my professional life were at best limited and misleading, and at worst downright wrong, when confronted by the issues of sustainable human living on the planet. It also became increasingly apparent that my career in business education and practice – which emphasised business growth and competitive strategy – had contributed to the unsustainability problem rather than providing solutions.

The strongly positive response of the small minority has been rewarding and the apathy of the great majority of people has been no surprise. Of greater concern has been the inability of most politicians to lift themselves from short-term pragmatism to contemplate longer-term strategic risks to New Zealand. Even those who do 'get it' are unwilling or unable to reconcile the output of this project with the way in which they are dominated by tactical politics.

Nevertheless, I am satisfied that an easily accessible resource has been established for New Zealand citizens (and others) to use when the time is right for them to do so. SANZ will continue to develop this resource, current emphasis being on study of the characteristics of a steady state economy.

Personal reflection: Dr Andrew Matthews, Natural Science Commissioner, NZ National Commission for UNESCO, December 2010

I came to the issues of a sustainable future for humanity as an atmospheric physicist who had started my career on atmospheric ozone, became involved in countering the industrial denial that man-made products could deplete ozone in the stratosphere and then moved into measurements of greenhouse trace gases in the atmosphere and the politics of climate change. This has led to a professional interest in 'sustainable development' and what do we mean by 'sustainability'. In my current role as the Natural Science Commissioner of New Zealand's National Commission for UNESCO, I was therefore particularly interested in the international perspective of this debate. UNESCO, the UN's agency with prime responsibility for 'education', had assumed the role to lead an international project entitled the UN Decade for Education for Sustainable Development, DESD. The articulated goals included bringing an awareness that human actions need to be more sustainable so that we can provide a better future for our children's children. However, the reality of this UN project is that it is not a discussion about sustainability but rather, as evidenced in its mid-decade review, it is about 'education'. And of course, since the majority of the member states of UNESCO are developing states, then their issue is 'EDUCATION'. Modifying Maslow's Hierarchy of Needs in this context we might prescribe the 5 levels of need as:

1. a school
2. a teacher
3. a curriculum
4. somehow including environmental issues in the said curriculum
5. issue of sustainability and what it means

Well in my opinion, the DESD has not really got past level 3 and in some developed states perhaps level 4. The developing states are all interested in UNESCO helping formulate and establish national curricula (on any and every subject) and the developed states, including New Zealand, are interested in having 'environment' included in the curriculum and promoting community gardens and worm farms. All well and good but not really about what underpins the concepts of sustainability and how would we know if we had it!

We have a long way to go.

4.14 What Matters Most to New Zealanders, 2007–ongoing

Institution: AnewNZ

Output: 116 leadership visions (see Working Paper 2011/01)

4.14.1 Background

What Matters Most to New Zealanders was launched following a joint venture between AnewNZ,[8] Statistics New Zealand and the Ministry of Social Development which brought 85 cross-sector leaders together in 2007. The programme was positioned as a long-term initiative in which New Zealanders can outline the kind of future they want, through the formation of an integrated set of progress and well-being indicators. The project's purpose is to 'stimulate national renewal and help shape the future of New Zealand' (Breuer, 2009: 3).

Integral to the project is measuring where New Zealand is now, before considering where we are going, in order to design a process for getting there and effecting positive change. It aims to provide New Zealand with a policy tool, a reporting tool and what AnewNZ calls a 'democratic tool' – a tool for engaging citizens and mobilising the community into action. The target audience is policy-makers and the broader community – community engagement is considered to be pivotal to the project's success (AnewNZ, 2010a).

8 AnewNZ is an independent, non-partisan network of New Zealanders which seeks to create greater levels of national well-being and sustainability through community engagement.

The programme has been designed in association with a range of similar initiatives internationally, including the Canadian Index of Wellbeing, Dr Ron Colman's Genuine Progress Index for Nova Scotia, the OECD project Measuring Progress of Societies, Joseph Stiglitz's Commission on the Measurement of Economic Performance and Social Progress, and Bhutan's Gross National Happiness. Further, it seeks to achieve effectiveness on the scale of South Africa's Mont Fleur Project, a scenario exercise in 1991–92 which influenced South Africa's political history: 'at least one political party reconsidered its approach to the constitutional negotiations in light of the scenarios' (Kahane, 2002).

4.14.2 Method

The project, which is ongoing, is using four primary functions to achieve its goals: envisioning, measuring, analysing and stimulating action.

1. **Envisioning**

   The project will attempt to capture a shared public vision for a desired future that 'intuitively seems right' for New Zealanders (D. Breuer, personal communication, 9 December 2010). This will be aided by scenario development.

2. **Measuring (NZ Index of Progress and Wellbeing)**

   When completed, the index will include Outcome Indicators of 'what matters most to New Zealanders' (for example, living conditions, democratic vitality, and arts and cultural vitality) and Input Determinants (for example, national economic health and good governance).

3. **Analysing (New Zealand Think Tank of Progress and Wellbeing)**

   A think tank will develop strategies for the future, based on the outcomes from the visioning process and the index, inputs from community engagement, and observations on what the project has termed 'the growing global and national crisis' (ibid.). The idea of the think tank is to increase understanding of the indicators in order to make informed decisions.

4. **Stimulating action (New Zealand Action for Progress and Wellbeing)**

   The project seeks to convert new thinking into new action by informing policy-makers, stimulating public discussion, and motivating self-organised community action.

To assist in developing the indicators for the project, AnewNZ held two workshops (AnewNZ, 2010b):

1. A Statistics New Zealand workshop held on 28 August 2008 to gauge public contribution and input to its project Monitoring Progress towards a Sustainable New Zealand, and
2. An AnewNZ workshop held on 9 September 2008 to increase understanding around three themes – wealth, well-being and progress in relation to global change, public goals and strengthening civil society.

In 2009 the initiative noted the completion of the following early milestones as part of a project status update:

> … development of a Steering Committee, initial conceptual plan, the initial stages of a network with 27 Civil Society and Business organisations, completion of a public consultation contract with Statistics NZ and a research contract with local government 'Advancing Community Outcomes and Indicators'. (Breuer, 2009: 7)

4.14.3 Output

In view of its focus on community engagement and mobilisation, AnewNZ invited a diverse range of New Zealanders to put forward leadership visions. This resulted in 116 visions being submitted, which have been published online. The output is designed to present a series of 'tools' for end users, which Dave Breuer, the founder of AnewNZ, says include:

- a 'Democratic Tool' for engaging citizens and communities to close the gap between aspirational goals and actual outcomes;
- an 'Analytical Tool' (think tank) to increase our understanding of the 'why's' of the actual outcomes and offer recommendations for making progress;
- a 'Reporting Tool', tracking and communicating progress toward agreed outcomes in the economic, social, cultural, environmental and governance sectors;

- a 'Planning Tool' driven by public visioning and measured outcomes;
- a 'Policy Tool', guiding evidence-based planning and action to address the issues identified as important to the people of New Zealand. (D. Breuer, personal communication, 9 December 2010)

4.14.4 Outcome

Although not directly responsible for the publication, this project did lead to AnewNZ assisting Statistics New Zealand in its report *Measuring New Zealand's Progress Using a Sustainable Development Approach* (Statistics NZ, 2008). Given that this project is ongoing, we recognise that outcomes may not yet be identifiable.

Workshops held as part of What Matters Most to New Zealanders aimed to explore measurements of sustainable development and sought public views on the approach Statistics New Zealand is adopting in this regard. A participant in one of the workshops observed:

> While there is still a lot of work to be done in this area, I was impressed with both organisations for taking on such important research. Genuine progress indicators are really valuable to have as, without them, governments tend to rely on figures like GDP to guide decision making, rather than really getting at what is important to the country's people. (Tobias, 2008)

Dave Breuer describes the initiative in the following way:

> … the 'What Matters Most to New Zealanders' initiative will measure social, cultural, economic and environmental wellbeing – and assess the linkages across indicator themes and between policies and outcomes. This will be the first comprehensive, integrated set of wellbeing indicators in NZ developed by the people and for the people. (New Zealand WHOQOL Group, 2010)

Personal reflection: Dave Breuer, founding Director, AnewNZ, December 2010

This is a huge project that has been begun on volunteer effort only and then supplemented with contract work from Statistics NZ, NZ Ministry for the Environment and 23 Local Government Councils. … We have worked with 23 civil society and business organisations, Leadership NZ, SOLGM [Society of Local Government Managers], the Ministry for Social Development. It is presently at a stage requiring a funded status under the new trust, the 'NZ Centre for Progress and Wellbeing'.

One of the learnings is to 'chunk' the work in bite-sized pieces – such that when the pieces are integrated the programme takes shape. Another learning is that this is a collaborative effort that can never be implemented without the engagement and cooperation of many organisations and people.

The world is changing so rapidly that it is important to include design features that track these changes and even pre-empt the anticipated changes. An example is the visioning – which must be an on-going process. Measures must change over time. We are going through a global metamorphosis and it is important to realise that we are actively part of that metamorphosis.

4.15 FutureMakers, 2008–ongoing

Institution: Victoria University, Landcare Research and Secondary Futures

Output: Online forum; 10 'Thought Starters'; two publications; seven lectures (see Working Paper 2011/01)

FutureMakers' logo

4.15.1 Background

FutureMakers is a collaborative partnership between the Victoria University School of Government's Institute of Policy Studies, Landcare Research and Secondary Futures. It is framed as 'a project which brings together people and knowledge to cast new light on the big opportunities and challenges facing New Zealand over the next 20 years' (FutureMakers, 2010a).

The project came about because of the desire to develop a shared vision of long-term opportunities and challenges for the country. Its website is intended to create a space for New Zealanders to engage in informed conversations, and to encourage participation and education. FutureMakers asks the public to think about 'the right questions we need to ask ourselves to keep strategic options open, and craft a better future' (ibid.). A recurrent theme underpinning the project is the need for New Zealand to be a future maker, not a future taker.

Although the formal part of the project and its funding have now ceased, the website and forum are ongoing. Initial funding came from the three organisations' existing budgets, a central premise being the idea that in the 21st century, organisations should be able to work together in collaboration where interests overlap (Stephanie Pride, personal communication, 25 November 2010).

4.15.2 Method

The FutureMakers project combines knowledge from experts in social, technological, economic, environmental and political fields (Gill et al., 2009: 3). In addition, it aims to take this knowledge to the public and seek its engagement in a variety of ways. The FutureMakers website outlines five stages to the project.

Phase 1: Meta-Analysis of over 100 future-related documents produced by the government sector over the last decade, which had not previously been collated and analysed together. The analysis, which was commissioned by the State Services Commission and the Future Practitioners' Forum, identified major trends for New Zealand in six sectors: demographics; environmental change; economics; science and technology; national and international governance; and perceptions, beliefs, values and attitudes (FutureMakers, 2008a: 7–11). The analysis was then tested and refined by experts, and five documents were produced from conversations about five themed futures: social, technological, environment, economic, and political (FutureMakers, 2010d).

Phase 2: Pattern Recognition teased out the recurrent issues that emerged in Phase 1, and produced a series of stories about what New Zealand's future could hold. These stories, which are intended to inspire conversations and provoke questions about our future in a global context, are called Thought Starters (FutureMakers, 2010b).

Phase 3: Responding to the Picture seeks responses from New Zealanders through an online discussion forum, designed so that people can engage with the big questions that we need to discuss as we move forward, in order to become future makers and not future takers. The forum is ongoing, and in November 2010 had a total of eight topics for discussion, with seven replies (FutureMakers, 2010c).

Phase 4: Outreach and Engagement is described as sharing the project's main findings through a range of activities, with an emphasis on insights into the challenges and opportunities for New Zealand in various futures.

Phase 5: What Next recognises that conversations about these challenges and opportunities need to continue into the future, but require adequate infrastructure to do so. FutureMakers describe their project as a 'taster' (FutureMakers, 2008b) of the potential work to be done in this field, and Phase 5 as highlighting New Zealand's infrastructure needs in order to continue similar future-thinking work on a permanent basis.

Although Phases 1 to 3 of the work programme have clearly been followed and are well documented on the FutureMakers website, Phases 4 and 5 are more ambiguous and lack a similar level of documentation. Stephanie Pride, one of FutureMakers' team, has described the project as experimental, and noted that as can be the case with such initiatives, things do not always go exactly to plan (S. Pride, personal communication, 25 November 2010). Pride confirmed that Phase 4 had been carried out, and noted that an important part of this outreach phase was the way in which the ideas and tools created by the project went on to feed into and inform work at the three organisations (Secondary Futures, Landcare Research and the Victoria University Institute of Policy Studies). This phase, which followed the formal research component, was accordingly informal, with a focus on discussion across different networks.

Notably, in April 2009 the Institute of Policy Studies published a final working paper entitled *Inside the Black Box*, wrapping up the FutureMakers project (Gill et al., 2009: 24). Within this report the FutureMakers process is described as a four-stage process, and the forward-looking follow-up phase is not described in detail.

4.15.3 Output

FutureMakers has an online forum in which New Zealanders can:

- engage with the big questions we need to ask looking forward,
- explore the thought starters for some emerging possibilities for New Zealand and the challenges they bring for us,
- read a synthesis of recent New Zealand futures work,
- see what questions this synthesis prompted in conversations with thoughtful, well-informed New Zealanders,
- read the working paper that describes process and outcomes and future aspirations of FutureMakers, and
- join FutureMakers to take part in FutureMaking and to discuss with others in the forum. (FutureMakers, 2010a)

The online forum is still active, but with minimal participation, and since going live has had eight discussion posts with seven replies (FutureMakers, 2010c). At the time of writing the last discussion post had been made on 16 September 2010. Stephanie Pride noted that the site has been kept live even though the project has been formally completed, so that the work is still in existence and available to anyone interested. Further, keeping it live keeps open the option of continuing the work in the future (S. Pride, personal communication, 25 November 2010).

FutureMakers (2008a) produced the publication *Review of Future Resources in the New Zealand Government Sector*, which recorded a meta-analysis of such resources and included key trends both nationally and internationally as well as exploring future scenarios for New Zealand.

One innovative output of note is 'Thought Starters', a set of 10 cards that are designed as an educational tool to provoke ideas, challenge the status quo and explore possibilities for the future (FutureMakers, 2010b).

A further educational output of the FutureMakers initiative was the 2008 Spring Lecture Series 'New Zealand: Future Maker or Future Taker?' held at Victoria University. Eminent national speakers and commentators discussed future issues facing New Zealand in core policy areas.

4.15.4 Outcome

FutureMakers took the conversation on New Zealand's future into classrooms and lecture theatres. By engaging young people in future-thinking the initiative has succeeded in reaching the next generation of decision-making citizens.

Stephanie Pride noted that a wider outcome is the way the project fed into and informed the various work programmes of the three organisations (S. Pride, personal communication, 25 November 2010). Pride and Derek Gill, two of the authors of the final working paper, also contributed to the production of *The Future State* (IPS, 2010a), which references some of the findings of the FutureMakers reports.

Personal reflection: Bob Frame, Principal Scientist, Landcare Research; Derek Gill, Senior Fellow at IPS, and Stephanie Pride, Principal Consultant, StratEDGY Strategic Foresight, December 2010

> The FutureMakers project was prompted by the fact that in New Zealand futures work is done in silos, under-resourced, and under-discussed. Therefore New Zealand risks becoming wholly a 'future-taker' instead of a 'future-maker', by being forced to take paths that would not have been consciously chosen. To keep choices open, New Zealanders need the spaces to develop a shared understanding about the long-term opportunities and challenges. The FutureMakers Project was an attempt to create such a space. Unless New Zealand builds a capacity for truly rigorous imagination around these and other issues, we will surely be consigned to being a future taker.
>
> The project has been a 'taster' of the benefits of futures work. To enable a sustained debate to take place, we need to have the institutional arrangements that make this possible, where we can have wide and searching debate about what is happening and could happen next. As an exploratory project it opened up what was needed to create spaces to have challenging strategic conversations where it is safe to pose questions about 'wicked' problems and contemplate the range of possible and plausible responses.
>
> The last phase of the project was to clarify the infrastructure and capabilities New Zealand needs to identify and respond to strategic issues on an ongoing basis and to build support for putting this in place. Building this capability would enable Aotearoa-New Zealand to take these questions forward. FutureMakers was a 'toe in the water' that showed what could be done with very little resource. We leave it to the discussion in the last few chapters in this publication for the reader to imagine what a sustained investment would yield. Work on futures is easy to do but hard to do well.

4.16 A Measurable Goal for New Zealand, 2008–ongoing

Institution: New Zealand Stock Exchange and HRL Morrison & Co

Output: A blog and one overriding goal (see Working Paper 2011/01)

4.16.1 Background

This initiative seeks to stimulate discussion and debate about long-term collective goals for New Zealand. The premise behind A Measurable Goal for New Zealand is that before a strategy can be set, there needs to be a clear idea of what New Zealanders want such a strategy to achieve. Morrison & Co (a firm which manages infrastructure investments) conceptualised the initiative based on the realisation that long-term goals were required not only for business but also on a national scale (Morrison & Co, n.d.). The company states:

> We'd like to promote a conversation amongst ALL New Zealanders about our nation's long-term goal – only by broadly agreeing a target can New Zealanders, through joint ambition, work to get the nation we want. Loose well meaning but unmeasured targets no longer suffice. New Zealand's relative standard of living has fallen too far. It is time to do something about it! (Morrison & Co, 2008)

4.16.2 Method

To ensure that the initiative is as interactive and accessible to all New Zealanders as possible, the discussion has been conducted via online forums – a blog and a Facebook page. Visitors can contribute to discussions, comment on articles and publications posted on the sites from newspapers and academic studies, and interact with other visitors to the sites.

Individuals are encouraged to provide feedback on the following three questions via an online forum:

1. Do you agree that we need an ambitious, measurable, shared goal for New Zealand?
2. Do you believe that we ought to set our sights on returning to the global GDP per capita top 10 by 2025?
3. Do you have better ideas? (ibid.)

4.16.3 Output

The blog was launched in 2008 and at the time of writing had 114 responses to the question 'A Measurable Goal for New Zealand: How will you make a difference to the future?' The blog exists in conjunction with a Facebook page which as at November 2010 had 729 'page likes' indicating that there are at least 729 people who are engaged with the site. If the success of the initiative can be measured by its reach to the public, with the aim of furthering the discussion of long-term target-setting for New Zealand, then it can be assessed quantitatively by the number of participants active across the web-based sites.

4.16.4 Outcome

Adding to the debate, A Measurable Goal for New Zealand aimed to engage the nation on the topic of returning New Zealand to the global GDP per capita top 10 by 2025. This goal is ongoing, with New Zealand ranked 22nd out of 30 OECD nations in 2009 (New Zealand Institute, 2010c); only time will tell whether or not the initiative will be successful in achieving its priority outcome. Secondary to this aim, however, the initiative has added value to conversations on measures of success and the future of New Zealand's economy, and has reached an audience of over 700 through social media networks.

We are grateful to Lloyd Morrison, Chief Executive of Morrison & Co., who reviewed the content of this section, but due to time commitments was unable to provide a personal reflection in time for the publication of this report.

4.17 Job Summit, 2009–ongoing

Institution: Government

Outputs: 20 core issues (see Working Paper 2011/01)

4.17.1 Background

The Job Summit was held in Auckland and promoted by Prime Minister John Key as a response to the global recession and its negative consequences for employment. The summit was attended by 209 invited participants who came from a broad range of backgrounds including corporate firms, both large and small businesses, charities, unions, social sector organisations, iwi, training organisations, local councils and central government (NZ Govt, 2009a). The Job Summit was chaired by Mark Weldon, the chief executive of NZX Ltd (the New Zealand Stock Exchange), who indicated the focus on future-thinking by stating:

> There's a reason why this event has 'employment' in it – because it's about identifying the steps we need to take, now and in the future, to create meaningful, productive employment for New Zealanders in healthy, growing businesses, from farms to factories and every sector in between. (NZ Govt, 2009b)

4.17.2 Method

Attendees were split into groups, and then subgroups, for the one-day event. These groups participated in working sessions, guided by addresses from the chair and the Minister of Finance. In his opening statement, Prime Minister John Key outlined the purpose of these working groups:

> Our task today is to come up with practical, achievable steps we can take to save and create as many jobs as possible. Those steps fall into three main categories. The first are policy initiatives that will need to be funded through the Government books … The second set of ideas is around the changes the Government can make to laws and regulations … The third set will be changes that don't require Government action. (Key, 2009)

At the end of the Job Summit, each group's conclusions and further actions were presented to the attendees, led by the chair.

4.17.3 Output

The summit identified 20 core workplace and employment issues (see Working Paper 2011/01). On 9 March 2009, the Cabinet published a list of the ministers to whom individual ideas would be allocated for implementation. Two progress reports were published in 2010, on 25 February and 23 June, which outlined the steps implemented and specifically addressed these ideas (shorter progress reports were also prepared for the months April and May 2010) (NZ Govt, 2009b). Following the summit it was noted:

> From the government's point of view, [the summit] was the genesis of some valuable initiatives like the Job Support Scheme, the Warm Up New Zealand home insulation fund, the New Zealand Cycleway Project, Youth Opportunities and Community Max and the extension of the short-term trade credit insurance guarantee scheme for exporters. (ibid.)

The government also stated that the Job Summit:

> … underlined the importance of economic fundamentals like infrastructure spending, improved regulations, and well-functioning credit markets … introduced a number of other measures to help stem job losses … brought forward nearly $500 million of capital spending on roads, housing, and school buildings, and introduced a tax assistance package for small and medium sized businesses. (ibid.)

4.17.4 Outcome

At the time of writing, the government had published four progress reports on its website, detailing the wider outcomes of the Job Summit (ibid.). The first of these reports was published one year after the summit, on 25 February 2010, and lists in detail the actions taken in response to the top 20 core issues identified. The May 2010 report gives a more succinct overview of the wider outcomes, and summarises response actions in three categories as follows:

> Maintaining labour market connections and skills:
>
> - Introduced the 9 day fortnight Job Support Scheme, initially for firms with more than 100 employees. Extended scheme to medium-sized firms with between 50 and 100 employees. As at the end of May, 16 firms have used this arrangement with a total of 259 jobs retained. Many more companies have made inquiries about the scheme.
> - Extended the time frame for trainees to find work while still being eligible for government training subsidies. If trainees are made redundant, they will now remain 'active' for funding purposes for 12 weeks instead of the previous six weeks.
> - Signed Memorandum of Understanding with the Mayors Taskforce for Jobs to tackle common issues around unemployment.
> - Funding arrangements approved for industry training packages for Māori in infrastructure, tourism and hospitality, and seafood.
> - Accelerated introduction of the Youth Guarantee scheme.
> - Introduced a summer employment scheme using university research scholarships.

Stimulating demand for goods and services in New Zealand:

- Increased funding for tourism promotion in Australia
- Plans being developed for a national cycleway
- Extended home insulation subsidy scheme

Ensuring financial markets function well:

- Fees reviewed and reduced for the wholesale funding guarantee
- Issued longer-dated Government bonds. (NZ Govt, 2010)

Jenni McManus, writing in *CIO* magazine, thoroughly reviewed the results of the Job Summit a year on and was critical of the initiative's success:

> Figures from Key's office show the summit cost taxpayers $52,000. On top of that, union leaders, and directors and senior managers from some of our biggest companies donated hundreds of hours' preparation before the summit even began.
>
> The nine-day fortnight – or, as it later became known, the Job Support Scheme – was one of only two of the summit's 21 initiatives that, a year later, appears to be still on track. To help cut job losses when company earnings were plummeting, the Government agreed to subsidise workers and workplaces of more than 50 employees. So far 50 companies have joined the scheme, including Fisher & Paykel Appliances and Summit Wool Spinners in Oamaru. According to figures released last week by the Ministry of Social Development, the total jobs saved is a paltry 623 – a far cry from the 20,000 union and business leaders estimated at the summit.
>
> Similarly, progress on the planned $50 million cycle-way – the summit's other big initiative – has been disappointing and is yet to create a single job (a year ago Weldon estimated the cycle-way would create 3700 jobs, spread around the country). Initial plans to build a paved cycle track from Cape Reinga to Bluff have morphed into a network of 'Great Rides', similar to the Otago Rail Trail. At most, [Labour MP Chris] Hipkins believes between 160 and 280 will be created.
>
> The summit's third big hope – the creation of a $1 billion equity fund for small to medium-sized companies (SMEs) to be run commercially in partnership with the big four trading banks – has died a quiet death. Business lending remains tight and the SME market – about 95 per cent of Kiwi companies – remains focused on cost-cutting and debt repayment rather than expanding their businesses and hiring more staff, [Employers & Manufacturers Association CEO Alasdair] Thompson says. (McManus, 2010)

However, McManus also noted that among a group of business leaders, unionists and economists contacted:

> … most say despite the lack of practical outcomes, the summit was critical in endorsing the sort of employer/employee flexibility and goodwill needed if initiatives like the nine-day fortnight were to get buy-in from both camps. (ibid.)

Alasdair Thompson was quoted as saying:

> This made a huge contribution to saving jobs … we could not have achieved [the nine-day fortnight] in a unionised workplace without the blessing of the jobs summit. (ibid.)

Andrew Little, National Secretary of the Engineering, Printing and Manufacturing Union (EPMU), was equivocal about the initiative's impact, and is quoted as stating that:

> It's 'hard to say' if the summit helped to save and create jobs, noting that many participants (including the Business Roundtable's Roger Kerr) were keen to discuss labour market policy but that was firmly off the agenda.
>
> It created a climate of co-operation between business and union leaders, Little says, 'but it had a minimal effect in terms of job creation and there has been little concrete to show for it'. (ibid.)

The New Zealand Business Roundtable (NZBR) Executive Director, Roger Kerr, saw the initiative as a strategic political move that had little effect on job creation, commenting:

> None of the outcomes ranked in terms of a serious strategy to deal with the risks of rising unemployment … In political terms, it was a sensible move. The Government set a tone early of being prepared to reach out and deal with all sorts of parties, contrary to the tribal habits of the previous government which just froze out

> anyone it didn't want to deal with, and the summit was consistent with that. But it was not well focused. It is not a reference point anyone looks back on. (ibid.)

ANZ Bank Chief Economist Cameron Bagrie assessed the Job Summit's contribution as instilling confidence in the market:

> The jobs summit had an indirect impact on employment by trying to instil confidence in the market and stabilising the situation as the crisis deepened, Bagrie says. 'It encouraged firms to hold on to that marginal worker and cut [employees'] hours instead … [The number of] hours worked has been a big shock absorber.' (ibid.)

Labour MP Chris Hipkins criticised the impact on gains in employment levels as a result of the Job Summit, stating in the unemployment category of Labour's Red Alert blog that:

> … the government's whole recession stimulus package has produced just 2,300 jobs – 'not that many when you consider 3500 people queued outside a single new supermarket in South Auckland a few weeks back to apply for the 150 jobs going.' (Cited in McManus, 2010)

We are grateful to Mark Weldon, Chief Executive Officer of NZX, who reviewed the content of this section, but due to time commitments was unable to provide a personal reflection in time for the publication of this report.

Personal reflection: Kerry Prendergast, Job Summit participant, February 2011

I attended the Job Summit as Vice President of Local Government NZ. Our aim was:

- to defend and promote the idea that local government has a legitimate role along with the private sector in supporting the economy
- to demonstrate leadership to our membership
- to further develop the Government's enthusiasm for engaging in a partnership with local government and to develop public understanding of local government's role in the economy
- to build new coalitions with the private sector
- to present local government as an experienced, well-resourced and reliable (well-audited) vehicle for government investment

One of the short term initiatives coming out of the local government stream was to develop and implement new sources of bond funding. The idea was to aggregate local government debt to gain access to debt funding at lower than current interest rates. There was also the idea to prioritise New Zealand investment planning across central/local government to ensure a job creation focus, incentives for expenditure, quality spend that best positioned New Zealand for the medium to long term, and to avoid competition for capacity and capability.

There was an assumption by central government that local government was both capable and inclined to being persuaded to overturn existing planning and consultation processes to bring forward additional infrastructure projects and free up assets to serve a wider unspecified economic interest. The reality is, in the face of conflicting signals from Government about the need to restrain costs and rates and to stimulate the economy, that a significant number of councils have actually deferred significant works in the face of community demand to restrain rates rises. Even had the Government wanted to deliver public encouragement in support of rates rises to support the economy, the timing at the end of February was effectively already too late in the LTCCP process.

In my opinion the Summit had little direct effect on job stimulation. Like similar summits in the past, it was mainly a PR exercise to boost confidence in the general and business community; and to make the Government appear to be 'doing something' about the problem. In fact jobs will only be created as the economy begins to improve. This is likely to be a slow process. One concrete outcome for us was the success of our bond funding initiative which is still being actively progressed.

4.18 New Zealand Entrepreneurial Summit, 2009

Institution: Four individuals – Chris Simmons, Tony Falkenstein, Tenby Powell, Robbie Gimblett

Output: 100 ideas; 9 'top ideas' published online (see Working Paper 2011/01)

4.18.1 Background

Following the 2009 Job Summit, Chris Simmons (the owner of a small consulting and internet business who is involved with the Entrepreneurs Organisation) conceived the idea of the New Zealand Entrepreneurial Summit (NZES) as a mechanism for generating ideas on two levels. The first was through exploiting economic opportunities in the recession; the second was using these ideas to help create a prosperous future environment for New Zealand's entrepreneurs. The NZES vision to increase New Zealand's GDP from 0.01% to 0.02% of the global total (and in doing so move the country out of the bottom OECD quartile) underpinned the event (NZES, 2010a). The Summit received sponsorship from ANZ, PricewaterhouseCoopers, Barter Card, AUT University and the New Zealand Rental Group.

4.18.2 Method

One hundred participants, who were identified as entrepreneurs, were invited to the summit, which was held in Auckland on 21 May 2009. Entrepreneurs in this sense meant that they had started their own business, and it excluded politicians and academics. The participants were given background material to read before the summit and asked to submit a 'top action idea', of any nature or type, before the event. These ideas were refined and developed by working groups during the all-day workshops and the ideas formed the basis for establishing innovative recommendations geared towards improving New Zealand's productivity (NZES, 2010b). The NZES website states that 'The summit will be the first step on a journey by a Leadership team who are committed to taking responsibility for bringing the recommendations to life' (ibid.).

4.18.3 Output

The New Zealand Entrepreneurial Summit gathered some of New Zealand's top talent in one room to discuss options for the betterment of our economic future. The initiative has published nine top ideas on its website (see Working Paper 2011/01). The original intention was to publish 100 ideas, from 100 entrepreneurs, in the form of an electronic book. This has not yet been delivered on (ibid.).

4.18.4 Outcome

The National Business Review (*NBR*) was not entirely positive in its review of the summit. In an article titled 'Ideas flow as *NBR* readers respond to entrepreneurial summit', Niko Kloeten commented: 'The ideas that emerged from last week's Entrepreneurial Summit covered the entire spectrum from good to bad to downright ugly. We thought *NBR*'s readers could do better' (Kloeten, 2009).

The *NBR* invited readers to comment on the summit, and noted in summary that most readers saw it as 'a waste of time'. A selection of readers' opinions are listed below:

> One participant noted, 'What a lightweight result. A "think positive" marketing campaign with a cheesy line and a plan to make possum gloves.'
>
> Another participant also took aim at the top idea of the summit, the 'give it a go, bro' marketing campaign, calling it 'condescending and an embarrassment'.
>
> A third participant was 'Underwhelmed' and called the summit 'pathetic', and said it made the Job Summit sound productive. 'The suggestions from this summit are short term band-aids at best and fortune cookie gimmicks at worst. Why don't we hold a "long term unemployed summit" and see what they come up with?' (ibid.)

Stuff's *Business Day* review of the summit was more moderate, and included a reflection from an attendee:

> One of those who came up with the idea to gather together 'like-minded business people' was Tony Falkenstein, chief executive of Just Water International.
>
> He said the idea of bringing together people from high-powered businesses with younger people and smaller businesses might have made free discussion difficult, but he was pleasantly surprised.
>
> 'It's worked better than I thought. I thought egos would get in the way, but we've worked past that,' he said. (Chang, 2009)

Members of the public appeared to have mixed views on the top ideas that came out of the summit:

> Interesting that people start bagging the event and other comments and forget what the point was. The event was a good idea, but I must admit to being somewhat underwhelmed by the top 5. I would like to know what other ideas were put forward. You have to remember that most entrepreneurs had some failures and bad ideas before they got at least one good one. The proof will be whether any of these are taken up and done, not just talked about. And there isn't any reason why the 100 people who got invited are the only people with ideas – maybe there should be a way in which others can contribute their ideas via a website?
>
> I completely agree that a more positive national attitude would have significant benefits for NZ's economy, but can an advertising campaign really achieve this? (and yes, I see the irony in what I've just said). Telling us to be positive seems a bit … 'nanny state'. I imagine such a campaign would only do the opposite of what it is trying to achieve. Still, it's good to see NZers working together to create some ideas as to how we can improve NZ's economy. It's the creative ideas that can lead to the big economic rewards. (ibid.)

Public comments were responded to, in the same format, by another attendee of the event who addressed earlier negative comments:

> I had the privilege of being involved with the Summit yesterday, and the electricity in that room was incredible. Over 100 entrepreneurs had given up their day, completely unpaid, to work in groups to think of ways to better the position of NZ.
>
> I was part of the team who formed the 'Give it a Go, Bro' campaign.
>
> The comments above this one are so perfectly reflective of the kind of culture that we as entrepreneurs are trying to change, that I cannot help laughing at the irony as I write this submission! These 'tall poppy cutters' are exactly the kind of people that we did not need at the summit yesterday, and no doubt spend their time being arm chair critics instead of actually taking responsibility for making a change in this country.
>
> A group of around 15 of the top entrepreneurs (not politicians or government agencies) spent considerable time devising a complete marketing plan around how this 'give it a go, bro' tagline could be used both domestically to enhance the entrepreneurial spirit (and indeed change all attitudes for the better) in this country, and also internationally as a call to action to tourists considering NZ as a destination.
>
> We could have this implemented within 18 months, can attract private sector funding so it is not reliant on the government (indeed, in that room alone we raised over $3 million!) and could dramatically change NZs GDP for the better.
>
> Before throwing stones at a group of NZ's top entrepreneurs who gave up their time to attempt to fix the country's problems – why not instead 'give it a go' at doing something positive yourself for a change.
>
> Robert Bruce – MD, SublimeNZ (Cited in Chang, 2009)

Personal reflection: Tony Falkenstein, NZES organiser, December 2010

There is no doubt that the Entrepreneurial Summit was a success for the participants, and was a totally motivating day, with many calling for this to be an annual event.

I believe the ideas put forward were more worthy than those that emerged from the Job Summit. Considering that the Job Summit was reported to have cost Government over $250,000, while the Entrepreneurial Summit was put on by a few lads and $20,000 in sponsorship, this has to be a bold statement.

Unfortunately the publicised output from the Summit was totally unsatisfactory, due to the democratic mode of voting on various initiatives. The number one voted initiative was a 'Give it a go, bro' campaign, which was an embarrassment to the organisers.

Most of the initiatives submitted to the Summit offered a payback – the concept was not that 'Government should do this or that' but more 'If Government undertakes this initiative, this is the payback'. [See Working Paper 2011/01 for examples of initiatives.]

New Zealand does not have an 'Innovation' policy, and these few ideas show that there is a wealth of ideas which could move this country forward.

Personal reflection: Chris Simmons, NZES organiser, November 2010

In conceiving of the Entrepreneurial Summit I was under no illusion that the outcome would be a single silver bullet, rather I wanted to promote thinking about a key issue for a prosperous future – the productivity New Zealand can achieve. As a country, every aspect of our success or failure has been linked by a single degree of separation to the government. Barriers or incentives to anything are provided by the government. Support and bail-outs are provided by the government. This has been our way as a nation. NZES was an initial attempt to help entrepreneurs recognise that they could have an impact without government support if mobilised. Robert Bruce's comments [see above] summed up the day for many present, and for many, ideas and networks were created outside of the published set. A small group still works on the research and development idea and the travel card idea was worked extensively by AirNZ, Kiwibank, Tourism NZ and a group from NZES – the result not quite being a travel card, but rather 'open-source advertising'. Achieving success as a nation requires the innovative thinking and free spirit of entrepreneurs. This is not something of central planning, but rather the result of innovative clusters that are empowered to develop a new tomorrow from our place on the outer edge of a global village.

5. Government Institutions, Government Instruments and their Derivatives (Independent Agencies)

An important step in planning for the future is the creation of a National Sustainable Development Strategy (NSDS) but despite being a signatory to international agreements to establish such a strategy, New Zealand has failed to do so (SFI, 2007). In addition, in its own work towards progressing an NSDS, the Sustainable Future Institute has noted that New Zealand lacks a centralised, government-funded futures organisation.

In this section we look at the institutional frameworks and policies that have been implemented in the past, and consider how our current institutions and instruments could be altered to enable New Zealand to become an intelligent country – one with the foresight and ability to ascertain the outcomes New Zealanders want, and to deliver those outcomes.

We begin with a discussion on New Zealand's only government-funded futures institutions, the Commission for the Future and the New Zealand Planning Council, and consider the nature of the work they carried out, and the circumstances of their demise. Then we consider the present, reflecting on the government instruments that are currently relied on to provide foresight.

Finally, we look at the independent agencies, and in particular the role of the Futures Forum and the New Zealand Futures Trust. The Futures Forum is a group of volunteers in government who aim to bring greater coordination and coherency to futures work across the public sector (Futures Forum, 2010). We consider the responses of those involved in the work of the Commission for the Future, and the evolution of the independent New Zealand Futures Trust, which today endeavours to continue the Commission's work in an autonomous capacity.

5.1 Government Institutions

The concept of 'indicative planning' was first adopted at a national level, and the importance of long-term thinking recognised by government, following the National Development Conferences of 1968 and 1969 (Marshall, cited in Duncan, 1984: ix). These conferences reflected the need for New Zealand to establish economic development options in the emerging international economy. This was part of an international trend of focusing on development economics, made popular during the 1960s as former colonies became independent, a trend that influenced policy in developed countries during this time as well (Te Ara, 2010).

In April 1976, the National government established an Economic and Social Planning Task Force, whose role was to examine planning in the public and private sectors and issues affecting national development. In addition, it was to make recommendations based on the study of previous programmes and current trends in New Zealand (Task Force on Economic and Social Planning, 1976: i). Proposals government considered were the establishment of a Commission for the Future, a New Zealand Planning Council, and a Population Commission (Hugh Templeton, personal communication, 6 November 2010; see Section 4.2.1). Although the latter was not progressed, the Commission for the Future and the Planning Council were subsequently established under the New Zealand Planning Act 1977 by the Muldoon-led National government.

The first National Development Conference, Wellington, March 1968
Seated from left: Dominion President Federated Farmers (P. S. Plummer), Minister of Finance (Robert Muldoon), Deputy Prime Minister (John Marshall). At back from left: Deputy Secretary of Treasury and Deputy Chairman (H. G. Land), Research Officer Federation of Labour (D. B. McDonald), Managing Director Auckland Knitting Mills (L. H. Stevens), Secretary of Industries and Commerce (M. J. Moriarty), Secretary of Labour (N. S. Woods), Secretary to the Treasury and Chairman (N. R. Davis), Manager AMP Society (S. J. R. Chatten) and the Chief Accountant Woolworths Ltd (G. C. Broad).

5.1.1 The Commission for the Future, 1976–1982

Professor James Duncan was appointed to chair the country's first Commission for the Future. For six years the organisation's function was to study 'possibilities for the long-term economic and social development of New Zealand', and to make its findings available to the government and the general public (New Zealand Planning Act 1977, s 9(a)).

> Announcing the formation of the CFF [Commission for the Future], the Deputy Prime Minister (Hon B.E. Talboys) said that the government attached great importance to the CFF, believing 'that the complexity of modern living, the frequently unforeseen impact of present decisions and developing technology, and the need to ensure that human values and aspirations are not overlooked, require a detached long-term look at the possible directions in which New Zealand could be heading and the choices for the future open to us.' (Commission for the Future, 1977: 3)

Between its inception in 1976 and its disbandment in 1982, the Commission for the Future published numerous works, which are listed in Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives*, and can be found on the Sustainable Future Institute's website. Concerned with 'understanding' rather than 'predicting' the future, the Commission undertook a two-phased programme to identify long-term probabilities and alternatives (Duncan, 1984: 3).

The first phase was a review of the 'present and future resource, technical, social and economic potential of New Zealand, and its relation to the world at large' (ibid.: 4). This was documented in informative and digestible texts that covered a range of issues, including resources and technology, societies in change, values, and international relations (see Working Paper 2011/01). The second, 'analytical' phase saw the Commission examine this potential and the problems and challenges in achieving it (Duncan, 1984: 4). There were several components to this work, as noted by Duncan: context studies, where the directions in which New Zealand might be taken were explored; modelling, involving scenario work; special topic research, with the themes of communications, disaster contingency and employment; identification of informed opinion, where aspects of the future were considered with input from a broad range of interested parties; opinion polling, involving assessments of public perceptions of likely scenarios while mitigating against professional value judgements being forced upon the public; and professional reports and publications, such as *Future Times* (ibid.).

Works of particular note include *A Question of Priorities: New Zealanders in conversation about the future* (1979), which explores the opinions of New Zealanders on specific aspects of societal futures, and *Attitudes to the Future* (1980), a survey based on similar concerns but from a statistical point of view. Another interesting output was the *Report of the New Zealand Televote* (Becker et al., 1981). The Commission's Televote provided the opportunity for participants to choose between four possible future contexts and challenged them to define their own fifth option. This informed part of a comprehensive study conducted with the aim of informing the public of the content of the Commission's four contexts for the future, receiving public evaluation of these contexts, and engaging the public with the Commission's work (ibid.: 1). In addition to the publication of this report, and a number of seminars and public engagements, the Televote was a means for the Commission to solicit feedback from, and promote futures thinking to, the New Zealand public. Educating and interacting with the public was considered vital by Duncan, as evidenced in his observation that 'ultimately the success of any organisation involved in future studies must be materially affected by the skill with which it conveys information about its work and conclusions to society' (Duncan, 1984: 5). He also went on to note the importance of a strong research base to inform these conclusions (ibid.).

In an interview for the *New Zealand Listener*, Myra Harpham, who shared the role of Secretariat Director of the Commission for the Future with Margaret Hunn, observed its unique positioning: 'We are facing outwards, towards the public, we are not an advisory group facing inwards' (Harpham, cited in Paske, 1981: 16).

A significant challenge for the Commission was not only to educate members of the public about future-thinking and the organisation's sphere of activity, but also to engage people in its research findings. As mentioned above, public opinion polling was one aspect of this approach. Margaret Hunn recognised that, given the complexity of the information, the Commission had a responsibility to attract people's attention to it, and make the Commission accessible to them (Hunn, cited in Paske, 1981: 16). She also observed that the expectations of decision-makers for 'long-term extrapolations of current trends and quantitative predictions' were out of step with the nature of the futures work undertaken by the Commission (ibid.: 11). The Commission therefore gave as much focus to educating its audience in the application of the information in its findings by encouraging 'anticipatory thinking and planning' as it did to conducting and publicising its research work (ibid.).

5.1.2 The demise of the Commission

Prior to the disestablishment of the Commission, Myra Harpham noted that it could be viewed as 'a measure of the health of New Zealand's democracy that it is possible to fund a body like [the Commission]' (ibid.: 16). However, this comment was soon seen to be premature, as the Commission was dissolved in 1982, merely six years after its inception. The demise of the Commission cut much of its work short; some reports were left unfinished, while others were planned but never started. Among the Commission's last publications were the 'Future Contingencies' series, entitled *Natural Disaster* (Preddey, 1981), *Societal Disaster* (Parr, 1982) and *Nuclear Disaster* (Kjellstrom et al., 1982).[9]

Hugh Templeton, who was a cabinet minister in the Muldoon government and heavily involved in the establishment of both the Commission and the Planning Council, attributes the decision to disband the Commission in part to its work around the threat of nuclear disaster and national security, an opinion shared by Jeanette Fitzsimons.[10] The Commission 'intruded on established policy in the prime field of peace and security' (H. Templeton, personal communication, 13 December 2010). Templeton observed that the Commission went beyond its remit to consider New Zealand's long-term national interests and involved itself in matters relating to international security, which proved unpopular with Prime Minister Robert Muldoon.

Futurist Dr Malcolm Menzies concurs with this view, commenting:

> I suspect [a] reason for the demise of the Commission for the Future was political miscalculation. Sure this was always likely to happen given the nature of the Commission's brief and the PM we had at the time, but this is an important general point because a key element in the success or failure of any futuring exercise is the degree of 'connectedness' to networks of influence. Balancing connectedness with the essential 'edginess' of futures work is a very difficult task. (M. Menzies, personal communication, 6 December 2010)

9 Other titles in this series that were planned but not published were Future Contingencies 3: *World Economic Disaster*, and Future Contingencies 5: *Summary Report for Wider Dissemination*.

10 See Jeanette Fitzsimons' personal reflection on page 69.

Templeton identified other reasons for the short life-span of the organisation as relating to its structure. The responsibility for the operation of the Commission resided with Members of Parliament, who already had significant workloads. Templeton concludes that the Commission would have benefited from greater human and financial resources, as well as being located closer to the workings of government. In view of its advisory role on economic and financial issues relating to New Zealand's long-term economic performance, he surmises that the most appropriate location for an institution of this nature would have been within the Treasury.[11] Lack of funding imposed limitations on the Commission's ability to recruit high quality staff, and its distance from the workings of government affected its influence (H. Templeton, personal communication, 13 December 2010).

In the foreword to Duncan's personal publication *Options for New Zealand's Future*, Sir John Marshall commented that 'It [was] not surprising ... when, in 1981, the government, more concerned with the next election than with what might happen in the next thirty years, disbanded the Commission for the Future' (Duncan, 1984: ix). New Zealand's three-year electoral cycle provides little incentive for the government to invest in long-term futures work. Commenting on this short-term cycle recently, Victoria University political scientist Jon Johansson noted that the 're-election imperative is so acute; governments are always thinking about re-election' (cited in Comrie-Thomson, 2010). This has implications for government decision-making and choices around long-term strategy. While the issue is beyond the scope of this paper, the possibility that long-term future-thinking objectives, such as an NSDS, might be better served by a four-year electoral cycle deserves further research.

A centralised, government-funded organisation, such as the Commission for the Future, existing in a healthy democracy, has the ability to question the status quo and challenge the government to address tough issues relating to the country's long-term sustainability. At the same time, a tension will exist between its need for independence and the potential unpopularity of its findings. The challenge will be to ensure that the structure and terms of reference of any future organisations are sufficiently robust to enable effective dialogue on long-term challenges without being impeded by short-term political goals.

Personal reflection: Hon. Hugh Templeton, December 2010

Excerpts from a conversation with Hugh Templeton, December 13 2010.

On the inception of the Commission for the Future:

> It was simple. The computer and the chip revolution was under way. The nano age – we really had to try and have a look further ahead, a generation ahead, even thirty or forty years ahead. At that time a host of futures groups were starting up around the world. All of those thoughts suggested: let's bring together a few people alongside the Planning Council [with] a specific role of trying to envisage the future. That's really how it began.

On the role that the Treasury should play in strategic and future planning:

> My response now: I would have put the Commission for the Future into a government department, preferably the Treasury because their opposition to bodies outside is so endemic, it's so powerful. Unless you carry the Treasury you can't really get very much done in our system. Theirs is a hugely negative capacity. 'We haven't the money' is the most powerful if not the stupidest statement ... when the Treasury says it to you, don't believe them, it isn't true – it's oxymoronic. It is almost impossible to get a Prime Minister or Cabinet to look at a project if the Treasury is opposed. The original Planning Conference was a Treasury and Trade and Industry device led by the powerful and 'intelligent' Deputy PM Jack Marshall which was the most effective thing we did in my view, in that 50 years, to try and orientate the New Zealand economy.
>
> My argument in the New Zealand context: get into the system; it's not what you know it's who you know ... The rationale is clear, you start something off and then you're transferred, the next person may have no interest in what you're doing, in fact may actively be concerned to change what you're doing or preferably save work and let it die. If you've locked it into the Treasury, they've then got an interest in action and progress.

11 For more information on the role of the Treasury in New Zealand see http://www.treasury.govt.nz

On why the New Zealand Planning Council endured for so much longer than the Commission for the Future:

> It was unwise of them [the Commission] to get into foreign policy, they were meant to be doing New Zealand futures, you know , what would our grandchildren be doing? In effect the Commission for the Future stepped outside its brief. The PM said 'I cannot have an instrument of government contradicting government policy'. There was no question, the Planning Council proceeded and it was producing good work.

On the necessity for a sunset clause for the Commission for the Future and the New Zealand Planning Council:

> My view now is that we should have had a sunset clause so that they saw themselves as having to operate right now, and then you do away with them. It then means they've got a finite life, they've got to perform. Five years? Maybe seven. Look at the task then and maybe try another means?

On those with enormous foresight in New Zealand's history:

> There were two genius founders … George Grey and Wakefield. [Wakefield] was a brilliant man … he helped found four states; Canada, New Zealand, Australia and South Africa, it was his vision that established our modern parliamentary state within fifteen years ... Grey was a genius, he really made modern New Zealand, not just in his governorships, but as a politician he established the liberal tradition of governance … the liberal state based on freedom of the individual, but linked to the requirement of the community, that where the individual and the community could not manage issues – from public health to public education, from birth to old age the state should take a role as the liberal governments pushed forward with say pensions and maternity hospitals. Much of our strategic development has of necessity been State led. Basically Grey's philosophy fed into the Greyhounds of the great Seddon liberal administration.

On the necessity for planning for development:

> If you ask Bill English, where is the development coming in the next 25 years, can he tell you? No. The State ... and its instrument the Government need someone to work up strategies. If not the Treasury – a think tank – a planning group. The market is too small in NZ to lead. Look at what has happened. Our only global player is the dairy industry. The dairy industry is increasing at 3% annual productivity. Is that happening in any other sector? Our manufacturing sector has gone backward in the face of a misreading of what Free Trade can do for a small country. Where are our multinationals? Fletcher Challenge was, but failed. Can we build in other industries more multinationals like Fonterra? Say Solid Energy? We had one in Petrocorp but that was asininely sold off. As a result it's difficult to get major development in the only transformatory sector available to NZ, energy. If the Petrocorp era had kept going NZ would have gone a long way towards self sufficiency in liquid energy. Without State leadership it's difficult to get any major [sectoral] development, any major investment on a national scale ... We are the world leaders in geothermal, but the last generation failed to build on the first. We should have been moving on a steady state basis in geothermal and in petroleum – but there's no strategic direction or institutions to implement policy ... By now we should have been the Norway of the South Pacific running balance of payments surpluses and with a State Investment Fund. That [strategic direction] is what institutionalised futures analysis in the Treasury, and each of the strategic government departments should be producing.

Personal reflection: Jeanette Fitzsimons (CNZM), former co-leader of the Green Party, March 2011

> I am old enough to have lived through, and to remember this period of foresight in New Zealand's history. I clearly remember Future Contingencies 4: *Nuclear Disaster* being published in 1982. The publication conveyed a strong stance against nuclear proliferation and alliance given the dangers of nuclear warfare and immediately thereafter, I recall (Prime Minister) Robert Muldoon disestablishing the Commission for the Future. It brings to mind a bumper sticker on my son's car, 'For God's sake don't tell the truth, you'll lose your funding', an adage which stands true, applying to both universities and government-funded groups in New Zealand today. We desperately need an independent group which can conduct a high level of research, that is sufficiently academic to be taken seriously, but with complete funding autonomy.

5.1.3 The New Zealand Planning Council, 1977–1991

The New Zealand Planning Council (NZPC) was established at the same time as the Commission for the Future, under the New Zealand Planning Act 1977. Unlike the Commission, however, it had a medium-term outlook (see Appendix 1). The Council was established with two central functions: firstly to advise government on planning for social, economic and cultural development in New Zealand, and secondly to provide stimulus for debate and discussion around important planning issues for the country, with an emphasis on medium-term policy (Fischer, 1981: 1).

Members of the New Zealand Planning Council
From left: Secretariat Head Ken Piddington, Chair Sir Frank Holmes, Minister of National Development George Gair and Secretary to the Treasury Noel Lough.

The appointment of a full-time chairman, Sir Frank Holmes, demonstrated the emphasis the government placed on planning at this time (ibid.: 6). Fourteen members representing a broad range of disciplines were initially appointed to the Council. The Minister of National Development, George Gair, was also made a member to ensure a strong connection between the Council and Cabinet (ibid.: 5). On the subject of its contemporary, the Commission for the Future, Fischer explains that to avoid duplication of information, the bodies agreed to consult each other on their work-plans as well as present these to the minister annually (ibid.: 20).

Four steering committees (SC) were established, each convened by a member of the Council. These were SC I, Economic Efficiency and Flexibility; SC II, Economic Stability; SC III, Social and Cultural Development; and SC IV, Regional Planning and Development. Four special working groups were also formed during the Council's first year, focusing on the specific areas of human relations in the workplace; population and migration; medium-term economic prospects, and taxation and income maintenance. In response to early criticism that the steering committees were too rigid, these were gradually replaced by single-purpose task forces to carry out specific projects. From the outset the Council saw it as important to respond to New Zealand's changing environment and evolve its structure and practices accordingly (ibid.: 7).

Between 1977 and 1991 (when legislation was enacted to dissolve the Council), the New Zealand Planning Council published numerous reports (see Working Paper 2011/01), which cover a broad range of areas and issues. These publications reflect the Council's desire to be 'a catalyst to encourage planning in organisations and in local and central government' (ibid.: 10). There is a focus on stimulating planning in areas integral to New Zealand's economy, and the Council was involved in planning activities with sectoral organisations such as the New Zealand Manufacturers' Federation, the Forestry Council, and various agricultural advisory bodies. The Council also:

> … consistently promoted the cause of open government and presented a submission to the official committee considering this matter. It … followed up this and other matters in its annual reports, such as suggesting a longer parliamentary term might be more conducive to better planning and management. (ibid.: 15)

Notably, the Council was among the first agencies to incorporate Māori into long-term planning. When it was formed, a Māori round-table was established to address planning specifically concerning Māori. Chair Sir Frank Holmes brought in Māori leaders to discuss issues of interest, and as this concept evolved Tilly Reedy came to work for the Council specifically on Māori issues. Believing that the best way to incorporate Māori perspectives was through conversations with iwi, she set up meetings between Council members and influential iwi around the country. Peter Rankin, who was the Council's Chief Executive from 1982, describes this as one of the most rewarding outcomes of his involvement with the Council, and notes the way it encouraged the Wellington policy-making community to start actively engaging with iwi (P. Rankin, personal communication, 10 December 2010).

Rankin says the Planning Council was intentionally structured to be quite different from anything else that was in existence at the time, commenting that future-thinking tended to involve a group of experts operating in a silo, whose findings didn't necessarily have a broader impact (ibid.). In contrast, the Council wanted planning and future issues to be discussed and integrated within the broader community. Learning from the positive experience of the Māori round-table, several groups were set up to monitor specific trends in society, such as employment and population, and to develop a holistic view by connecting with interested groups in the community. This contributed to the Council's role in bringing futures issues into the mainstream policy-making arena, and the New Zealand system in general.

5.1.4 The dissolution of the Council

When asked to comment on why the Council outlived the Commission, Peter Rankin says he saw the difference lying in the ways the two organisations interacted with government. The Commission sometimes appeared to seek 'shock value', while the Council sought to involve the government and its agencies in longer-term processes. He uses the Council's findings on overseas debt as an example. In 1983 the Council published *Foreign Exchange Constraints, Export Growth and Overseas Debt*, which examined the disastrous trend in New Zealand's overseas debt servicing over a 20-year period. Rather than rush into print, the Council ensured that Treasury was fully aware of the study's progress and provided ample time for the Minister of National Development to satisfy himself that the conclusions were robust before the report reached Prime Minister Robert Muldoon. Sustaining independence alongside constructive interaction was a continuing challenge.

Rankin also noted that from its inception the Council (along with the Commission) faced opponents seeking its dissolution because they disagreed with its work or saw it as a threat. In the end its disestablishment coincided with the movement to improve the scientific work of the government through the formation of Crown Research Institutes. There was a proposal to amalgamate the social science work of the DSIR with the work of the Planning Council in one of the CRIs, but this did not occur. The Council was dissolved in August 1991, and in 1992 the Crown Research Institute Act established 10 CRIs, none of which incorporated the Planning Council.

Personal reflection: Sir Frank Holmes, Chairman of the New Zealand Planning Council 1977–1982, February 2011

Like the Commission for the Future, the Planning Council was given the right to report publicly as it saw fit, on medium-term issues and policies. Members were not selected as representatives of organisations but as respected individuals from a wide range of relevant interests and disciplines.

Under my chairmanship in the first five years, the Council placed major emphasis on seeking as much consensus among members as possible on the major issues affecting national development in the medium term and how they might best be addressed.

Provision for linkage to the government was made by, not only the Secretary to the Treasury becoming a member of the Council, as recommended by the Task Force, but also the Minister of National Development (but not a representative of the Opposition as the government had accepted on the CFF).

Successive ministerial members did not attempt to prevent publication in our reports of any consensus achieved, even where this might appear inconsistent with current government policies. Moreover they did not object to our briefing the Opposition on our reports.

Nevertheless, towards the end of my term of office in 1982, it seemed likely that we might meet the same fate as the CFF. The Prime Minister indicated that he was considering recommending the abolition of the Council, as he found some of our reports 'unhelpful'.

After referring that possibility to a committee of 'permanent heads', he was persuaded to retain the Council with a reduced budget, and with a somewhat changed mandate to place less emphasis on the type of advisory reports that we had been producing, and more emphasis on monitoring trends in development.

An important linkage with government, which received no publicity, was the invitation to me as Chairman to attend meetings of the ad hoc Cabinet Committee on National Development, which our Minister chaired. This was a small group, including ministers Birch, Bolger and Templeton who would become very influential in future policies of their party. The Prime Minister never attended. Its early reports concentrated on a wide range of projects that could make significant contributions to national and regional development.

Members were initially reluctant to move into other areas vital in any strategy for national development, such as monetary and fiscal policy, seen as the preserve of the Prime Minister and Minister of Finance. They were gradually persuaded to do so by me and my successor. Assisted by the Treasury, they produced a report *National Development Strategy* late in 1983.

This document accepted that the 'freeze' then in place was not a long-term solution to New Zealand's problems. It recognised that the imbalances which had been allowed to develop in the labour market, in the government's accounts and in overseas transactions, behind a wall of administrative restrictions, if continued, would threaten the nation's capacity to put growth on a basis which would lessen dependence on overseas borrowing and prevent a resurgence of high inflation. To provide a better basis demanded major changes in the structure and efficiency of the New Zealand economy.

A large number of the proposals for change made in *National Development Strategy* were similar to those made in Planning Council documents such as 'Directions'. David Lange, as Leader of the Opposition, made great fun of the contrast between words and deeds, intentions and performance by the government in office. But it was noteworthy that he had little substantial criticism of the intended direction of policies set out in the document. Major players in both parties were recognising that New Zealand was in crisis and that new approaches to policy on a wide front were vital for New Zealand's new medium and long-term development.

Personal reflection: Peter Rankin, Chief Executive of the New Zealand Planning Council 1982–1990, February 2011

Working in the NZPC was always an amazing and enriching experience – with its overload of variety and depth in information and in people.

How effective was it? Very difficult to say. Easy to measure output, but we never found a satifactory measure of outcomes. In work that ranges across the whole of society, it is impossible to trace changes back to a single cause.

At NZPC – and CFF – we were always up against sceptics who would say 'You can't predict the next year – or even the next quarter. So forget about 5–10–20 year studies. You'll never get it right.' To which we would say, 'We are not trying to predict. We are trying to get people to look at longer-term opportunities and consequences. Any longer-term study will provoke criticism – and that only helps to improve it. A one-off study isn't the point. It's the process that keeps helping you to see further, more clearly.'

Back then we felt alone, but there have been big changes. Look at the requirement for the 40-year fiscal outlook [see Section 5.2.1] – unimaginable in 1980 – and at the long-term plans required of every local authority. And look at the number of government and non-government agencies now active in futures thinking.

We weren't the sole cause of that change, but we were certainly part of it.

In futures, you have to keep going. It is always changing, always challenging. If you ever did get it spot-on, you'd have failed – failed to get people to see how they could adapt and change their own future.

5.2 Government Instruments

The Institute is aware of three instruments that currently exist within government to progress long-term thinking, which are briefly outlined within this section.

5.2.1 The long-term fiscal position

Under the Public Finance Amendment Act 2004, a report on New Zealand's long-term fiscal position (which looks out 40 years or further) must be produced by the Treasury at least every four years. The first of these reports was published in 2006, and is discussed in the Institute's 2007 report *New Zealand Central Government Strategies: Reviewing the landscape 1990–2007*. An updated version of the Institute's report, which is currently being prepared, will discuss the Treasury's 2009 publication, *Challenges and Choices: New Zealand's long-term fiscal statement*. In our view these reports form the best instrument to date to explore New Zealand's long-term future. The 2009 statement discusses demographics, changes since the 2006 statement, and models used to examine the fiscal outlook and sustainable debt, and concludes with options and choices for economic policy.

5.2.2 2025 Taskforce

As part of the Confidence and Supply agreement reached between the National and ACT parties immediately after the 2008 election, the government committed to closing the income gap with Australia by 2025, and to establishing an advisory group to report annually on progress towards achieving that goal and make recommendations about how best to achieve it. As a result, the 2025 Taskforce was established in July 2009. A progress report was published on 3 November 2010, and a further report is due on 31 October 2011. The Terms of Reference for the Taskforce state that it will provide advice through an initial report which:

- Reviews New Zealand's poor productivity performance, and monitors the productivity gap versus Australia
- Identifies the causes of New Zealand's poor productivity performance and any barriers to improved productivity
- Provides recommendations to create new or improve existing New Zealand institutions that could have an impact on productivity
- Provides advice on policies and other measures to close the income gap with Australia by 2025. (2025 Taskforce, 2010)

5.2.3 New Zealand Productivity Commission

One instrument that may prove valuable in progressing future-thinking in New Zealand is the recently established New Zealand Productivity Commission, which is expected to be up and running in April 2011. The principal purpose of the Commission is to provide advice to the government on improving productivity in a way that is directed to supporting the overall well-being of New Zealanders. The Commission will be headed by four part-time commissioners, and will report to the Minister of Finance. It will have the mandate to conduct and publish its own research into productivity-related issues.[12]

12 More information about the New Zealand Productivity Commission can be found at http://www.treasury.govt.nz/publications/informationreleases/productivitycommission

5.2.4 FRST funding

A number of projects which also progress long-term thinking have been funded by the Foundation for Research, Science and Technology (FRST). In this section we briefly outline the work of Landcare Research, Creating Futures and Sustainable Pathways (SP2).

The cover of *Hatched: The Capacity for Sustainable Development*

Landcare Research

In 2003 FRST granted Landcare Research $6 million to undertake the supporting research for building capacity for sustainable development in New Zealand. This funding was for a six-year period, from October 2003 to September 2009, during which time Landcare Research undertook a significant amount of work on exploring New Zealand's long-term future and developing a range of tools to help New Zealanders explore possible futures. Landcare Research has continued to undertake applied research and facilitation in futures studies for a range of clients.

Outputs from this project included the FutureMakers initiative (see Section 4.15); two books (*Four Future Scenarios for New Zealand: Work in progress* [Taylor et al., 2007] and *Hatched: The capacity for sustainable development* [Frame et al., 2010]); a futures game, '100% Pure Conjecture' (Frame & Taylor, 2008),[13] and a range of workshops, presentations and academic research papers.

The total project was documented in *Hatched*, which proposes that in order for futures products to be challenging and accessible, decision-makers also need to strive to equip themselves to receive and use them. The authors suggest that in order to achieve this, certain developments seem necessary:

- An institutional landscape equipped to handle uncertainty where stakeholders can draw on futures literacy to respond to changing external pressures and where solutions reside across agencies, both public and private
- Widespread capability to accommodate both short- and long-term views (including end-users' strategic thinking capability)
- A critical approach that ensures insight into the values and assumptions that structure the present. (Frame et al., 2010: 15)

13 The 'futures game' was developed for local government and business to promote long-term thinking and increase understanding of the requirement for, and implications of, sustainable development. It has been used by the Tourism Industry Association New Zealand (TIANZ), Local Government NZ, the Public Health Association, Ministry of Transport, Department of Conservation, Ministry for the Environment and others. There are three versions of the game – classic, urban, and biodiversity (Landcare Research, 2010) – which are still available online at http://www.landcareresearch.co.nz/services/sustainablesoc/futures

Creating Futures

Creating Futures (2006–2010), formerly known as 'Choosing Regional Futures', was a multi-agency, interdisciplinary programme led by Environment Waikato in partnership with New Zealand and overseas experts. The programme developed innovative methods and tools for planners and decision-makers to assess long-term effects of development options, evaluate the consequences of policies, and enhance community involvement in choosing and planning for the future. Key achievements include:

- Waikato Scenarios: a set of four alternative futures for the Waikato considering key international, national and local drivers.
- Deliberation Matrix: Develop and test procedures and tools for community-based deliberation that allows stakeholders to assess and evaluate the consequences of actions and policy decisions across their different values and perspectives.
- WISE (Waikato Integrated Scenario Explorer): A computerised spatial decision support system which helps policy-makers understand and explore future development scenarios and the effects of policies on all parts of society – economically, environmentally and socially. (B. Huser, personal communication, 22 December 2010)

Future work is planned to apply and further enhance these research tools for Environment Waikato and to assist other local bodies to develop similar spatial planning tools, and Envirolink funding has been sought for 2011/12 to develop a web-based directory of spatial models and other non-spatial decision support systems, including examples and case studies of how they are used.[14]

Sustainable Pathways 2 (SP2)

Sustainable Pathways 2 is a FRST-funded, six-year (2009–2015) continuation of the Sustainable Pathways research programme at Massey University (EERNZ – Ecological Economics Research New Zealand). This research also builds on the Creating Futures programme outlined above, and will enable cities and regions to better plan for sustainable development by providing them with practical tools and methods on alternative future development scenarios. These scenarios will seek to illuminate and link the economic, social and environmental dimensions of sustainable development and project changes in timeframes ranging up to 30 years, using user-friendly dynamic models.

There are three interconnected objectives:

1. Mediated modelling (led by EERNZ);
2. Spatially explicit multi-scale modelling (led by Market Economics Ltd); and
3. Developing and integrating dynamic and spatial modelling tools into urban planning practice (council-led: Environment Waikato, Auckland Council, Wellington Regional Council).[15] (ibid.)

5.3 The Derivatives (Independent Agencies)

5.3.1 Futures Forum, 2009–ongoing

While there is currently no government-funded, centralised futures initiative, the Futures Forum is a cross-departmental voluntary group of public sector employees that operates in partnership with the Royal Society of New Zealand. The Forum describes itself as an 'open community of practice and a community of interest around futures work that aims to bring greater coordination and coherency to futures work across the Public Sector'. Its vision is '[s]haping the future to New Zealand's advantage, today' (Futures Forum, 2010).

14 Further information can be found on the website www.creatingfutures.org.nz, and a summary article about the project can be found at www.landcareresearch.co.nz/services/sustainablesoc/hatched/documents/hatched_section1.pdf
A short video about WISE is available from www.youtube.com/watch?v=RgEABCz1RrI

15 Further information about the SP2 programme can be found at www.sustainablepathways.org.nz

The Forum aims to create a network for sharing knowledge in futures research so that work can be improved upon and duplication can be prevented. It works towards enhancing coordination of futures work across the public sector and seeks to develop a range of initiatives that:

- Contribute to a coherent picture of futures work that is being undertaken across the Public Sector and facilitate the sharing of knowledge around the trends, drivers, issues, and wildcards that will shape the future of New Zealand.
- Enable the Public Sector to provide better advice to Government about the nature of these issues and the options for addressing them and thus make effective strategic choices about tackling them. (ibid.)

Membership of the Futures Forum is voluntary, and is made up of advisors, analysts and managers from across government agencies who are involved in futures work within the public sector. It has a steering group to oversee, maintain, monitor and evaluate progress towards achieving outcomes, engage with senior leaders and external experts, to publicise futures work and to organise meetings. The central aim of the Forum is to improve strategic policy capability in futures work across the public sector. Outcomes, and pathways for the achievement of outcomes, are clearly stated in its Terms of Reference (ibid.). These include: working with others in the area; leading the development of capability in futures studies; knowledge sharing and the development of mechanisms to enhance further skills and capabilities in futures research, and providing a space where peers can engage and critically evaluate futures work.

The Futures Forum hosts regular presentations (approximately every two months) for members, with speakers from the public sector, business and NGOs. Discussion topics to date have included technology futures, environmental scanning, the global economic crisis, building a cross-government picture of the future, FutureMakers meta-analysis, New Zealand's demographics, and forces for change in the labour market. A specific regional focus was given to one such presentation, titled 'Auckland conversation: What are the issues facing Auckland in the next 20 years?'

The Futures Forum's partnership with the Royal Society of New Zealand is mutually beneficial, in that the Forum gains from the knowledge capital and membership networks of the Royal Society, which in turn furthers its engagement and relationship with the state sector (ibid.).

5.3.2 New Zealand Futures Trust, 1982–ongoing[16]

In *Options for New Zealand's Future*, James Duncan (1984: xi) lamented that the work of the Commission for the Future had been discontinued before it could reach any conclusions. He found justification for privately continuing his research into long-term options for the country's future in the observations of the then Minister of Science, Les Gandar, at the first meeting held by the Commission for the Future on 19 September 1976:

> [T]he demands of the government in terms of time, personnel, and expertise have been outgrown to such an extent that it is not easy for governments and those who serve them to find the time to stand back a little and look beyond the demands of the present to the needs of the future. Paradoxically, however, it is in just these circumstances of growing social complexity that governments and society as a whole need to look into the future … (Gandar, cited in Duncan, 1984: 1)

Thirty years on there is no less of a need for an integrated overview of options for the future. The work of the Commission has been continued to an extent by the independent New Zealand Futures Trust, which Professor Duncan, concerned at the lack of future-thinking in New Zealand, formed in May 1982. An independent not-for-profit organisation funded by its membership, it aims to 'provide credible, timely information on major changes likely to impact on our way of life, particularly in New Zealand, and to promote discussion in the wider community on how we might best react to them' (New Zealand Futures Trust, 2010).

16 The New Zealand Futures Trust is the official and legal name of the Trust, although the brand name Futures Thinking Aotearoa, introduced in February 2005, is often used to promote the Trust's activities and publications.

As well as producing the quarterly magazine *Future Times*, the Trust runs regular public seminars for students, and offers research, analysis and workshops to businesses. Its current focus is on the period 20–25 years ahead, and it has established a steering group for work called 'Towards 2030'. One of the Trust's early actions was to bring Steven Ames to New Zealand. Ames was involved in successful futuring exercises for the Portland area in the US, and came to New Zealand to help prepare local authority staff for the new Local Government Act which required them to undertake ten-year planning. The Trust has also produced *Our Country Our Choices* (Menzies et al., 1997), an edited collection that introduces future-thinking to the general public with articles by nine New Zealand future-thinkers, looking at a timeframe of 25 years. Topics include community ethics, conservation, bicultural identities, the world community, the economy, work, health, education, energy and governance in the future of New Zealand. Menzies has noted: '*Our Country Our Choices* also incorporated processes for feedback on national vision – a fold-out response sheet in the back of the book itself and a website. The response was virtually zero' (M. Menzies, personal communication, 6 December 2010).

We invited two long-standing members of the Trust, Yvonne Curtis and Jennifer Coote, to share their reflections on the organisation's success. They concurred that, by its very nature, it is difficult to measure the success of long-term futures work (personal interview, 16 August 2010). However, they saw value in the organisation's work as providing a forum for discussion about future-thinking, its role as an 'informal sounding board', the seeding of a 'future's vision' courtesy of its former members, and the publication of *Future Times* and *Our Country Our Choices*.

Personal reflection: Gareth Moore-Jones, Chair, New Zealand Futures Trust, December 2010

The Trust, whilst born out of the dis-establishment of the Commission for the Future, is a long way from being a Government-funded organisation – an important and firmly-held position of the current Trust board. The legacy left by James Duncan has been carried forward, as have many independent futures initiatives, by a core group of pragmatic volunteer futurists who see their role as that of a totally independent, bi-partisan and non-aligned think tank. The many and varied initiatives undertaken by the Trust have contributed significantly to the art and science of futures thinking in the New Zealand context.

This 'community-driven' approach to driving the message of the importance of futures thinking forward has contributed to increased volume in the discussions around community planning and 'livibility' at a central government level, and, on an international level will continue to contribute to a recognition that New Zealand can, and should, use its position in the world as an advocate for sensible decision-making based on sound futures research and an awareness that we are merely the guardians of our environment for future generations.

6. The Requirement for a Centralised, Government-funded Futures Organisation

In 1981, when discussing his intention to establish a privately funded group should the Commission be disbanded, Professor James Duncan stated, 'I think it would be far better to have [a future-thinking body] within the government system, doing what may be an awkward job. I see this as a major contribution to democracy' (cited in Paske, 1981: 16).

New Zealand is currently facing unprecedented challenges to the sustainability of our environment and way of life. While valuable at all times, futures thinking is critical in times of rapid change such as the present, when we are faced with the need to strategically manage issues like climate change, population growth, energy and water while at the same time technology is advancing at record speed. Relying on private sector organisations to address gaps in government policy and planning is an unsatisfactory way to respond to future challenges. Furthermore, in a democracy, only the government has the mandate to act and legislate in the people's interest.

This section assumes that there is a requirement for a government-funded futures organisation, however there are alternative perspectives. As Malcolm Menzies has noted:

> I am very sceptical about 'The Requirement for a Centralised, Government-funded Futures Organisation'. Given the complexities involved, better to think about development of a 'field' of Futures Thinking than a monolithic organisation. Government funding would however be an important element of such development. (M. Menzies, personal communication, 6 December 2010)

6.1 The Role of Government in Developing Foresight

Government's responsibility is to serve the public good and it is appropriate that an NSDS and other futures work is owned by the government. While ad-hoc, short-term government initiatives have had some success, a centralised, long-term, sustainable, whole-of-government approach is required. The importance of future-thinking by governments is well acknowledged in a March 2007 report prepared by the Public Administration Committee of the United Kingdom Parliament. The report noted:

> Governing for the future is difficult. Not only are there notorious uncertainties in forecasting, but governments are also hampered by the short-termism of the electoral cycle. However, governing for the future is important. The future will be shaped by the decisions that government makes. Policies agreed now will affect the lives of the next and subsequent generations. (UK House of Commons, 2007: 3)

The report also emphasises the need for a central strategic body that concentrates on future-thinking:

> There is undoubtedly a need for some form of strategic capability at the centre of government. Those at the centre can look across government, free from the constraints and influence of departmental agendas, but with access to the knowledge within departments. (ibid.: 13)

In January 2010, the government of Singapore established its Centre for Strategic Futures, headed by Aaron Maniam.[17] This is one example of future-thinking occurring within government.
The Centre is part of the government's Strategic Policy Office, which:

> … contributes towards building a progressive and forward-looking Public Service by developing strategic planning capabilities across the Public Service and helping to shape whole-of-government policy to manage challenges in an increasingly complex environment. SPO and CSF undertake futures work and strategy work. (Public Service Division Singapore, 2007)

Internationally, the central mechanism applied to bring together a vision for a country's future with measurable goals and monitoring is an NSDS (SFI, 2007: 8–9). In 2009, 106 Member States of the UN were in the process of implementing an NSDS, as reported to the United Nations Commission on Sustainable Development (CSD) or its Secretariat (UNDESA, 2010a). New Zealand has committed to developing an NSDS under two international agreements, as stipulated under chapter 8 of *Agenda 21* (UNDESA, 2010b). The first commitment was the introduction of an NSDS, which dates from the 1997 Special Session of the General Assembly (SFI, 2007; UN, 1997), and the second was the implementation of an NSDS under the *Johannesburg Plan of Implementation* (SFI, 2007; UNCED, 2002).

17 Aaron Maniam is a keynote speaker at *StrategyNZ*, the Sustainable Future workshop to be held in Wellington from 28 to 31 March 2011.

The budget, reach and nature of centralised government are such that futures work is best placed within its framework. Irrespective of the form that a centralised, government-funded futures organisation takes, there are a number of factors that will impact upon its success. This organisation must provide leadership in the design of an NSDS and the monitoring and reporting of New Zealand's NSDS commitments and other futures work. One aspect of this will be educating the public in the value and relevance of future-thinking. Clearly defined objectives linked to measurable outcomes are vital, along with mechanisms to ensure transparent processes and accountability based on delivering these outcomes.

6.2 Options for a Central Government-funded Futures Organisation

There are a number of institutional options for progressing futures work at a government level. It is beyond the scope of this paper to explore these options, and further research is required into the most suitable institutional structure for progressing an NSDS and other futures work. However, in Report 1, *A National Sustainable Development Strategy: How New Zealand measures up against international commitments*, the Institute identified institutional options to progress an NSDS (SFI, 2007). These options are listed below.

Figure 5: Institutional Options to Progress an NSDS
Source: SFI, 2007: 50

Option 1 – Create a decision-making body directly linked to Cabinet.
For example, a National Commission on Sustainable Development, chaired by the Prime Minister.

Option 2 – Utilise an existing central government body or bodies.[18]
Specific options could include: (i) DPMC, (ii) Treasury, or (iii) a mix of government bodies such as the Ministry of Economic Development, Ministry for the Environment and the Ministry of Social Development.

Option 3 – Create a new central government ministry or department.
The National Party has suggested a Ministry for Sustainable Development.

Option 4 – Establish an independent advisory body within a ministry or department.
This option could be a board, similar to the Growth and Innovation Advisory Board, which is connected to the Ministry of Economic Development.

Option 5 – Establish a Crown entity for sustainable development.
This could either be a new entity or a revamp of a current entity. For example, the creation of a 'Sustainable Development' authority (similar to the Energy Efficiency and Conservation Authority) or a Crown Research Institute to develop a cohesive body of knowledge on sustainable development in New Zealand that feeds into the policy development process.

Option 6 – Establish a Royal Commission for Sustainable Development.
This could be similar in structure to the New Zealand Royal Commission on Genetic Modification, but have a clear purpose and timeframe to develop the first NSDS for New Zealand. Another institutional model would be a commission similar in structure to the Commission for the Future (1976–1982).

Option 7 – Expand the role of the Parliamentary Commissioner for the Environment.[19]
This could be similar to the UK's independent advisory body, the Sustainable Development Commission.

Option 8 – Create a Sustainable Development Council.
For example, adopting a model similar to Ireland.

18 See Hugh Templeton's discussion in Section 5.1.2, where he argues that future-thinking should occur within Treasury.

19 The functions of the Commissioner are set out in Part 1, Section 16 of the Environment Act 1986. Sub-section (1) (a) states: 'With the objective of maintaining and improving the quality of the environment, to review from time to time the system of agencies and processes established by the Government to manage the allocation, use, and preservation of natural and physical resources, and to report the results of any such review to the House of Representatives and to such other bodies or persons as the Commissioner considers appropriate.'

7. Learning from the Past to Build a Better Future

Future-thinking initiatives are a product of the political, social and environmental climate from which they emerge. This section looks at the lessons that have been drawn out of our review of past future-thinking initiatives, and synthesises them into a four-step model designed to guide the Sustainable Future Institute and other organisations undertaking futures initiatives. This model also takes into account emerging trends in public participation and the work of leading management theorist Peter Drucker. Our aim in developing such a model is to ensure that the lessons from the past are not lost, but instead are preserved and presented in a way that is relevant and applicable for future endeavours.

7.1 Improving Effective Public Participation

In recent years we have seen leaders adapt a range of new technological advances, such as social networking, to further their effectiveness. The opportunity exists to research the effectiveness of current and emerging technology (such as texting, gaming, blogging and other methods of social networking) in order to understand what works and what does not. Many of the initiatives presented here involve participation from members of the public. How participation in such initiatives impacts on the effectiveness of democracies, both in New Zealand and internationally, is an interesting area for further study. A number of important questions can be used to begin to examine this area: are there times when such initiatives are more in fashion? For example, when leaders see that possible opportunities are being missed? When the direction of the country is under the spotlight? Or are initiatives simply driven by an individual or a small group of people wanting to make a difference outside the political process? Research into questions such as these may provide some interesting results. This is an area of interest not easily explored within a three-year political cycle, or within government where the focus tends to remain on what is urgent, neglecting other issues that may be important in the future. However, we hope that this observation is one that academics will wish to study further. The ethics underlying public participation are also likely to be an emerging issue.

Achieving effective public participation is not a new concept. Since the 1950s, for example, Dame Joan Metge, a leading anthropologist and social scientist, has undertaken groundbreaking research and work with Māori communities, primarily directed at promoting cross-cultural understanding. She has prepared guidelines for facilitators using traditional Māori rules for discussion, and these are presented in her book *Kōrero Tahi: Talking together*. This cross-cultural communication is one approach to promoting public participation in New Zealand.

Notably, institutions such as the International Association of Public Participation (IAP2) are working to safeguard the public (see Appendix 6). In its 2008 report *Painting the Landscape: A cross-cultural exploration of public-government decision making*, IAP2 noted a shift in Australia and New Zealand towards public participation (IAP2, 2008). The report documented the findings of a joint research project it had undertaken with the Charles F. Kettering Foundation in which public participation practitioners from both countries were interviewed about, among other things, contexts, processes, cultural influences, access, and outcomes relating to participation in public-government decision-making.[20] Researchers noted the variety of methods emerging in Australasia, including large-scale dialogues and resident feedback registers, activities involving the use of web-based tools, and regional community forums (ibid.). Along with an increase in public participation in innovative activity, the authors noted an 'awareness of flaws in existing systems of government (local, state and national)' and documented 'weaknesses in traditional forms of [public participation]: surveys, public meetings, advisory committees and so on' (ibid.: 2). This progression of public participation methods away from traditional forms is deserving of further research, and is an emerging trend for leaders of future-thinking initiatives to think about when considering the nature of the problem their initiative is trying to solve.

Public-good initiatives, including future-thinking initiatives, arguably evolve out of a perceived need or gap in the existing governance landscape. Whether that need or gap is generated by a lack of coordination between the public and private sectors, or driven by emerging technologies, promising opportunities, looming risks or governance failures, the reality is that public participation initiatives are likely to continue as useful tools for driving change.

20 The sample of New Zealand interviewees from the IAP2 study was small, numbering just four, a fact that should be kept in mind when considering the findings.

7.2 Developing a Tool for Planning Future-thinking Initiatives

We have used Peter Drucker's self-assessment questionnaire (see Appendix 7), as well as our own observations from our research into past initiatives, to develop a four-step model to be taken into consideration when planning future-thinking initiatives. It is important to consider these steps as a continuous process, with each step being frequently revisited and reconsidered as the initiative evolves. These steps are presented below in order to assist organisations in executing effective future-thinking.

Input: What is the purpose?

Input is about identifying goals and objectives, what will be achieved and why this is important and relevant. At this stage it is important to establish the core values and identity of the initiative, as well as the available or attainable skills, assets, funding and resources. This allows the initiative to identify whether the objectives are realistic. Initiatives should also make a commitment to transparency, thus ensuring the accessibility, longevity and integrity of their work. Finally, initiatives should clearly identify a context for their work, taking into account international trends, how they are exploring new territory and where they sit alongside those who have gone before.

Process: How is the purpose to be achieved?

Process is about planning the strategy for the execution and communication of the outputs and outcomes. At this stage key networks and relationships must be built with like-minded initiatives leaders, government, the target audience and key stakeholders. Strategy should be developed for reporting on and measuring progress.

Output: What are the products?

Output is about communicating a high-quality, specific and effective product to the target audience in a manner that is relevant and accessible. It is important to consider the potential impact on a wide range of people, while still preserving the integrity, credibility and focus of the initiative. This is the point at which the process produces a tangible product such as a publication, new organisation or group, conference or project. Well-planned, specific outputs allow for effective measurement and monitoring of outcomes.

Outcome: What is the ultimate effect?

Outcome is about the new tools, opportunities, resources and information which continue to exist as a result of the institution's work programme. It is important to consider whether these outcomes have a long-term outlook and promote permanent change. They should contribute both internally and externally to future endeavours. Ideally these results should build on and acknowledge the work of past initiatives, while adding valuable new ideas and learning to the mix.

7.3 Lessons Learnt

Our analysis of 18 New Zealand-based future-thinking initiatives has resulted in the identification of 12 key lessons which could be helpful to those interested in progressing future-thinking in New Zealand. These lessons have aided us in developing the four-step model outlined in Section 7.2 above. What follows is a description of these lessons, categorised under each of the four steps: Input, Process, Output and Outcome.

7.3.1 Input: What is the purpose?

The following five lessons highlight the efforts needed in the early stages of a new initiative. Without sound input and a strong sense of purpose, an emerging workstream will fail to be productive.

Lesson 1: Set clear goals

Setting well-defined goals at the outset, which clearly indicate what the initiative is intended to achieve, is essential to a successful process. Once these goals have been agreed, the next step is to set out a well-structured methodology that explains how they will be achieved. A good example of goal-setting is the Foresight Project (1998–1999) which identified four science envelope goals (Innovation Goal, Economic Goal, Environmental Goal and Social Goal) and 14 target outcomes in the early stages of its futures work.

Lesson 2: Establish context – both nationally and internationally

The 18 initiatives analysed in this report provide a rich history of future-thinking by New Zealanders. Creators of new futures initiatives should be mindful that they are not the first in this country to undertake such work. Each initiative is innovative and approaches future-thinking differently. However, there are recurrent ideas (see Working Paper 2011/01) that can help future-thinkers with their goals. The six repeated themes that stood out as important over the course of this project were:

1. Economic matters. Throughout the initiatives there is a strong focus on the necessity of a healthy economy in order for New Zealand to remain both stable and internationally competitive. Given the severe implications of failing to have a robust economy now and in the future, it is understandable that this was the area which arguably had the most involvement from businesses and government.
2. Up-skilling New Zealand's human capital. It is recognised that our people are one of our most important resources, and that up-skilling our population and creating environments in which we can thrive is essential. This is especially important for New Zealand's transition towards a knowledge-based economy.
3. Investing in networking and relationship-building. It follows that networks are vital in the move to a knowledge-based society. This report aims to highlight connections and linkages within the future-thinking field.
4. Creating a future-savvy society. Many initiatives sought to further future-thinking by attempting to get a large number of people thinking creatively about possible futures for New Zealand. They realised the importance of not only the future-thinking discipline but of individual future planning. This school of thought tended to recognise the necessity of indicators to measure progress.
5. Being distinctly New Zealand in our choices and identity. Identity was a recurrent theme, along with the desire to make distinctly Kiwi choices with a uniquely Kiwi attitude. An important component of this was creating a sense of pride and ownership in the country's actions and future in order to motivate people to become involved in discussing the long-term future of New Zealand. Unity relates to these ideas, and the concept of 'we, ours, us' encapsulates the overriding need for collective action in formulating a long-term strategy for New Zealand.
6. Actively protecting what we have. This reflected the need to protect New Zealand's current assets through rigorous stocktake and preservation policies. Although this is obvious when it comes to our natural assets and infrastructure or business resources, it is a more abstract concept with regard to protecting our culture, attitudes, values and trust. We have to identify the specific areas in need of improved protection before we can move towards bettering their security.

In response to this point, Myra Harpham noted:

> A focus on too much protection does not recognise that the future will be different from the past. What we value today may not be what we value tomorrow. For any number of reasons. I hope these initiatives recognise this and did some future-thinking. (M. Harpham, personal communication, December 2010)

It is important to recognise that any future-thinking that happens at a national level must be framed within a global context. For obvious reasons, we cannot consider ourselves exempt from what is happening in the rest of the world, even though we may be tempted to do so in view of our geographic isolation. Our international relationships are important as we plan for the future and discuss strategy, particularly given our heavy reliance on exports as a large part of our economic activity. Max Bradford commented:

> As we look into the future, in a world which is becoming increasingly globalised and regionalised with communications and trade highly integrated, our economic – and social – future is critically bound up in the prosperity and security of others. This inescapable fact has to be factored into any plan. Our future isn't just bound up in how we see, or plan for, ourselves domestically. (M. Bradford, personal communication, December 2010)

Lesson 3: Gain funding security

Funding continues to be something that impedes the progress of futures work. Funding needs to be secure, with no threat that it will be pulled should findings not align with other agendas. It is possible that if processes are designed better and a clear list of outputs and goals made at the start then potential sponsors will be more willing to become involved.

Lesson 4: Obtain positive engagement and support (especially in the very early stages)

Future-thinking initiatives require enormous energy, teamwork, money and time, all of which can go unrecognised. This review showcases the tireless efforts of those who have contributed to past initiatives. Although the area of future-thinking is both undefined and complex, without a committed group of people trying to contribute to New Zealand's long-term future there would be no one trying to look beyond the immediate trends and bring the disparate pieces together. Furthermore, this report evidences the support and guidance available to New Zealanders interested in undertaking future initiatives, in terms of both the public and private sectors.

Lesson 5: Commit to being transparent

Comprehensive documentation will not only demonstrate integrity and build credibility, it has the potential to strengthen the case for government and corporate involvement in the future. An initiative should commit to transparency in the early stages so that ambiguity as to whether its methodology has been followed can be avoided. Ideally, either the process will be followed and this will be clear, or it won't be and a revised process will be made available. With this in mind, the most basic details are important: website links need to be maintained, documents must be made available online, and contact details kept up to date. If information collection is difficult, it can deter potential contributors and participants.

7.3.2 Process: How is the purpose achieved?

We learned three important lessons regarding process in this report, notably, that an initiative needs a comprehensive reporting system. An initiative's process will also thrive if it has a relationship with the past.

Lesson 6: Develop linkage between initiatives

Linkages and networks between initiatives, past and present, are vital. A process of joining the dots and working together rather than in competition with each other is key to building on past successes and avoiding past mistakes. However, initiatives are often designed in, and for, a particular time and place. Therefore it is important for leaders to be able to move on to develop new initiatives and not be attached to the obsolete (Drucker, 2008: 54). Entry and exit strategies are important components of successful initiatives (ibid.: 3).

This report endeavours to improve the existing linkages by documenting previous initiatives (see Working Paper 2011/01), and already there are instances where this has been achieved. During the preparation of this document, at least one set of research material was made publicly available online after we requested it; the James Duncan Reference Library was offered a series of historical documents and publications for its collection, and the Institute was prompted to publish its collection of New Zealand Planning Council publications on its website.

Lesson 7: Invite government involvement

Government involvement in some of the initiatives discussed has proven to be successful. Not only does the government have the capacity to make things happen on a large scale and with access to considerable resources, but mechanisms for measuring and reporting on progress and outcomes are also in place. For example, the government-backed Job Summit (2009) was exemplary in providing status reports after the initiative had finished. This is a practice that should be emulated by initiatives across the board regardless of what sector they are supported by.

However, an inherent risk of government-backed initiatives is that changes in government can result in the loss of momentum and enthusiasm, and the failure of reporting on progress mechanisms. Of concern is New Zealand's short electoral cycle which can impede the longevity of positive outcomes and limit the extent to which outcomes are able to develop, as was the case with the Commission for the Future and National's 'Bright Future: 5 Steps Ahead' initiative.

Peter Rankin, a former Chief Executive of the New Zealand Planning Council, pointed out that 'big' changes seldom happen during the course of one electoral cycle; rather, they happen gradually over several (P. Rankin, personal communication, 10 December 2010). In other words, future-thinking within the parameters of one electoral cycle may be insufficient because it does not look far enough into the future. Consequently, participants in futures initiatives need to be educated and equipped with tools and techniques that allow them to keep working and thinking despite frequent changes in government. Institutions outside of government should also engage in future-thinking.

Lesson 8: Report and measure progress – before, during and after the initiative

Outputs are tangible results which are produced by initiatives. Outcomes imply a wider, follow-on phenomenon which ripples through society after the initiative has finished. Quantifying and qualifying outcomes can be difficult, and this can deter people from undertaking such analysis. However, without it there is a risk that outcomes will not be recognised or attributed to the initiative and/or an opportunity to improve future initiatives is lost.

To avoid a loss of impact, it is critical that an initiative has mechanisms that accurately record and document ideas, outputs and, where possible, measure the progress of outcomes. This ensures that if timing and ideas do not align, there is the capacity to readdress the ideas at a later stage, and avoids the necessity to 'reinvent the wheel'. Since value is created at many levels, it is useful for an initiative to report not only on its outputs, but also on other areas of value, such as giving participants new skills, access to new information or the collection of new information to fill previous knowledge gaps.

Measuring an initiative's success and any public good it creates is complex, and a widely used standard framework has not yet been established. One emerging model is the Social Return on Investment (SROI) framework, which translates social value into economic indicators. The model quantifies social value by assigning monetary terms to it, and has potentially useful applications, but it is inevitably complex. With these observations in mind, in *Measuring Social Value*, Wood and Leighton, senior researchers at the British think tank Demos, reviewed organisations to assess the extent to which they were approaching 'SROI readiness'. They found that 'the majority were struggling to come to terms with identifying, measuring and evaluating outcomes, and relying instead on outputs' (Wood & Leighton, 2010: 40). This is an area of research which is gaining momentum. Initiatives benefit from constantly striving to improve on their reporting and measuring practices, particularly regarding clarity about the outcomes achieved, how they were achieved, and attempting to measure the scope of an initiative's public engagement.

7.3.3 Output: What are the products?

We learned quickly that an initiative's success depends on its productivity and the effect of its products on a particular group of people. Tangible products are evidence that an initiative 'made a difference' and is a step closer to achieving its purpose.

Lesson 9: Encourage quality of outputs over quantity

Initiatives would benefit from providing a complete and integrated package of deliverable outputs, such as publications or projects. Complete, integrated and quality outputs enhance the possibility of achieving desirable long-term outcomes, and it is important for the output to be specific and stand alone in informing discussion. A number of initiatives possibly lost their way by trying to provide too many things to too many people. Focusing on quality rather than quantity will better target the initiative's outputs at a specific audience, thereby improving the chance of delivering influential results.

The New Zealand Institute's NZahead report card is a tool that provides for the measurement of the country's performance in sixteen areas. This allows for assessment of the extent to which New Zealand is delivering against targets. Similarly, AnewNZ, Statistics New Zealand and the Ministry of Social Development focused on the formation of an integrated set of progress and well-being indicators in their 'What Matters Most to New Zealanders initiative. Central to their work was the desire to measure where the country is at in order to design processes for achieving long-term goals. This focus on designing tools is one method of achieving outputs that are useful, can be ongoing in the sense that they are reusable, and provide some structure to the futures-thinking field.

Lesson 10: Engage with a broad section of society

Initiatives that engage with a broad section of society will get the information needed to produce effective and influential outputs at a national level. There is an increased necessity and drive for future-thinking outcomes to be nationally integrated. The best and most efficient way of achieving this is by creating products that reflect the needs of all New Zealanders, so networking and relationship-building become paramount.

However, initiatives that aim to reach as many people as possible do not always succeed. They can lose specificity and produce no tangible results. Myra Harpham made the following comment in reference to this lesson, alluding to the movement of futures thinking beyond talking into focusing on actioning plans and ideas:

> Knowing what people want in the future does not of itself get them anywhere nearer to achieving it. This is not a good enough outcome from a true futures initiative – no info added, no skills added. (M. Harpham, personal communication, December 2010)

One initiative that managed to get over this barrier of inaction and generate a large public response was the Household Vision Survey. This may be attributed to a well-publicised nationwide invitation to participate, its format as a competition, and arguably, the involvement of a well-known brand. That brand was New Zealand Post which is recognisable throughout New Zealand, although not specifically in the area of future-thinking. The Household Vision Survey demonstrated the advantages of involving a large, well-known organisation in achieving widespread public involvement in the initial stages, followed by the involvement of a futures-focused group (in this case the New Zealand Futures Trust) to analyse results in the final stages.

7.3.4 Outcome: What is the ultimate effect?

The 'ripple-on' effect of an initiative is the ultimate test of its success. We have learned two lessons that may help new future-thinkers achieve significant outcomes from their own future-thinking endeavours.

Lesson 11: Build on, learn from and preserve past initiatives

This requires a system that honours the information produced during an initiative as well as the contributors, to ensure that any traction made is not lost after the project has ended. The work of the Commission for the Future is one example where many people invested valuable time and resources, yet 30 years later it is difficult to locate their published work and therefore assess the value of this work over time. It is important that the passing of time does not render initiatives invisible. On this lesson, former minister Max Bradford commented:

> In my long experience in the public, private and international sectors, we spend a great deal of time and effort in reinventing the wheel time after time, and fail to properly learn from the experience of others who have tried a policy approach which either succeeds or fails. (M. Bradford, personal communication, December 2010)

Arguably, this lesson calls into question the way we raise future New Zealanders, and in particular what we encourage and applaud. Robin Gunston, former Chair of the New Zealand Futures Trust, argues that planning for the future should begin in our primary schools and extend right through to our universities – if future-thinking and planning were incorporated into courses, they would receive the long-term focus they require. Gunston commented on this lesson:

> In my time as Chair at [the Trust] I researched and developed a 100, 200 and 300 level University course in Futures Thinking to be a generalist paper that would be useful for any degree course – it failed to get any attraction from our Universities and the one polytech willing to give it a go could not get funding from their academic committee.
>
> I believe we have to develop the art of having strategic conversations as early as possible in school then develop it further as minds get expanded. This will develop enormous capacity and capability amongst New Zealanders that is currently lacking in our too rigid ways of thinking about the various systems we are all tied up in. (R. Gunston, personal communication, December 2010)

Further, as Dr Malcolm Menzies has commented, universities 'have sufficient independence, resources and the potential to manage the tensions involved in futures thinking':

> Some interesting themes emerge from the initiatives that have been reviewed. For example there is a continuum between those that play it safe and those that are a little more 'edgy'. Genuine futures thinking challenges conventional wisdom and throws up ideas that appear ridiculous at first sight (according to leading futurist Jim Dator that's what makes them useful). Secondly, being well connected is essential for success but edginess and connectedness are often in contradiction to each other. Some exercises have managed this tension by veering towards strategy development rather than straight out futures thinking. In fact there is frequently a conflation and confusion of these two different disciplines and problems arise from the failure to recognise the distinction. Strategy is about ways to achieve desired objectives while futures thinking is as much about raising issues and possibilities as designing responses – illuminating a range of contexts within which strategies might come to be implemented. While the outputs of futures initiatives are sometimes unremarkable, they will often – though certainly not always – identify drivers and 'straws in the wind', which would otherwise be missed.

> Visioning is an important futures technique which to be effective needs be as open and inclusive as possible. These two requirements are rarely met, and so visions tend to be somewhat partial. There are many separate visions out there and that's OK – what is important is to keep discussion going. This discussion is diverse and complex so would best be facilitated by a single agency rather than led by one. We should be thinking about developing a 'field' of futures thinking including independent think tanks, NGOs and universities which have sufficient resources and the ability to manage the complexities involved while helping to create new generations of futurists. This research project undertaken by the Sustainable Future Institute will contribute greatly to the development of the field of futures thinking in New Zealand. (M. Menzies, personal communication, 25 January 2011)

Victoria University's Institute of Policy Studies is one example of where future issues and strategy discussions are being incorporated into a tertiary space.

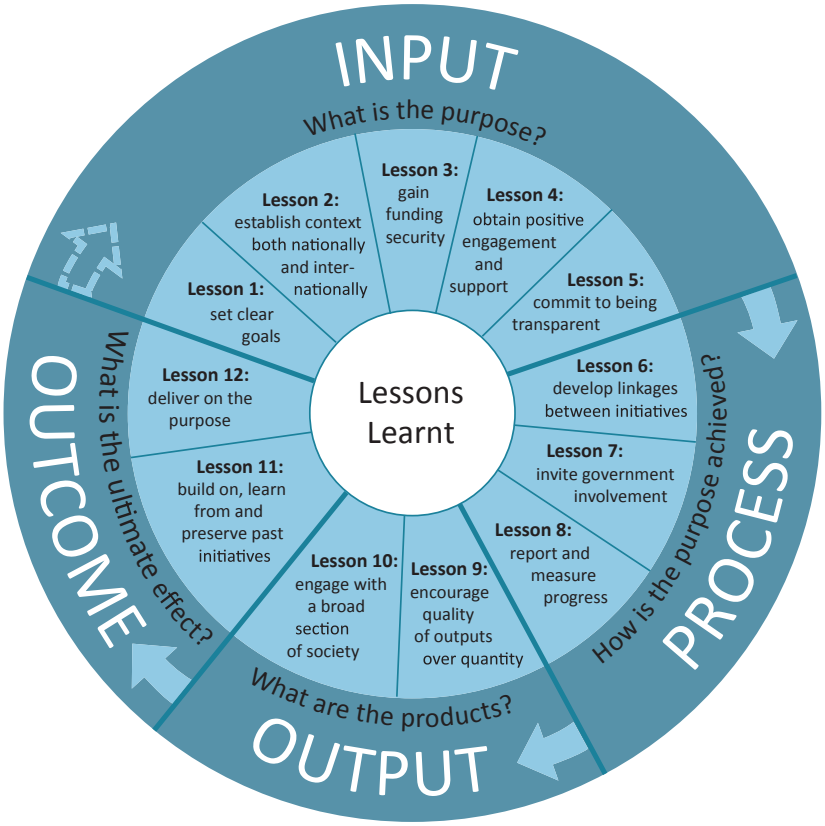
Lesson 12: Deliver on the purpose

Finally, initiatives must complete the full circle and deliver outcomes that align with the initial purpose that they were designed to achieve. This requires some form of self-assessment in order to learn more about the goals that were set, what worked, what did not, and what should be done differently in the future.

7.4 Four-step Model for Planning Future-thinking Initiatives

The following diagram takes each of the four steps from Section 7.2 and each lesson learnt from Section 7.3 and presents them together as a model for planning future-thinking initiatives. This final model is designed to assist the Sustainable Future Institute in its work, including the workshop *StrategyNZ: Mapping our Future*, as well as provide a tool that is applicable both nationally and internationally to other future-thinking organisations and endeavours.

Figure 6: Four-step Model for Planning Future-thinking Initiatives



In Section 8, 'Implications for the Institute's StrategyNZ: Mapping our Future Workshop', we use Peter Drucker's self-assessment questionnaire, as well as these four steps for planning future-thinking initiatives, to help identify the ways in which the Institute is applying these ideas in the preparation of its own initiative.

8. Implications for the Institute's StrategyNZ: Mapping our Future Workshop

In the previous section we created a four-step model for planning future initiatives based on what we have learnt from past initiatives (see Section 4), current best practice (see Appendix 7) and emerging trends in public participation initiatives (see Section 7.1). In this section we apply this model to the Institute's own future-thinking initiative, *StrategyNZ: Mapping our Future*, a workshop to be held in Wellington on 28–31 March 2011. We hope to provide a practical example of how an organisation can optimise its investment in an initiative by having strong input and process, which will ideally lead to targeted outputs and outcomes. Furthermore, New Zealanders undertaking future initiatives will be able to learn from our successes and failures.

8.1 Input: What is the purpose?

Lesson 1: Set clear goals

In light of Peter Drucker's simple question 'What is our mission?' (see Appendix 7), the Institute considered 'What is the purpose?' when designing the *StrategyNZ* workshop. There are two clear and overriding goals explicit in all documents and text surrounding *StrategyNZ*. Firstly, the workshop is designed to teach participants strategy-mapping skills and techniques which they will then be able to apply within their roles in either the public or private sectors. The second goal is for the government to create its own integrated strategy map and direction for New Zealand.

Lesson 2: Establish context: both nationally and internationally

Participant workbooks have a sense of history in them. While the workshop has the same underlying goals as past initiatives, such as creating a future-savvy society and investing in networking and relationship-building, it is our hope that the workshop will generate original ideas. Strategy-mapping is an innovative tool that may change the current landscape of future-thinking in this country if the workshop produces sustainable results.

While the goal of the initiative is a national one, with distinct New Zealand input, workshop participants will be addressed by international speakers who will offer a global perspective on future-thinking. This will give participants the tools to complete the national strategy-mapping exercise with an informed understanding of the broader global context. The findings will also be presented to the World Futures Conference in Vancouver, one of four international relationships between the Sustainable Future Institute and other futures bodies documented on the event's website. This will ensure that the information flow is circular; not only are organisers bringing international perspectives to New Zealand, but they are then delivering ideas back to the rest of the world.

Lesson 3: Gain funding security

The workshop has a number of well-recognised corporate sponsors. To date, these include Willis Bond & Co, NZ Post Group, Wellington City Council, Kensington Swan, KPMG, Air New Zealand, Singapore Airlines, Te Wharewaka o Poneke and Scratch Design.

Lesson 4: Obtain positive engagement and support (especially in the very early stages)

The Institute has put a lot of effort into building international and national relationships, and we have welcomed feedback in order to optimise our investments of time and financial resources. Whether this will protect us to some extent from negative criticism is yet to be seen, and for the workshop our approach is to ensure everyone is well aware of the challenges and inherent limitations in attempting to contribute to a public debate about New Zealand's future. Fortunately, *StrategyNZ: Mapping our Future* has received positive engagement from its inception, which we hope will continue through to the initiative's completion and beyond.

Lesson 5: Commit to being transparent

All *StrategyNZ* information will be publicly available online. The organisers have endeavoured to make the event's website as user-friendly as possible, as well as being visually interesting. Through the Institute's website and three e-books to be published online for the event, information will continue to be available to those interested after the initiative has finished. A major component of complete transparency involves reporting on all weaknesses as well as strengths that are identified during the pre-planning process, and event, as well as following the event. This will be included in a paper presented to the World Futures Society in Vancouver in July 2011.

8.2 Process: How will the purpose be achieved?

Lesson 6: Develop linkages between initiatives

In terms of participation, the *StrategyNZ* initiative was motivated by the broad scope of participants in the Household Vision Survey (2001–2002) and the emphasis on interaction at the (e)-vision Centre for Communication, Art & Technology (1998–2004). The ideal is that the outcomes of the event will reach a large audience in a targeted and innovative way. The presentation component of *StrategyNZ* is being held in the Legislative Council Chamber, which is where the National Development Conferences were held in 1968 and 1969.

Lesson 7: Invite government involvement

A selection of the best strategy maps developed by participants will be presented to Members of Parliament in the Legislative Council Chamber on the evening of 31 March. All MPs are invited, from across all political parties. The National Party's Chris Auchinvole and Labour's Charles Chauvel will co-host the evening.

Lesson 8: Report and measure progress – before, during and after the initiative

StrategyNZ: Mapping our Future has five projected outputs (see Lesson 9) that are targeted at three specific audiences: (i) the workshop participants; (ii) the Members of Parliament who will be presented with the workshop results, and (iii) the attendees at the World Futures Conference in July 2011. Having clear goals and targeted, well-planned outputs will assist in our promoting the uptake of strategy mapping at government and public organisational level.

The immediate outcomes of *StrategyNZ* will be identified on completion of the initiative, since the participants' strategy maps will be tangible results. Ideally these results will allow for effective reporting and measuring of any follow-on trends in strategic thinking in New Zealand (specifically the professional lives of the conference participants) but that remains to be seen. The challenge will lie in measuring the success of more abstract areas of value, such as the provision of new information to fill previous knowledge gaps. It will be difficult to discern whether progress in this area is directly attributable to *StrategyNZ*, so we will have to rely on participant feedback through our website.

8.3 Output: What will be the products?

Lesson 9: Encourage quality of outputs over quantity

There are five projected outputs, which are clearly outlined on the *StrategyNZ: Mapping our Future* website. These are:

1. Presentation of the best strategies for New Zealand to Members of Parliament in the Legislative Council Chamber;
2. A pre-workshop workbook;
3. A post workshop e-book which will include contributions from participants;
4. A paper delivered to the World Futures Conference in Vancouver in July 2011 by the Institute's chief executive Wendy McGuinness, in association with one of the workshop's keynote speakers, Dr Peter Bishop;
5. A website for resources and a book provisionally titled *Exploring New Zealand's Long-term Future*, to be published later in the year.

Lesson 10: Engage with a broad section of society

A key goal behind the creation of *StrategyNZ* is to have a wide group of participants from diverse backgrounds attend the conference. Invitations have been sent to a broad range of people – from MPs and public servants to university chancellors and the CEOs of some of New Zealand's top businesses. In addition, anyone who is passionate about strategy and future-thinking may register their interest using the event's website and await further consideration by the organisers. The Institute has set aside funding which will enable five participants to attend the workshop who otherwise may not have been able to do so.

8.4 Outcome: What is the ultimate effect?

Lesson 11: Provide participants with tools and information through education

StrategyNZ: Mapping our Future begins with a pre-workshop future studies course run by Dr Peter Bishop, an expert in education and training in future-thinking and techniques for long-term forecasting, developing scenarios, visions and strategic planning. The workshop will teach participants a skill (strategy-mapping) that they can use in their own professional lives, as well as to motivate Members of Parliament. The workbook (designed by current University of Otago design student Gillian McCarthy) will act as a tool for strategic thinking during the event, and after the initiative's completion it can be referred to by participants, thereby increasing the chances of successful long-term outcomes. The organisers plan to have a number of tertiary students attend the event, enabling the process to gain a wide range of perspectives from different age groups.

Lesson 12: Build on, learn from and preserve past initiatives

This report pays tribute to past initiatives. *StrategyNZ: Mapping our Future* has benefited directly from the availability of other future-thinking research papers online, and contributions made to the James Duncan Reference Library during the writing of this report. Access to information on past future-thinking initiatives has given the *StrategyNZ* organisers valuable material from which to get inspiration for the initiative's workbook and other outputs. These outputs will provide long-term outcomes if strategic thinking is combined with the spirit of Kiwi future-thinking evident in this report.

9. Conclusion

Researching and writing *A History of Future-thinking Initiatives in New Zealand* has been a richly educational experience for the Institute, and the lessons learnt from past initiatives have allowed us to create a new tool for future initiatives. This tool is the four-step model (discussed in Section 7) that we have used to create our own initiative, *StrategyNZ: Mapping our Future* (see Section 8). We will endeavour to apply the lessons learnt during the preparation of this report throughout *StrategyNZ*.

The Institute believes the 18 future-thinking initiatives examined in this report, at their most fundamental, aimed to create new knowledge rather than share old knowledge. They were in search of the big idea that would add value and be a game changer. The leaders of these initiatives worked hard to make a space in which participants across a range of sectors and groups within society could build foresight, become better informed and contribute to or develop work programmes aimed at exploring innovative ideas for the public good.

All future-thinking initiatives benefit from having a well-designed process that includes clear and definable goals. It is not enough to have good intentions or the 'right' people involved; there need to be articulated objectives and a way to measure outcomes. Tangible outcomes can be difficult to quantify, and so mechanisms to record, document and, where possible, measure progress are crucial. In addition, high visibility is needed if performance is to be measured objectively. We have found the quality and availability of information about future-thinking work to be mixed, but there is evidence of initiatives building on, extending and strengthening the work of their predecessors. It is hoped that the Institute's Working Paper 2011/01, *Outputs from Eighteen New Zealand Future-thinking Initiatives*, will provide a useful resource and help this evolution to continue.

There are a number of recurrent themes that pervade futures work in New Zealand. The significance of a healthy economy in providing a platform for a prosperous and sustainable future is a dominant one. Further themes about identity, the desire for collective action, and the need to protect resources, culture and values that are unique to New Zealand run through the work of future thinkers in this country. While the benefits of futures work may not always be easily apparent, society is clearly better off when individuals, groups, and government work together to achieve common goals. The Sustainable Future Institute wants to build on these earlier initiatives, bring new tools to the table, and with the use of rigorous analysis, work towards what we feel is most important – exploring New Zealand's long-term future in order to actively shape public policy and develop robust and resilient communities.

Abbreviations

AUT	Auckland University of Technology
CFF	Commission for the Future
CO_2e	Carbon dioxide equivalent
DESD	UNESCO's Decade for Education in Sustainable Development
DPMC	Department of the Prime Minister and Cabinet
FRST	Foundation for Research, Science and Technology
IAP2	International Association of Public Participation
IPANZ	Institute of Public Administration New Zealand
IPS	Institute of Policy Studies (Victoria University, Wellington)
MoRST	Ministry of Research, Science and Technology
NBR	*National Business Review*
NGO	Non-Government Organisation
NSDS	National Sustainable Development Strategy
NZCTU	New Zealand Council of Trade Unions
NZES	New Zealand Entrepreneurial Summit
NZPC	New Zealand Planning Council
NZVIF	New Zealand Venture Investment Fund
OECD	Organisation for Economic Cooperation and Development
RS&T	Research, Science and Technology
SANZ	Sustainable Aotearoa New Zealand
SC	Steering Committee
SDPOA	Sustainable Development Programme of Action
SME	Small to medium-sized enterprise
SROI	Social Return on Investment
TPK	Te Puni Kōkiri
UNESCO	United Nations Educational, Scientific and Cultural Organization
WFSF	World Futures Studies Federation
WHOQOL	World Health Organization Quality of Life

Appendix 1 New Zealand Planning Act 1977

The following is a reproduction of Parts I, II and III of the New Zealand Planning Act 1977. The entire Act is available from the original source (NZLII, n.d.).

ANALYSIS

Title
1. Short Title
2. Interpretation
3. Act to bind the Crown

PART I
New Zealand Planning Council
4. Establishment of New Zealand Planning Council
5. Functions and powers of Council
6. Membership of Council
7. Terms of office of members of Council

PART II
Commission for the Future
8. Establishment of Commission for the Future
9. Functions of Commission
10. Membership of Commission
11. Terms of office of members of Commission

PART III
Relationships Between Council and Commission
12. Co-ordination of activities
13. Work programmes generally
14. Work programme of Council
15. Work programme of Commission

PART IV
General Provisions Relating to Council and Commission
16. Temporary Chairman of Council or Commission
17. Deputies of official members
18. Extraordinary vacancies
19. Meetings
20. Committees
21. Remuneration and expenses of members of Council, Commission, and committees
22. Officers and employees of Council and Commission
23. State Services Act 1962 amended
24. Employment of experts
25. Superannuation or retiring allowances
26. Annual reports
27. Money to be appropriated by Parliament for purposes of this Act
28. Members not personally liable

1977, No. 76

An Act to make better provision for national planning in New Zealand by establishing a New Zealand Planning Council and a Commission for the Future

[1 December 1977

BE IT ENACTED by the General Assembly of New Zealand in Parliament assembled, and by the authority of the same, as follows:

1. Short Title—This Act may be cited as the New Zealand Planning Act 1977.

2. Interpretation—In this Act, unless the context otherwise requires,—

"Body" means the Council or the Commission:

"Commission" means the Commission for the Future established by section 8 (1) of this Act:

"Council" means the New Zealand Planning Council established by section 4 (1) of this Act:

"Minister" means the Minister of National Development.

3. Act to bind the Crown—This Act shall bind the Crown.

PART I

New Zealand Planning Council

4. Establishment of New Zealand Planning Council—(1) There is hereby established a council to be called the New Zealand Planning Council.

(2) The Council established by subsection (1) of this section is hereby declared to be the same council as the New Zealand Planning Council established by the Minister and in existence immediately before the commencement of this Act.

5. Functions and powers of Council—(1) The general functions of the Council shall be

(a) To advise the Government on planning for social, economic, and cultural development in New Zealand:

(b) To assist the Government to co-ordinate such planning:

(c) To comment to the Government on programmes for social, economic, and cultural development in New Zealand, and to recommend the priorities that should be accorded to them:

(d) To act as focal point for a process of consultative planning about New Zealand's medium-term development:

(e) To foster discussion among those agencies (Government and private) concerned with planning, particularly in the economic, environmental, social, and cultural fields:

(f) To submit advice to the Government on links between planning at the national and regional levels:

(g) To prepare reports on any matter affecting the economic, social, or cultural development of New Zealand:

(h) To submit any report prepared by it to the Minister if it thinks fit:

(i) To recommend that any report submitted to the Minister under paragraph (h) of this subsection be laid before Parliament:

(j) To publish documents on planning topics which in the view of the Council merit wide consideration and public debate:

(k) To consider any other matter which is referred to the Council by the Minister or which is relevant to the proper performance of the functions mentioned in paragraphs (a) to (j) of this subsection.

(2) The Council shall have such other functions, powers, and duties as are conferred or imposed on it by or under this Act or any other enactment.

(3) The Council shall have such other powers as may be reasonably necessary to enable it to carry out its functions.

6. Membership of Council—(1) The Council shall consist of—

(a) Not more than 12 members to be appointed by the Governor-General on the recommendation of the Minister, of whom one shall be appointed as Chairman:

(b) The Minister:

(c) The Secretary to the Treasury.

(2) In recommending persons for appointment as members of the Council the Minister shall have regard to—

(a) Their personal attributes; and

(b) The need for a diversity of knowledge and experience in fields relevant to the functions of the Council to be present among its members; and

(c) The capacity of the Council as a whole to promote a sense of common purpose among different sections of the community in planning New Zealand's future.

7. Terms of office of members of Council—(1) Except as otherwise provided by this Act, every appointed member of the Council shall hold office for such term as the Governor-General on the recommendation of the Minister shall specify

in his appointment, being, in the case of the Chairman, a term not exceeding 5 years and, in the case of any other appointed member, a term not exceeding 4 years.

(2) Every appointed member of the Council shall be eligible for reappointment from time to time.

(3) Every appointed member of the Council, unless he sooner vacates his office under section 18 of this Act, shall continue in office until his successor comes into office, notwithstanding that the term for which he was appointed may have expired.

PART II

Commission for the Future

8. Establishment of Commission for the Future—(1) There is hereby established a commission to be known as the Commission for the Future.

(2) The Commission established by subsection (1) of this section is hereby declared to be the same Commission as the Commission for the Future established by the Minister and in existence immediately before the commencement of this Act.

9. Functions of Commission—(1) The general functions of the Commission shall be—

(a) To study the possibilities for the long-term economic and social development of New Zealand:

(b) To make information on those possibilities available to all Members of Parliament, and to publish such information for wider dissemination:

(c) To promote discussion on those possibilities and information relating to them:

(d) To report to the Minister on those possibilities.

(2) In carrying out its general functions the Commission shall—

(a) Give special attention to the long-term implications for New Zealand of new or prospective developments in science and technology; and

(b) Have regard to prospective trends, policies, and events in New Zealand and overseas which could have important consequences for the country's future.

(3) The Commission shall have such other functions, powers, and duties as are conferred or imposed on it by or under this Act or any other enactment.

(4) The Commission shall have such other powers as may be reasonably necessary to enable it to carry out its functions.

10. Membership of Commission—(1) The Commission shall consist of—

(a) Not more than 7 members to be appointed by the Governor-General on the recommendation of the Minister, of whom one shall be appointed as Chairman:

(b) A Minister of the Crown to be appointed by the Minister of National Development:

(c) A Member of Parliament to be appointed by the Minister on the nomination of the Leader of the Official Opposition:

(d) A member of the Council to be appointed by the Minister on the nomination of the Chairman of the Council:

(e) The Director-General of the Department of Scientific and Industrial Research.

(2) In recommending persons for appointment as members of the Commission under subsection (1) (a) of this section, the Minister shall have regard to—

(a) Their personal attributes; and

(b) The need for a diversity of knowledge and qualifications in fields relevant to the functions of the Commission to be present among its members.

(3) Any Minister of the Crown designated for the time being by the Minister of National Development as an alternate member of the Commission may act as a member of the Commission in the place of the Minister for the time being holding office as a member of the Commission under subsection (1) (b) of this section.

(4) The fact that any Minister of the Crown acts as a member of the Commission in the place of the member for the time being holding office under subsection (1) (b) of this section shall be conclusive evidence of his authority to do so.

11. Term of office of members of Commission—(1) Except as otherwise provided by this Act, every member of the Commission appointed under section 10 (1) (a) of this Act shall hold office for such term as the Governor-General on the recommendation of the Minister shall specify in his appointment, being a term not exceeding 3 years, but may from time to time be reappointed.

(2) Every member of the Commission appointed under paragraph (b) or paragraph (c) or paragraph (d) of section 10 (1) of this Act shall hold office during the pleasure of the Minister.

(3) Every member of the Commission appointed under section 10 (1) (a) of this Act, unless he sooner vacates his office under section 18 of this Act, shall continue in office until his successor comes into office, notwithstanding that the term for which he was appointed may have expired.

PART III

RELATIONSHIPS BETWEEN COUNCIL AND COMMISSION

12. Co-ordination of activities—(1) The Council and the Commission shall co-ordinate their respective activities with a view to ensuring—

(a) That they each make efficient use of the resources available to them; and

(b) That duplication of effort by them or by other persons consulted on or involved in their respective activities is avoided.

(2) As part of the co-ordination required by subsection (1) of this section the Chairman of the Council and the Chairman of the Commission shall consult regularly with each other.

13. Work programmes generally—(1) Not later than the last day of February in each year, the Council and the Commission shall each submit to the Minister its proposed work programme for the period of 12 months commencing on the 1st day of April in that year.

(2) A copy of the Commission's programme shall also be submitted by the Commission at the same time to the Minister of Science and Technology.

(3) The Minister may at any time convene a meeting of representatives of the Council and representatives of the Commission (at which meeting the Minister of Science and Technology shall also be present) to consider the relationship between the respective work programmes of the Council and the Commission.

14. Work programme of Council—In deciding from time to time on its work programme and on the making of approaches to persons for information, the Council shall take

into account the special expertise and sources of information likely to be available to the Commission on matters that are of special concern to it, such as scientific and technological matters.

15. **Work programme of Commission** In deciding from time to time on its work programme and on the making of approaches to persons for information, the Commission shall take into account the special expertise and sources of information likely to be available to the Council on matters that are of special concern to it, such as economic, social, and cultural matters and matters affecting regional planning.

Appendix 2 The New Zealand Planning Council, 1977–1991

The following list shows the New Zealand Planning Council publications in chronological order; these can be found in hardcopy in the James Duncan Reference Library.

1. *Working Together*, June 1978
   A Discussion Paper prepared for the New Zealand Planning Council on the Human Relations aspects of planning for New Zealand's Development by Brian Picot, Claire Drake, Ted Thompson and Noel Woods
2. *New Zealand in World Society: Towards the Year 2000*, July/August 1978
   New Zealand International Review by Peter Rankin
3. *Finding a Pathway to the Future: He Ara ki te Aomaarama*, December 1979
   S. M. Mead
4. *He Matapuna*, December 1979
   Some Māori Perspectives by Te Kaunihera Whakakaupapa mo Aotearoa, the New Zealand Planning Council
5. *Investment Issues*, June 1980
   Donald T. Brash, Frank Holmes, Bill Smith and Graeme Thompson for the New Zealand Planning Council
6. *Employment: Towards an Active Employment Policy*, October 1980
   New Zealand Planning Council [inside *Comments on the Planning Council Paper on Employment* by Myra Harpham, February 1980]
7. *Puzzled Pakeha? Some Reflections on 'He Matapuna'*, August 1980
   Ken Piddington
8. *Forecasting the Economy in the Eighties*, December 1980
   Planning Paper No. 10, Eric Haywood
9. *The New Zealand Planning Council: A Case Study*, July 1981
   Planning Paper No. 12, Patsy Fischer
10. *Government in the New Zealand Economy*, June 1982
    Planning Paper No. 13, G. R. Hawke
11. *Nga Whakaaro: A Viewpoint on Maori Issues*, July 1982
    Rana Waitai
12. *Foreign Exchange Constraints, Export Growth and Overseas Debt*, December 1983
    Report No. 1, New Zealand Planning Council Economic Monitoring Group
13. *The New Zealand Population: Patterns of Change*, February 1984
    Report No. 1, New Zealand Planning Council Population Monitoring Group
14. *New Zealand Foreign Policy: Choices, Challenges and Opportunities*, June 1984
    50th Anniversary Conference, Pamphlet No. 45, Peter Rankin
15. *Paternalism or Partnership? Central Government's Administrative Attitude to Local Government*, October 1984
    Planning Paper No. 20, Robert Sowman
16. *From Birth to Death*, July 1985
    New Zealand Planning Council
17. *Is Farm Support the Answer? A Policy Backgrounder*, October 1985
    N. R. Woods & P. J. Rankin
18. *The New Zealand Population: Trends and their Policy Implications*, December 1985
    Report No. 3, New Zealand Planning Council Population Monitoring Group
19. *Labour Market Flexibility*, June 1986
    Economic Monitoring Group Report No. 7, G. R. Hawke et al.
20. *A Macro-Economic Model and Scenarios to 1995*, February 1986
    Planning Paper No. 24, E. Haywood & R. Y. Cavana
21. *Part-Time Work in New Zealand*, April 1986
    Planning Paper No. 25, Alison Clark
22. *Income Support for Young People*, August 1986
    Planning Paper No. 27, Don Ferguson

23. *Economic Modelling in New Zealand: Proceedings of a Seminar*, September 1986
Brain Silverstone & Graeme Wells (eds.)
24. *Voluntary Social Services: A Review of Funding*, October 1986
Planning Paper No. 28, Sue Driver & David Robinson
25. *The New Zealand Population: Change, Composition and Policy Implications*, December 1986
New Zealand Planning Council Population Monitoring Group, Report No. 4, Peggy Koopman-Boyden et al.
26. *Maori Land*, March 1987
Planning Paper No. 29, George Asher & David Naulls
27. *Care and Control; The Role of Institutions in New Zealand*, June 1987
New Zealand Planning Council Social Monitoring Group Report No. 2, Terry Craig & Michael Mills
28. *For Richer or Poorer, Income and Wealth in New Zealand*, June 1988
The Income Distribution Group, Judy Reid et al.
29. *Overseas Debt: An Assessment*, September 1988
New Zealand Planning Council & David Webber
30. *Our Education and Training Choices: Post Compulsory Education and Training in New Zealand*, June 1988
New Zealand Planning Council & Lesley Haines
31. *What Creates New Jobs?* October 1989
Paul Callister
32. *Work Today: Employment Trends to 1989*, December 1989
Lesley Haines
33. *Diversity and Change: Regional Populations in New Zealand*, April 1989
Population Monitoring Group Report No. 5, Richard Bedford et al. [Inside Maori Information Paper No. 1, *The Population*, and Maori Information Paper No. 2, *Social Issues*, both New Zealand Planning Council]
34. *From Birth to Death II: The Second Overview Report*, March 1989
New Zealand Planning Council Social Monitoring Group, Judith Davey & Michael Mills
35. *Tomorrow's Skills*, April 1990
Paul Callister [Inside Maori Information Paper No. 3, *The New Economy*]
36. *The Fully Employed High Income Society*, April 1990
Dennis Rose
37. *At the Grassroots: Community Responses to Unemployment*, July 1990
Kath Boswell & Denise Brown, with Jo Maniapoto & Tamati Kruger
38. *Tomorrow's Skills* (rev. edn), January 1991
Paul Callister
39. *Curriculum: Core or Corset? Community and Business Views*, May 1991
New Zealand Planning Council
40. *Making a Market for Energy Efficiency*, July 1991
Simon Terry
41. *Expanding our Horizons: New Zealand in the Global Economy*, June 1991
Paul Callister
42. *On the Move, Migration and Population: Trends and Policies*, July 1991
New Zealand Planning Council Population Monitoring Group Report No. 6, Richard Bedford et al.
43. *Small Business is Big Business: A Review of Trends and Policies*, August 1991
Lesley Haines
44. *Supplement to On the Move, Migration and Population: Trends and Policies*, September 1991
New Zealand Planning Council Population Monitoring Group Technical Working Paper for Report No. 6, Jeremy Lowe
45. *Tomorrow's Skills: 1993 Update*, June 1993
Paul Callister
46. *Prospects: Economic and Sectoral Trends to 1997*, 1997
The National Sectoral Working Group, Dennis Rose et al.

Appendix 3 New Zealand Futures Trust, 1984–Ongoing

The New Zealand Futures Trust has been involved in 43 research contracts to date and published 28 publications in addition to the quarterly *Future Times*. The following lists show (A) the commissioning organisation and the research topic, and (B) the 28 publications.

A. Futures Trust Research Contracts

1. NZ Crippled Children (1984)
   Organisational structure
2. Arthritis and Rheumatism (1985)
   Organisational structure
3. Women's Division, Federated Farmers of New Zealand (1986)
   Organisational structure
4. Sisters of St Joseph of Nazareth (1987)
   Organisational structure
5. Wrightson-Dalgety (1987)
   Agriculture in New Zealand
6. Napier City Council et al. (1988)
   Quality of life in Napier
7. NZ Manufacturers Federation (1988)
   Manufacturing in New Zealand
8. NZ Squash Council (1989)
   Production and marketing of buttercup squash
9. Science and Technology Advisory Committee (1989)
   Science and technology priorities
10. Department of Internal Affairs (1990)
    Impact of the Local Government Act
11. FRST (1990)
    Information technology
12. Lower Hutt City Council (1991)
    Rates following amalgamation
13. UNISYS (1991)
    Confidential report
14. State Services Commission (1992)
    Management
15. UNISYS (1993)
    Confidential report
16. MAF (1993)
    Agriculture in New Zealand
17. ECNZ (1993)
    Wind generation of electricity
18. Fletcher Challenge (1993)
    Housing
19. Ministry of Education (1994)
    Education in New Zealand
20. Ministry of Health (1995)
    Disease control in New Zealand
21. Ministry of Commerce, ITANZ (1996)
    Smart cards

22. Ministry of Commerce, ITANZ, ITAG (1996)
Information Technology (ImpacT 2001): How IT will change New Zealand
23. Ministry of Education (1997)
Social scenarios for New Zealand to 2020
24. Ministry of Commerce, Information Technology Association of NZ (ITANZ), Information Technology Advisory Group (ITAG)(1997)
Information Technology (ImpacT 2001), Learning with IT
25. NZ National Commission for UNESCO (1999)
'Creating 2025' – New Zealand's cultural future project
26. Wellington City Council (2000)
Aspects of urban local government to 2020
27. Future Path Canterbury (Environment Canterbury) (2001)
Assisting with the development of a 50-year vision for the Canterbury region
28. Ministry of Education (2001)
Five-year social scenarios for the future of secondary schools
29. Public Service Transport Organisations (2001)
Strategic thinking for the transport sector
30. Local Government Groups (2001)
'Community visioning' conference series
31. Local Government Groups (2002)
'Community visioning' conference series
32. Future Path Canterbury (Environment Canterbury) (2002)
Ongoing assistance with the development of a 50-year vision for the Canterbury region
33. Parliamentary Commissioner for the Environment (2002)
Report on the Local Government Bill
34. NZ Post (2002)
A futures analysis of a NZ Post competition
35. State Services Commission (2002)
Scenario planning – future of Government
36. Future Path Canterbury (Environment Canterbury) (2003)
Ongoing assistance with the development of a 50-year vision for the Canterbury region
37. New Zealand Trade and Enterprise (2003)
'Futures methodology' paper for three horizon planning model
38. Ministry of Economic Development (2003)
Global and national environmental ICT scan, and issues analysis
39. New Zealand Futures Trust in association with Dr Phil Driver and Steven Clift (2004)
E-democracy seminars
40. Platform (2004)
'Futures Thinking' workshop (2004 AGM)
41. Land Transport New Zealand (2005)
'Taste the future' workshop
42. NZ Post (2005)
Consumer service demands for 2020
43. Land Transport New Zealand (2006)
Global and local trends that may impact on land transport strategy

B. Futures Trust Publications

1. *Information Revolution*
W. H. Pickering, 1983
2. *New Zealand and the Space Age*
W. H. Pickering, 1983

3. *Future Production of the Wood Resources of Australasia*
   New Zealand Forest Service, 1983
4. *Land Resources and the Environment*
   G. O. Eyles, 1984
5. *Options for New Zealand's Future*
   J. F. Duncan, 1984
6. *Engineering in New Zealand's Futures*
   R. J. Norman, 1984
7. *New Zealand Labour Force/Unemployment 1961–1889*
   E. I. Robertson, 1990
8. *Population to the Year 2035*
   J. F. Duncan, 1990
9. *The Need for Privacy and Confidentiality of Information*
   G. W. Butler, 1990
10. *Education Requirements for the use of IT in Commerce, Industry and the Services Sector*
    G. W. Butler, 1991
11. *Up-skilling and De-skilling Seminar Handbooks*
    1992
12. *New Zealand Employment/Unemployment from March 1986 to March 1991 Quarter*
    E. I. Robertson, 1992
13. *Wind Generation of Electricity*
    J. F. Duncan & E. I. Robertson, 1993
14. *Unemployment Predictions for the 1990s*
    E. I. Robertson, 1993
15. *Impact 2001: How IT will Change New Zealand*
    G. W. Butler, 1996
16. *Why Smart Cards?*
    G. W. Butler, 1996
17. *Impact 2001: Learning with IT*
    G. W. Butler, 1996
18. *Our Country Our Choices: He Tumanako Mo te Tau Rua Mano Rua Tekau*
    M. Menzies et al. (eds.), 1997
19. *Globalisation: Prospects for New Zealand*
    R. Peren, 1998
20. *Futures Kit: Facilitators' and Trainers' Manual*
    J. Coote, Y. Curtis & B. Pike, 1999
21. *New Zealand Employment and Unemployment 1961–99*
    E. I. Robertson, 1999
22. *UNESCO: Cultural Futures for Use with Social Studies in the New Zealand Curriculum*
    D. Campbell-Hunt & K. Harrison, 2000
23. *Future of Cities*
    D. Carew & H. McQueen, 2000
24. *NZ Youth Unemployment 1986–2000*
    E. I. Robertson, 2000
25. *Scenarios for Secondary Schooling in 2016*
    R. G. Guston et al., 2001
26. *NZ Employment and Unemployment 1986–2005*
    E. I. Robertson, 2005
27. *The End of Oil*
    B. Lloyd, 2005
28. *Education: Ages 16 to 24 years 1983–2005*
    E. I. Robertson, 2006

Appendix 4 New Zealand Future-thinking Initiatives

In this report we have reviewed 18 initiatives, based on the criteria outlined in Sections 2.4. and 2.5. We are aware of a number of other future-thinking initiatives which exist or have existed in New Zealand, that either did not meet our criteria for inclusion in this research or were missed as part of our scoping process. We have included a list here to acknowledge the work of these future-thinkers in New Zealand and enable interested parties to find out more.

- Being There in 2021
  [To learn more contact Yvonne Curtis: info@futurestrust.org.nz]
- Dialogues with Tomorrow (run by the NowFuture team)
  [To learn more see http://www.nowfuture.org.nz/dialogues]
- Digital Earth Summit on Sustainability, organised by former NASA scientist Tim Foreman, held in Auckland (2006)
- Ecologic Foundation
  [To learn more contact Guy Salmon: guy@ecologic.org.nz]
- Future Focus Trust c. 1996–2000, Ken Piddington
  [To learn more contact Yvonne Curtis]
- Future Groups run by David Lange's government between 1984 and 1989
- Future Problem Solving New Zealand, a website tool designed for pre-school and primary school age children.
  [To learn more see http://www.fpsnz.co.nz]
- Futurist Alvin Toffler visits New Zealand (c. 1974)
- Futurewatch, an initiative established by the Ministry of Research, Science & Technology (MoRST) to monitor opportunities and risks associated with scientific development
  [To learn more see http://www.morst.govt.nz/current-work/futurewatch]
- New Zealand Centre for Sustainable Cities
  [To learn more contact Professor Philippa Howden-Chapman: philippa.howden-chapman@otago.ac.nz]
- New Zealand Energy Research and Development Committee, 1974–1986, long-term energy research which included energy scenario building. The first director of the Committee was Louis Arnoux.
- North Shore Massey Future Work c. 1990s, the late Professor Brian Murphy
  [To learn more contact Yvonne Curtis]
- NZEdge.com
  [To learn more contact: editor@nzedge.com]
- Pacific Institute of Resource Management (PIRM) (1984–ongoing)
  [To learn more contact Kay Weir: pirmeditor@paradise.net.nz]
- ShapeNZ: New Zealand Business Council for Sustainable Development (2006–ongoing)
  [To learn more contact: office@nzbcsd.org.nz]
- Work by Richard Slaughter, an individual futurist who made a significant contribution to the field and is now Director of Foresight International at Brisbane University
- Sustainable Development Programme of Action (SDPOA), 2003
  A document published by government intended to encourage the incorporation of sustainability into government policy-making.
- Sustainable Futures Trust (Allan Fricker's work)
  [To learn more contact Yvonne Curtis]
- Sustainable Otautahi Christchurch (2005–ongoing)
  [To learn more see: http://www.sustainablechristchurch.org.nz/home]
- The Great New Zealand Business Venture, a private sector-led nationwide business planning competition with 3000 entrants (December 2000)
- Victoria University's Institute of Policy Studies (IPS)
  [To learn more contact Jonathan Boston: jonathan.boston@vuw.ac.nz]

Appendix 5 Kōrero Tahi: Guidelines for Facilitators Working with Small Groups

The following is an excerpt from anthropologist and social scientist Dame Joan Metge's book *Kōrero Tahi: Talking together*. Metge's groundbreaking research and work with Māori communities since the 1950s has been primarily directed at promoting cross-cultural understanding.

When introducing participants to kōrero tahi, it is a good idea if two facilitators can work together, but one can work alone if need be. Once participants are familiar with the rules they may either take it in turns to act as facilitator(s) or dispense with that role altogether.

Facilitators should never forget that their role is to facilitate, that is, make it easier for the group to achieve the goals of the discussion. Once they have explained the rules, the less the facilitators have to say, the better.

1. Seat participants in a circle with no gaps.
2. At the first meeting only, stand to welcome participants; wait for or, if necessary, prime someone to respond.
3. Explain the basics of kōrero tahi as briefly as possible, making the following points:
    - Kōrero tahi draws on tikanga Māori as a source.
    - Responsibility for managing the discussion rests with the group as a whole: no one person is in charge. Each group member is responsible for monitoring his/her own observation of the rules.
    - Intending speakers rise to their feet saying an appropriate phrase and thereby claim the floor. They may remain standing or sit down to speak.
    - Once a speaker has claimed the floor, he/she must not be interrupted.
    - Speakers should not rise to speak until sure they have something to say.
    - If no one is ready to speak, participants wait in silence till someone rises to his/her feet.
4. Initiate discussion by going round the circle, asking each person to contribute three items, briefly:
    - his/her name, clearly pronounced;
    - a significant identifying feature about himself or herself;
    - the topic(s) he/she wants to have discussed.

Prime a group member to begin the process, setting a suitably brief pattern. The topics contributed become the agenda for discussion. After the initial meeting of a group, the first two items are dropped and going round the circle is used simply to set the agenda.

5. When everyone has spoken and the agenda has been set, introduce criss-cross exchange, briefly setting out the following, additional rules:
    - Group members speak when they wish to, from where they are sitting.
    - Speakers may deal with more than one topic but should do so succinctly, placing time limits on themselves.
    - Once a speaker has sat down, he/she must refrain from speaking again until at least two or three others have spoken.
    - Before rising to their feet, speakers should check to see if someone else wishes to speak, defer to others and encourage the diffident.
    - Speakers are encouraged to voice grievances and hostilities. It is acceptable to express strong emotion but personal insults should be avoided if possible.
    - Having expressed themselves strongly, group members should accept the mediation of others and negotiate reconciliation.
    - When the session is over, group members must leave confidential information, grievances and criticisms behind.

6. In a later session the facilitator might use the alternative procedure of passing the stick, using any object as the stick. The facilitator explains that whoever holds the stick chooses who to pass it on to; the recipient must respond but may choose whether to make a speech, tell a story, sing a song, etc. The facilitator then passes the stick to his/her own choice.
7. At the last session the facilitators reserve the last fifteen minutes for group members to say thank you and farewell to each other.

   (Metge, 2001: 49)

Appendix 6 The International Association of Public Participation

The IAP2, which was formed in 1990, works to promote and improve the practice of public participation in relation to individuals, governments and institutions (IAP2, 2010a). Interestingly, in order to enhance the 'integrity of the public participation process', the association has designed a set of guiding principles that take the form of a Code of Ethics (IAP2, 2010b). Briefly, these principles are as follows:

IAP2 Code of Ethics for Public Participation Practitioners

1. PURPOSE. We support public participation as a process to make better decisions that incorporate the interests and concerns of all affected stakeholders and meet the needs of the decisions-making body.
2. ROLE OF PRACTITIONER. We will enhance the public's participation in the decisionmaking process and assist decision-makers in being responsive to the public's concerns and suggestions.
3. TRUST. We will undertake and encourage actions that build trust and credibility for the process among all the participants.
4. DEFINING THE PUBLIC'S ROLE. We will carefully consider and accurately portray the public's role in the decision-making process.
5. OPENNESS. We will encourage the disclosure of all information relevant to the public's understanding and evaluation of a decision.
6. ACCESS TO THE PROCESS. We will ensure that stakeholders have fair and equal access to the public participation process and the opportunity to influence decisions.
7. RESPECT FOR COMMUNITIES. We will avoid strategies that risk polarizing community interests or that appear to 'divide and conquer.'
8. ADVOCACY. We will advocate for the public participation process and will not advocate for interest, party, or project outcome.
9. COMMITMENTS. We ensure that all commitments made to the public, including those by the decisionmaker, are made in good faith.
10. SUPPORT OF THE PRACTICE. We will mentor new practitioners in the field and educate decisionmakers and the public about the value and use of public participation.

    (IAP2, 2010b)

Appendix 7 Peter Drucker's Self-assessment Questionnaire for Organisations

> Simple questions can be profound, and answering them requires us to make stark and honest – and sometimes painful – self-assessments. We do a great disservice to our organizations … if we do not ask these five simple yet profound essential questions. (Hesselbein, cited in Drucker, 2008: xi)

Leading management theorist Peter Drucker devised five simple questions as a self-assessment tool for organisations. These are presented below in order to assist organisations in executing effective future-thinking.

Table 3 Peter Drucker's Self-assessment Tool
Source: Drucker, 2008: 87–96

1. What is our mission?	
a	What are we trying to achieve?
b	What are the significant external or internal challenges, opportunities, and issues?
c	Does our mission need to be revisited?
2. Who is our customer?	
a	Who are our customers?
b	Have our customers changed?
c	Should we add or delete some customers?
3. What does the customer value?	
a	What do our customers value?
4. What are our results?	
a	How do we design our results for our organisation?
b	To what extent have we achieved these results?
c	How well are we using our resources?
5. What is our plan?	
a	What have we learned, and what do we recommend?
b	Where should we focus our efforts?
c	What, if anything, should we do differently?
d	What is our plan to achieve results for the organisation?
e	What is my plan to achieve results for my group or responsibility area?

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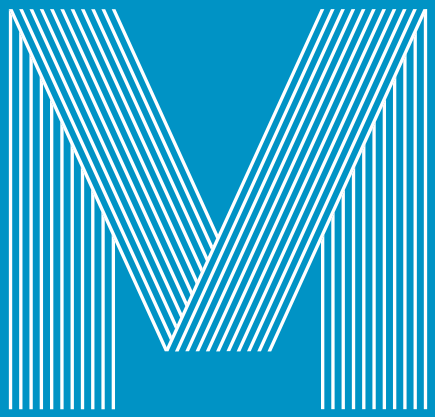

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