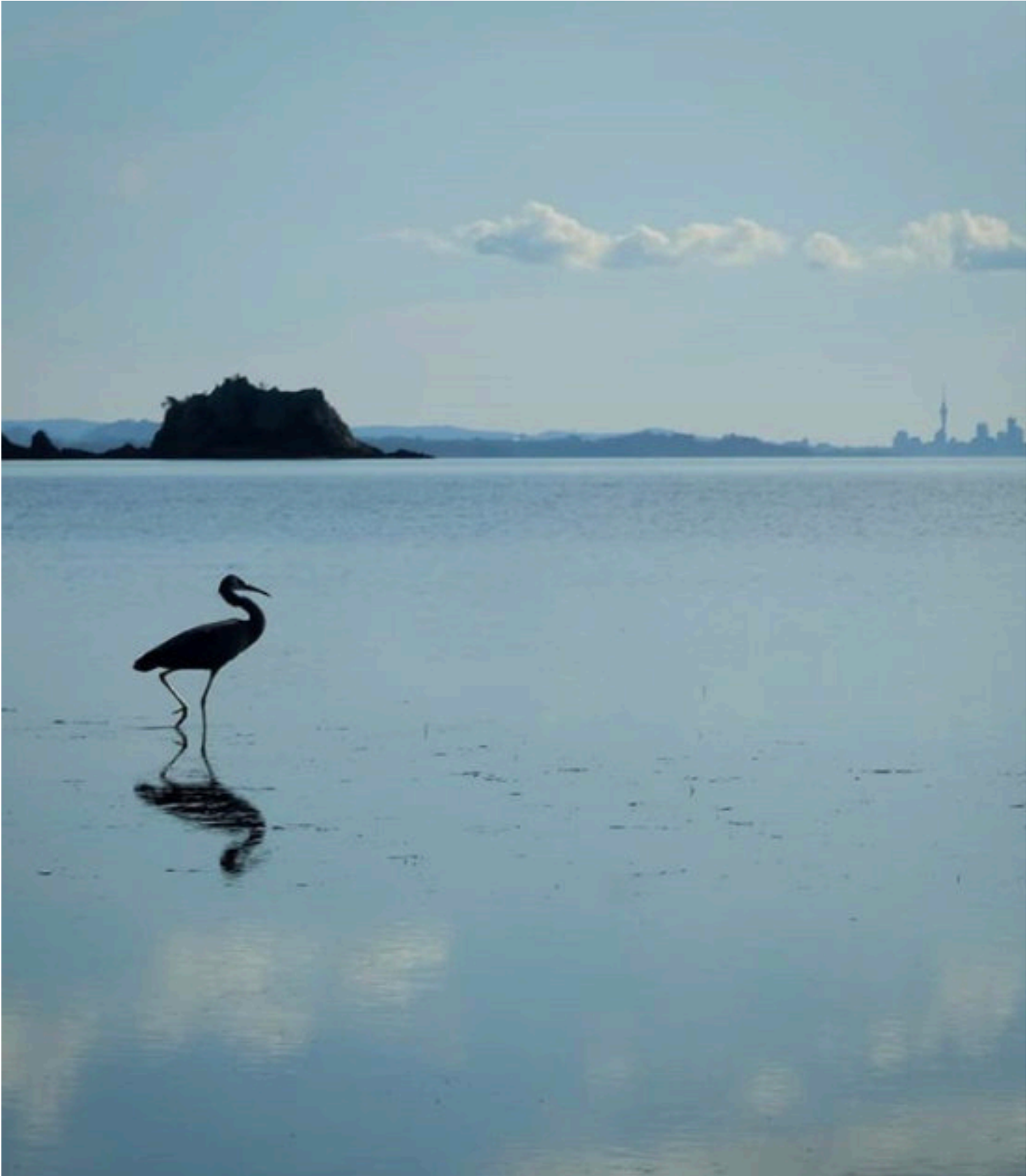


# WAIHEKE MARINE PROJECT

WAIHEKE KI UTA WAIHEKE KI TAI WAIHEKE KI TUA



Front cover:

Sarina Oetgen's winning photo in the project's Instagram competition. Waiheke western coast.

Text: Waiheke Marine Project Team

Photography: Waiheke Marine Project Team, unless credited differently

Graphic design: Gerbrand van Melle

Print: Island Print

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# Mihi

Tuia te Rangi e tū iho nei,  
Tuia te Papa e takoto nei,  
Tuia te moana e whakamarie nei  
Tuia tatou ki a tatou anō  
Tihei mauri ora  
Ko te mihi tuatahi ki a koutou ngā iwi mana  
whenua  
e honohono ana ki Waiheke.  
Me mihi ka tika ki a koutou e tautoko ana tēnei  
kaupapa whakahirahira,  
arā, ko te Waiheke Marine Project. Ka rawe tō  
tatou whaingā mo te moana  
e piringa ana te Moutere o Waiheke.  
E tika ana te mihi a ngā mātua tūpuna  
"Nāu te rourou,  
Nāku te rourou,  
Ka ora ai te iwi"  
Nō reira, me haere tatou ki tō tatou waka kotahi  
Hei whakaora te mauri o Tikapa Moana.  
Waiheke ki uta, Waiheke ki tai, Waiheke ki tua.  
Mauri ora ki a koutou.

Bind Ranginui who stands here  
Bind Papatuanuku who lays here  
Bind the sea that brings peace to us  
Bind them to us the people

Firstly, I acknowledge mana whenua  
That connect to Waiheke

It is right to acknowledge those of you who have  
supported this important Kaupapa  
that is, the Waiheke Marine Project. What a  
pleasure it is to have such an amazing, collective  
goal for the moana  
That surrounds the island of Waiheke

It is true what our ancestors have said  
"With your basket and mine,  
the environment and people will thrive"

And so, let us move forward on this waka together  
To bring the mauri back to Tikapa Moana.

# Introduction

Hosted by the Waiheke Collective, the Waiheke Marine Project is an initiative fully driven in partnership by mana whenua and the Waiheke community to protect and regenerate Waiheke Island's marine environment.

As Te Korowai O Waiheke is doing for predator control on the whenua / land, this project seeks to move away from compartmentalised thinking to achieve a joined-up, action-based approach across coastal, fisheries and marine management. In October 2020, the Waiheke Marine Project hosted a courageous and broad Waiheke Island conversation using the planning tool of Future Search, bringing together key stakeholders to find common ground and identify actions.

The year 2020 marks the twentieth anniversary of the establishment of the Hauraki Gulf Marine Park / Ko te Pātaka kai o Tikapa Moana, aimed at stemming the Gulf's ecological decline. Yet today, Tikapa Moana and its marine and coastal management is at a crossroads, reflecting the world-wide decline in marine biodiversity and fish stocks, and increasing human pressure on the marine environment. There have been long standing concerns by many and diverse people in regard to the decline of the Gulf.

The 2020 State of our Gulf environment report by the Hauraki Gulf Forum summarises the dire challenges before us all:

"The establishment of the Marine Park held the promise of halting or reversing progressive environmental decline by promoting a more integrated approach to its management. Yet many, if not most of the issues that existed when the Marine Park was established have not been resolved. Turning the trajectory of the Gulf around has proved to be difficult. The work to date has not held against the tide of population and economic pressures on the moana."

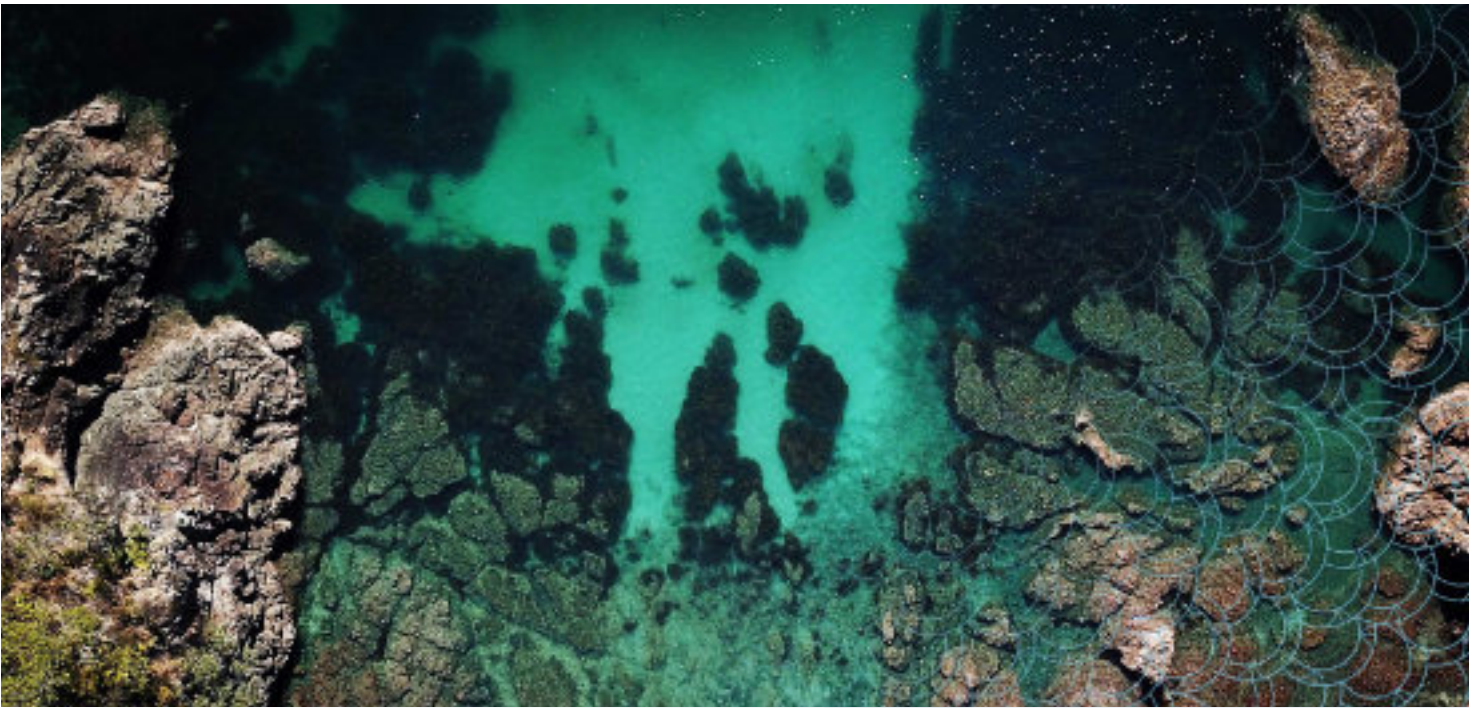
The marine spatial planning process of Sea Change – Tai Timu Tai Pari (Hauraki Gulf Marine Spatial Plan, 2016) did not specifically include marine protection plans for Waiheke Island. Rather, the Sea Change stakeholder working group considered that any proposals for Waiheke should be developed by its own community.

The Waiheke Marine Project is the perfect opportunity for mana whenua and the diverse voices of the Waiheke community, in combination with key agencies and businesses, to come together to find common ground, share ideas and take action.



Shadows lengthen through the archway on Oneroa beach. Photo by Kelly Bickerton.





Aerial image of Hekerua bay by Martin Mac Mahon. Mata kupenga design by Deija Manuel.

The following whakataukī / proverb was gifted to the Waiheke Marine Project by mana whenua of Waiheke, Ngāti Paoa, and informs and underpins the way the project has been run:

*“Waiheke ki uta, Waiheke ki tai, Waiheke ki tua”*

*“Waiheke from the mountains and out to the sea and beyond”*

This seeks to connect us to our place, our lands, our waters and our spiritual essence to which we are bound to one another.

The Waiheke Marine Project is an important pilot programme that can provide lessons for implementation across Aotearoa / New Zealand, showing how an urban island might dynamically co-manage its land and seascapes, and more widely how community collaboration based on Treaty partnership can progress marine regeneration and protection.

This report outlines Phase 1 of the Waiheke Marine Project, beginning at a Waiheke Collective meeting in April 2019, and culminating in the Future Search Hui in October 2020, and its delivery of outcomes to the wider community in November 2020. The report documents how the project has been run, the work achieved by a committed team of volunteers who gave more than 3500 hours to the project, the quality of the mana whenua and community partnership, and the assistance given by sponsors and supporters.

This report also signals the intent to move into Phase 2 of the Waiheke Marine Project where it is anticipated that multiple, related projects will be activated to protect and regenerate Waiheke’s marine environment. It is hoped this record will assist other communities with tackling the complexities of local marine protection and regeneration.

Ngā mihi  
The Waiheke Marine Project Steering Group

Dean Ogilvie, Grant Crawford, Ian Burrows,  
Kerrin Leoni, Linda Simpson, Lucy Tukua,  
Miranda O’Connell

# Context

## Beginnings

The idea for the [Waiheke Marine Project](#) was born in April 2019, at a meeting of the [Waiheke Collective](#). The Collective comprises dedicated individuals, groups and organisations who united in 2017 to combine existing conservation efforts, to create a flourishing natural environment for Waiheke Island.

With efforts to remove predators from Waiheke Island well and truly underway through an eradication project named [Te Korowai o Waiheke](#) (the first project hosted by the Waiheke Collective), the conversation in the community turned to another complex issue facing the island – the decline of its marine environment. The establishment of the Waiheke Marine Project (WMP) received unanimous support from members of the Collective, and a sub-group was formed.

[Ngāti Paoa](#), key mana whenua (those with customary interests) of Waiheke Island, took an active role in the WMP from the outset. This

included establishing their own mana whenua working group, Ngā Uri o Ngāti Paoa ki Waiheke, to engage in the project at all levels, ensuring that the mana whenua voice was clear, strong, and the project was co-managed.

The Waiheke Marine Project is in keeping with recommendations set out in [Sea Change](#) – Tai Timu Tai Pari (Hauraki Gulf Marine Spatial Plan, 2016), that suggests that any marine protection proposals for populated Gulf islands be developed by the communities themselves, to achieve collaborative and cohesive outcomes.

## About the Hauraki Gulf/Tikapa Moana and Waiheke Island

Tikapa Moana / Hauraki Gulf is nested within Te Moananui o Toi / Pacific Ocean and lies within the region of Tāmaki Makaurau / Auckland including the Hauraki Plains. [Tikapa Moana is part of New Zealand's only national marine park](#), however is in decline.



Pahi / White-fronted tern, on Waiheke's coast. Photo by Peter Rees. Mata kupenga design by Deija Manuel



# WAIHEKE ISLAND COASTAL HABITATS



Habitat map drafted by Carola Cullum and Gerbrand van Melle.

The Park is a global seabird hotspot, home to more than a quarter of the world's species of whale and dolphins, and is a nursery for multiple species of fish and sharks. The Park is also a huge source of recreation, joy and comfort for the people that live in and around the Gulf - especially for tangata whenua, whose relationship with Tikapa Moana is integral to their wellbeing.

Waiheke is the second largest island of Tikapa Moana (9,324ha) and is the third most populated island (after the North and South Islands) in New Zealand, with around 9,660 permanent residents, swelling to 13,000 in summer. With many attractions such as wineries, eco-adventures and beautiful beaches, it is a world-renowned visitor destination, attracting more than one million visitors annually.

Waiheke Island is an area rich in natural features, with 133.5km of coastline made up of numerous different ecosystem types that support a diversity of wildlife. The coast is made up of rocky and sandy shores including more than 40km of white sandy beaches, muddy/estuarine shores, mangroves, seagrass and salt marshes to name a few. These habitats are part of the Hauraki Gulf 'seabird super-highway' supporting the at risk kororā / little blue penguin, ōi / grey-faced petrel, and the very rare parekareka / spotted shag.

The island is also visited by endangered native birds that are successfully breeding on nearby predator-free islands in the Gulf. The island itself has large tracts of native vegetation that link freshwater and marine habitats, interspersed with areas used for housing, vineyards, olive groves and farming.

There is currently one marine reserve managed by the Department of Conservation (DOC) on Waiheke called Te Matuku Marine Reserve, formed in 2005 after 10 years of effort. It protects an entire ecological succession; 690ha of high and lowland bush, stream habitat, freshwater wetlands, salt marshes, mangrove forests, tidal flats, a shallow estuary and deep channel waters. There are no other forms of legislated benthic or marine protection in place.

### What is the problem the Waiheke Marine Project is trying to solve?

Tikapa Moana is under threat from numerous factors including population and tourism growth around the Gulf, increased sedimentation, overfishing, pollution, invasive pests, and climate change. These factors have degraded marine habitats, upset the natural biodiversity and balance, and significantly reduced kelp forests, shellfish beds, and the number and size of fish to name just a few – all of which has been witnessed, first-hand, by islanders who enjoy its waters.



Kina barrens. Photo by Shaun Lee.



It was for these very reasons that the Hauraki Gulf Marine Park was formed in 2000, to help stem its ecological decline by protecting, in perpetuity, the Gulf's natural and historic features. Alongside the Marine Park, the [Hauraki Gulf Forum](#) was established to better integrate management by local and central government, facilitate coordination, and recognise the special relationship tangata whenua have with Tikapa Moana. Every three years, the Forum produces a report on the state of the Hauraki Gulf environment, and the responses by agencies to its protection and enhancement, called "[The State of the Gulf](#)".

Twenty years later, while some gains have been made, many of the issues that existed then have not been resolved. This is because Tikapa Moana is used by many different groups and individuals, most with overlapping and, often, conflicting interests. This makes finding a consensus to improve the quality of Tikapa Moana very difficult.

### The whole system

Many attempts have been made to increase marine regeneration and protection around Waiheke Island, with the topic being highly charged and polarising for the Waiheke community. In alignment with Sea Change direction, that communities themselves should propose changes, it is crucial that the many and diverse parts of the community actively drive the conversation and work in collaboration with each other.

### What is Sea Change?

Cognisant of the complex issues facing Tikapa Moana, a 14-member stakeholder working group representing mana whenua, environmental groups, and the fishing, aquaculture and agriculture sectors, came together to develop a marine spatial plan for the Hauraki Gulf called Sea Change – Tai Timu Tai Pari. Published in 2016, it contains a set of proposals for improving the health and mauri of the Hauraki Gulf Marine Park.

The marine spatial planning process of Sea Change did not specifically include marine protection plans for Waiheke Island. Rather, the Sea Change stakeholder working group considered that any proposals should be developed by the communities themselves. As part of their recommendation, the group introduced the concept of "Ahu Moana", defined as "co-management of areas covering the coastline of Tikapa Moana / Te Moananui-ā-Toi to provide for joint mana whenua and community co-management of local marine areas." This history, and these concepts, have informed and underpinned the Waiheke Marine Project.

**"Kia mau ki to tio me te pipi – if we lose the ability to go and get the oyster and the pipi (common kai moana) it means we (Waiheke) are lost – a tribal pepeha that forewarns that the simple act of gathering this form of kai disappears, then so do we as Māori."  
– Tipa Compain, Mana whenua**



## About Ahu Moana

The word 'ahu' means to nurture or build up, and to move with purpose in a certain direction. 'Moana' is the ocean. The name 'Ahu Moana' therefore represents an intention of restoring coastal fisheries and environments, and the shared determination of mana whenua and local communities to improve them for their children and grandchildren.

As such, mana whenua and community participants at the Waiheke Marine Project Future Search Hui took the opportunity to refine and embrace the potential of what this might mean for a community wholly committed to, and engaged in, Tikapa Moana. We were fortunate to have Lucy Tukua (He uri o Ngāti Paoa ki Waiheke, of Ngāti Hura, Ngāti Kapu hapū) assist us in this exploration, as she was a mana whenua member of the Sea Change stakeholder working group, with ahu moana being one of the spatial marine plan's recommendations.

The concept of ahu moana is not the driving force of the Waiheke Marine Project, but it has been explored in the pursuit of understanding how mana whenua and the wider community can protect and regenerate the Waiheke marine environment through a collaborative partnership. It is perhaps more accurate to say that the project

participants envisage ahu moana as an act of working together, to take responsibility and active guardianship for their cherished Waiheke and solve the issues facing their island in a way that reflects the values and culture of Waiheke Island and its people.

## Ngāti Paoa and the wider Waiheke community

**"For me the moana is a cultural thing about identity – who we are as a people. It's a huge relationship with us. We are tangata whenua, but we are also tangata moana."**

**– Chris Bailey, Ngāti Paoa.**

Ngāti Paoa are key mana whenua of Waiheke Island and acknowledge other iwi including Ngāti Maru, Ngāi Tai ki Tāmaki and Te Patukirikiri. As mana whenua, mana moana there is a whakapapa / genealogical tie and strong cultural interests that are embedded in the land and seascapes. It is important that a partnered approach is taken that is inclusive of the lands and seas; one that takes into perspective the values of both western knowledge and mātauranga Māori. It can not be human centred. The wellbeing of humanity is dependent on the well being of our natural environments.



Teina and Māhinārangi Skipper, Rangatahi, share a laugh under the tree.



Ngāti Paoa are one of the recognised mana whenua, possessing a deep cultural relationship with Waiheke and Tikapa Moana which is integral to their reciprocal wellbeing. There is still a lot of energy and commitment needed to ensure that Ngāti Paoa are afforded the rights of tangata whenua in decision-making on issues of significance, as determined by them.

Ngāti Paoa at the outset referred to the Waiheke Marine Project as a practical example of how a Te Tiriti-based partnership may evolve in an open and engaging manner. By mana whenua and the community having empathy, a sense of purpose and

strong willingness, the project aims to avoid past divisiveness and confrontation and instead promote listening, respect, find common ground and work together.

“From a Te Ao Māori perspective, we always kick off with relationships and looking at our connections. I think that’s the basis of where everything starts. I think it’s really important that we come together and keep that kōrero alive. We know there’s going to be a lot of diverse views on this stuff but the value is in actually coming together.”

- Dean Ogilvie, Mana Whenua



Serena Woodall, Youth, and Miranda O’Connell , Future Search Hui co-facilitator (Pou Manutātaki / Partnerships Manager, DOC) opening address at the Future Search Hui.

## Role of local and government agencies

The [Department of Conservation](#) (DOC), [Auckland Council](#) and the [Waiheke Local Board](#) all recognised the potential of the Waiheke Marine Project, offering their support to mana whenua and the Waiheke

community in various ways. DOC predominantly supported the project through a facilitation and brokering role, while Auckland Council and the Waiheke Local Board provided funding and important on-island project support.

# Workings of the Waiheke Marine Project | Phase 1

## Purpose

To protect and regenerate Waiheke's marine environment.

## Project Goals:

- Foster an ongoing, inclusive and consensus driven conversation about the health of the Waiheke Island marine space
- Increase trust across the island's diverse interests and resilience in the island community
- Raise visibility of Ngāti Paoa on Waiheke Island
- Build youth capacity for sustainable environmental care
- Coordinate action for marine regeneration on Waiheke Island
- Recommend options for Ahu moana on Waiheke.

## The Project Plan

The Waiheke Marine Project was structured to have three streams of work, undertaken by working groups:

- Ngā Uri o Ngāti Paoa ki Waiheke
- Future Search
- Communications



Covid-19 interrupted the Info & Experiences workstream, which became 'Communications'.

Participants at the Ngāti Paoa wānanga at Ruapotaka marae experience marine issues on Virtual Reality headsets, courtesy of Blake NZ-VR.





Ngāti Paoa wānanga at Ruapotaka marae on 1 August 2020

Ngāti Paoa formed the 8-member Ngā Uri o Ngāti Paoa ki Waiheke rōpu / group to ensure that the Māori voice is strong and clear and that the project is truly collaborative. They guided and held Phase 1 of the Waiheke Marine Project, undertaking:

- Joint leadership of the WMP steering group - along with Communications subgroup membership.
- More than 20 meetings from September 2019 to the Future Search Hui in late October 2020
- Ensuring visibility of mana whenua interests and priorities in project communications, including:
  - Gifting the whakataukī to WMP
  - Mata kupenga design on [waihekemarineproject.org](http://waihekemarineproject.org) website
  - Ngāti Paoa being active in all the WMP work streams
- Joint spokesperson responsibilities for multiple events and media opportunities
- Running a mainland wānanga\* on 1 August 2020, focused on descendants of Ngāti Paoa exploring their Waiheke connections and marine environment priorities
- Running a Waiheke wānanga on 27 September 2020 to connect as mana whenua and identify and discuss aspirations of Ngāti Paoa for the Waiheke Marine Project in the immediate and long-term future
- Co-facilitating the Future Search event, ensuring it was run with tikanga Māori.
- The rōpu provided transparency to both the Ngāti Paoa Trust and the Ngāti Paoa Iwi Trust by way of minutes. Occasionally the Trust's representatives have been present at various hui.

\* This wānanga enabled descendants to explore Ngāti Paoa connections; learn about the Waiheke Marine Project; consider what Kaitiakitanga means to different people; have an underwater virtual reality experience; hear about ways to engage rangatahi in the care of te taiao; and discuss what is important to ngā uri o Ngāti Paoa in addressing the mauri of the moana.



## Future Search

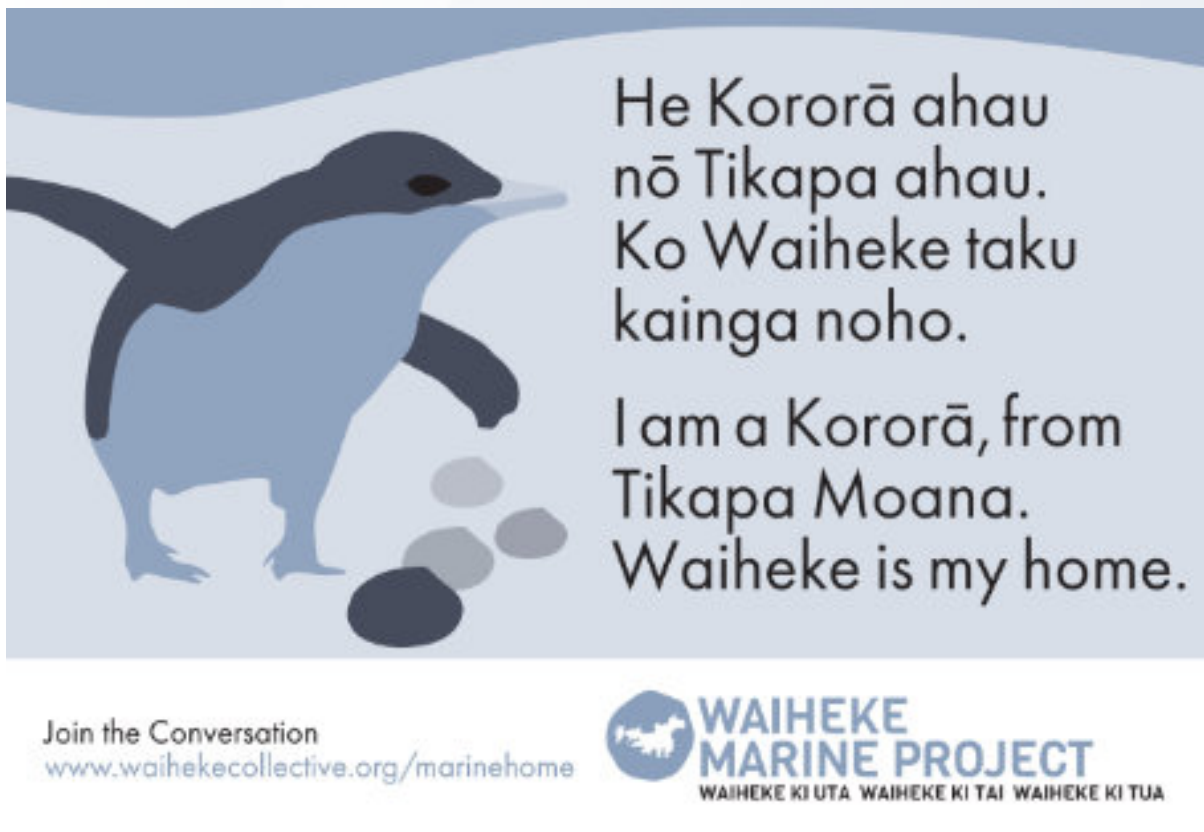
After several Covid-19 related delays, the Future Search planning group brought together the Future Search Hui in October 2020, and the Public Hui with the community in November 2020. Refer to the sections 'Planning the Future Search', 'What happened at Future Search' and 'Widening the Circle' for more details.

## Communications

The Communication working group gathered the science and the stories, provided experiences, and shared information about the marine ecosystems of Waiheke Island with the people who live and work there, and want to protect and regenerate the marine environment. Prior to the Covid-19 lockdown, the group installed public displays at the library and weekend markets, and organised events such as wetland walks.

Lockdown gave the communications working team pause to observe, reflect and engage with the intentions of the Waiheke Marine Project, motivating the development of a much broader communication and engagement strategy. The group amplified their efforts, meeting weekly online to produce the necessary tools and collateral including an e-newsletter, the Sea Stories videos, wide-ranging infographics, and the management of social media accounts.


Their efforts culminated in the creation of the WMP website, designed by Marie Holdaway, which acts as a singular portal for these communications. Another highlight is the mata kupenga / fishing net design featured on the website, created by Deija Manuel of Pūwhata creative agency, with the support of master carver and artist, Chris Bailey, both of Ngāti Paoa. The mata kupenga design portrays the intricate weaving of a fishing net, an ornate and deeply culturally significant symbolism representing abundance.



He Kororā ahau  
nō Tikapa ahau.  
Ko Waiheke taku  
kainga noho.

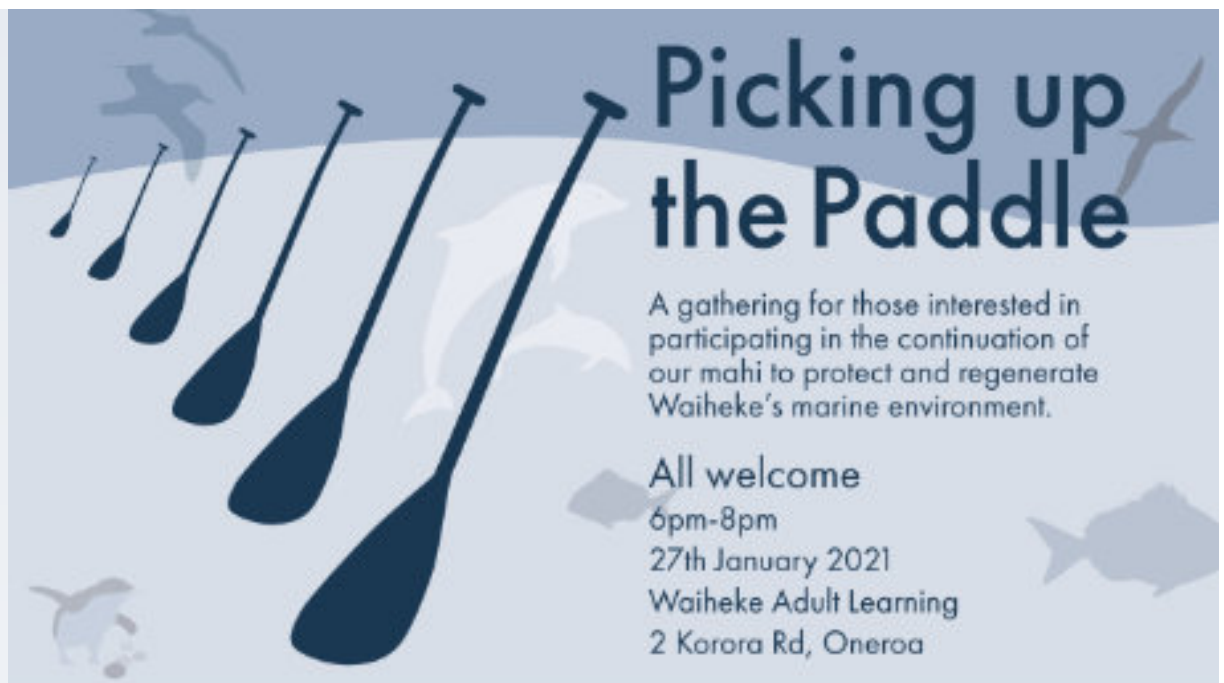
I am a Kororā, from  
Tikapa Moana.  
Waiheke is my home.

Join the Conversation  
[www.waihekecollective.org/marinehome](http://www.waihekecollective.org/marinehome)

 **WAIHEKE  
MARINE PROJECT**  
WAIHEKE KI UTA WAIHEKE KI TAI WAIHEKE KI TUA

Example of the graphic series to raise awareness of the project and marine issues throughout 2020.  
Graphic design by Gerbrand van Melle.





Join the conversation  
[www.waihekemarineproject.org](http://www.waihekemarineproject.org)



Example of the graphic series used in media to signal project gatherings. Graphic design by Gerbrand van Melle.

## Steering Group

The steering group's primary purpose was to provide oversight and project coordination for the three workstreams, manage the funding applications and distribution of funds received, and operate a Treaty partnership 'health check'.

## How did it work?

The Waiheke Marine Project is an ambitious initiative involving hundreds of people and multiple work streams, some of which was undertaken during the advent of Covid-19. To manage these complexities, various tools were employed such as Slack (a digital platform that enables all discussions and files about a project to be located in one place), Google Docs (an online word processor that lets you create and format documents and work with other people), and Zoom (a cloud platform used for video conferences).

To organise all the various aspects of the project, volunteers gave more than 3500 hours of their time to the project, while a project coordinator was employed through funding to work closely with project team members and volunteers to help deliver Phase 1 efficiently.

Lastly, in order to work in true collaboration to find solutions to protect and regenerate Waiheke's marine environment, members of the WMP consciously focused their energies on what they shared in common, to create the right conditions to hold truly diverse and inclusive action-focused discussions.

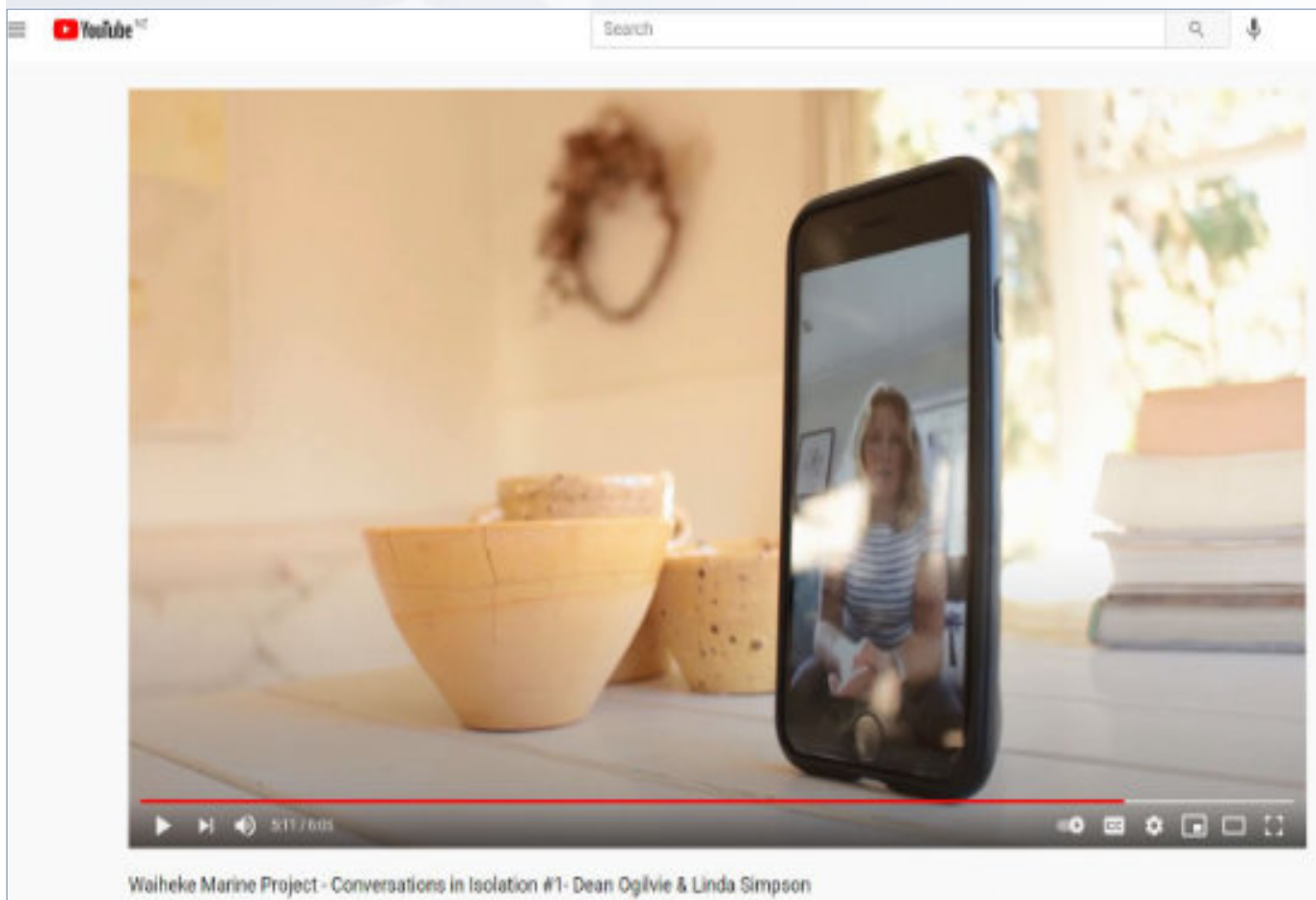
## Covid-19 Challenges

Covid-19 presented challenges as well as opportunities for the Waiheke Marine Project. The main challenge was the postponement of the Future Search Hui twice, which resulted in the cancellation of accommodation and catering, a change of venue from the preferred choice of Piritahi marae to Ahipao (the former Harbourmasters Building), and the unavailability of some participants in October. Covid-19 also cancelled key engagement events, many of them focused on youth. What volunteers conceived of as a 6-month project essentially turned into an 18-month project, resulting in project fatigue and frustration.

The advent of Covid-19 also presented some silver linings for the Project. Firstly, lockdown during Alert Level 4 reduced the impact of human activity on the environment, allowing residents to witness nature restoration in action.

Lockdown also activated the creation and sharing of Sea Stories (stories exploring peoples' relationship to the oceans around Waiheke), resulting in the video series, "Conversations in Isolation". In addition, hand written stories, memories and poems were added to a hard copy book. The combination is a taonga / treasure of the Waiheke Marine Project, forever capturing a poignant moment in time in New Zealand. The stories are full of beautiful memories, reverence for Tikapa Moana and a lamenting for "what things used to be like."

Lastly, lockdown gave the gift of time, allowing for viewers to truly listen to different perspectives, initiating a sense of inclusivity and trust when participants in the Future Search Hui finally met in November.



Video still from Dean Ogilvie and Linda Simpson's Conversations in Isolation.

# Sponsors and Supporters

## How has the project been funded so far, and who are the sponsors ?

The WMP team successfully applied for various grants to fund the community engagement, education and planning needed as groundwork for the success of the Future Search event, and to fund the event itself, totalling approximately \$150,000. Of this total, \$50,000 is dedicated to raising mana whenua capacity, demonstrating funders' enthusiasm for Treaty partnership in action.

In addition, a number of people and companies provided support with goods and/or services, including in-kind donation of hours from DOC, marine scientists, some intern hours, and others. The diversity of sponsors illustrates the love and care for Waiheke's marine environment, and how important it is to so many people. We applaud the featured sponsors for stepping up to support courageous conversations and the pursuit of a thriving marine environment.

## Sponsors



## Supporters





Timeline





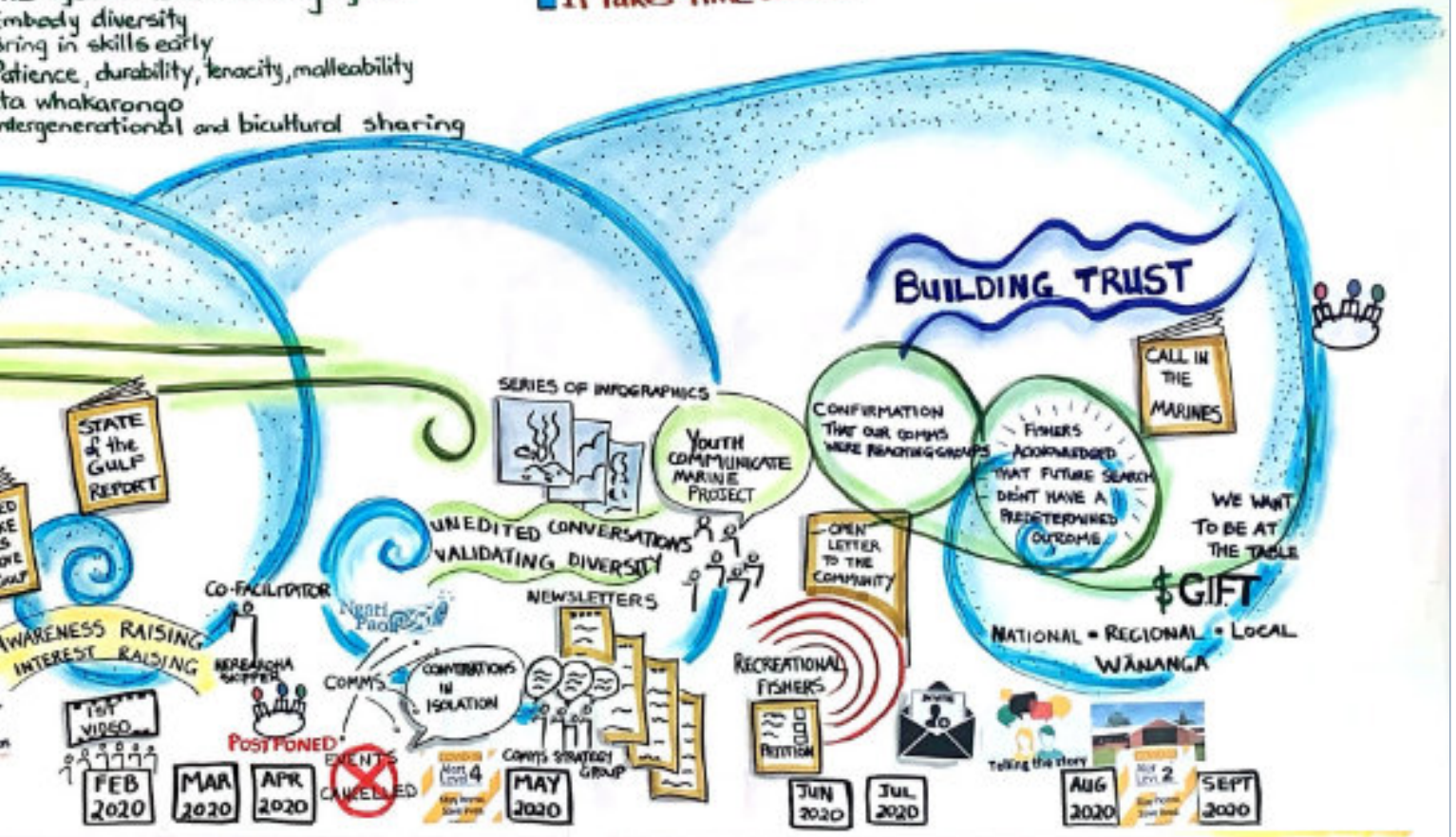
# MARINE PROJECT

Waiheke ki tua.  
**LEARNING**

The system is a learning system  
 embody diversity  
 bringing in skills early  
 patience, durability, tenacity, malleability  
 ta whakarongo  
 intergenerational and bicultural sharing

## STAND OUTS

- Korero and manakitanga
- Treaty partnership
- Ego to eco
- Inclusivity and collaboration
- Trust developed
- It takes time .....



An illustration by David Wood of Metanoia Associates, undertaken as a progress evaluation in September 2020, prior to the Future Search Hui event in October 2020.

# Planning the Future Search

## About Future Search

“Future Search is the culmination of all our efforts. It’s a three-day event at which you try and get all the voices you need to have in the room, in the room. There will be opportunities for everyone to try and share their experiences, their knowledge, their thoughts, their hopes, their dreams, their fears.”

– Linda Simpson, Fishers & Boaties

Future Search is an action-planning meeting format that is used worldwide to help different voices discover what they hold in common. Its methodology is tailor-made for “diverse groups, complex situations and questions with no easy answers.”

It is important to note that there are no preconceived outcomes for Future Search events, apart from the need to have a broad, action-focused discussion on the topic at hand.



Participants in a mixed group at the Future Search Hui engaged in a structured dialogue

The WMP chose the Future Search methodology as a way of interrupting the previously described polarised conversation around marine protection, and create a new collaborative platform for positive change towards marine regeneration and protection.

In general, there is an assumption that to successfully manage large groups of diverse people with a common outcome, but different priorities, is to bring in a host of expert speakers or panellists

who would be able to answer people’s questions. Future Search challenges these assumptions and turns them upside down. The methodology is to replace speeches with working sessions with a wide range of parties who have information, authority to act and a stake in the outcome. The kaupapa / work ethic behind Future Search also believes that people make different choices when they are in dialogue with others, than they would when either working alone, or, only with familiar faces.



## The Process

Importantly, the Future Search planning group itself is made up of 11 people notable for their diversity of interest, age, experience and their shared commitment to the Waiheke Marine Project, ensuring that diversity was at the very heart of the planning process. Their first task was to identify the categories or perspectives that have a stake in Waiheke Island's marine environment. Nine categories were identified as comprising the Waiheke marine environment 'system':

- Locals
- Mana Whenua
- Fishers & Boaties
- Conservationists
- Youth
- Land Interests
- Marine Businesses
- Scientists
- Agencies & Politicians

The planning group then engaged in a rigorous process to find a minimum of 8 participants for each category. Expressions of interest for the event were advertised through multiple channels, after which the planning group considered the applications and made selections based on five criteria:

- 1 Authority to act
- 2 Resources of time, money, access and influence
- 3 Expertise (social, economic, technical, cultural) relating to Waiheke Island's marine environment
- 4 Information that other's need
- 5 Willingness to work with others

The planning group also considered whether participants could bring more than one perspective from each of the categories.

It is important to note that members of the planning group who were under consideration left the room when the rest of the Group scored and discussed their application.

A list of the participants who attended the Future Search Hui is on [page 39](#).

## The Principles

To ensure the Future Search Hui was successful, the planning group fine-tuned the core principles of the Future Search methodology to reflect a Te Tiriti-based approach:

- **Treaty partnership:** From co-leadership throughout the project planning, to co-facilitation at the Future Search hui, the Waiheke Marine Project is embracing Te Tiriti principles.
- **Whole system in the room:** By getting a large and diverse group of involved people together, the decisions they make will reflect the thinking of the group as a whole. It also creates broad buy-in, as many people are involved.
- **Global focus as context for local action:** By looking at the big picture, we keep things in context. This also helps us make decisions that will be effective and lasting.
- **Common ground and future focus, not problems and conflicts:** Often we spend 80% of our time focusing on the 20% of things we disagree about. In Future Search, we believe that the best way to move forward is to work together on the things we agree about.
- **Self-managed small groups:** In this way people learn to work together and take responsibility for what they have done. This also develops team skills.
- **Full attendance (all sessions):** If you're not there, you're not there. It is important that all voices be present and all voices be heard.
- **Healthy meeting conditions:** If we are working in a healthy environment, it will help us work at maximum potential.
- **Three-day event (sleep twice):** We often change our thinking or develop new ideas when we have a chance to think about experiences we have had over night.
- **Public responsibility for follow-up:** This gives us a chance to take a stand in the community for something we care about and intend to follow through on.

# What happened at Future Search



Participants in the Waiheke Marine Project Future Search Hui are welcomed onto the grounds at Ahipao, Matiatia.



Project collateral provided to each participant at the Future Search Hui.



Project coordinator Cameron Ryan and Anna Reinstein, logistics, welcome participants at the registration desk.



The Waiheke Marine Project Future Search Hui took place over three days from Friday 30 October – Sunday 1 November. The event was located at Ahipao (the former Harbourmasters Building) in Matiatia on Waiheke Island, chosen for both its location on the foreshore, and its ancestral links to Ngāti Paoa. To embody a Te Tiriti-based approach,

tikanga Māori was observed, and the event was co-facilitated by Miranda O’Connell, DOC’s Pou Manutātaki / Partnerships Manager, and Herearoha Skipper of Ngāti Paoa.

The hui was officially opened with a pōwhiri, followed by an overview and introductions.



Future Search participants considering information on the timeline.

## Groups

The basic format of a Future Search event is to engage in a set of structured dialogues with small groups to build towards consensus. There are two types of groups: stakeholder and mixed. Over the course of the three days, the various groups were guided on a journey through the past, present and future, to find common ground and embark on a set of actions.



Future Search participants in action presenting small group work to the whole Hui.



Future Search participants in action presenting small group work to the whole Hui.

## The past

The participants were introduced to their first set of structured dialogues: the past. Mixed groups were asked to view the past from a personal, world-wide and local perspective. Themes that came through included a growing sense of awareness of, responsibility for, and urgency about environmental degradation, and the need to coordinate collective action. Other themes included the value of both mātaurangi māori and western science, the benefits and downsides of technology, and the burden, anxiety and hope of our rangatahi / young people.



Rosemary Thorne, Land Interests, records a suggestion from the group.

## The present

On the afternoon of the first day, stakeholder groups were then led into a discussion about the present.

The entire Future Search Hui created a mindmap of the trends affecting Waiheke Island marine environment. Individuals voted which of these trends were most concerned to them.

The aim was to identify and find connections between trends affecting Waiheke Island's marine environment. The purpose of this was to allow for better decisions and solutions rather than dealing with each trend in isolation. The discussion also listed current actions the various categories were undertaking, and desired future actions. On the

morning of the second day, the focus on the present finished with stakeholder groups taking responsibility for what they were, and weren't, doing in their respective spaces to enable marine regeneration.



Waiheke Marine Environment trends mindmap with votes.

Table: Trends affecting Waiheke Island marine environment ranked highest to lowest

Trend	Votes
Population pressure	52
Loss of biodiversity and abundance	48
Connectedness / mauri / consciousness	35
Community collaboration including youth leadership	31
Climate change	30
Improving wetlands and kelp forests / exponential recovery of areas	30
Inadequate / non-integrated regulation / enforcement	22
Recreational fishing and boating	17
Commercial fishing	15
Treaty co-governance	13
Sedimentation	13

## The future

Participants were asked to look 30 years into the future, imagining that all their aspirations had come true. They were asked to describe the state of Waiheke Island's marine environment, notable policies, projects and structures that existed, the relationships between key parties, and how they sustained their progress. Their future scenarios were then presented to the whole group. Some highlights of the themes presented in the scenarios included:

- An abundance of biodiversity i.e. whales getting in way of electric ferries, sea birds bursting off the land, being kept awake by noisy kororā / little penguin, the water smelling right, re-vegetation of the moana, the return of mussel beds filtering the water, and a reduction of sedimentation after rain events.



A mixed group present their future scenario.



Future Search participants consider common ground statements.

- Policies are integrating land and sea, and are guided by Ngāti Paoa's 100-year plan that supports the first ever ahu moana way of co-managing the regeneration of Waiheke's marine space. Rules and legislation are easily adapted through local decision-making, with limits on unsustainable development, and management measures for all types of fishing being collaboratively agreed.
- Collaboration is the way of operating in 'he waka eke noa', with Treaty principles of partnership, participation and protection, including the Māori values of:
  - Manaakitanga – care, cherish each other
  - Kaitiakitanga – protecting natural resources
  - Whakawhanaungatanga – building relationships, collaboration
  - Kotahitanga – unity
  - Tino Rangatiratanga – weave leadership of the people, autonomy, self-determination.

## Common ground

On the afternoon of the second day, the discussions turned to identifying common ground - those key principles and features that are desired by everyone for a thriving Waiheke Island marine environment. Any suggestion not agreed on by the whole group was omitted, with the remaining principles fine-tuned into nine common ground statements, see [page 28](#).



David Aguirre, Scientist, Laws Lawson, Marine Business and Shirin Brown, Conservationist; making suggestions to the common ground statements.



# How to protect and regenerate Waikeke's marine environment

Common Ground	Commitment
<b>Te Tiriti o Waitangi</b>	We are giving effect to the principles of Te Tiriti o Waitangi through active partnership and collaboration built on mutual trust and respect.
<b>Mauri</b>	Waiheke ki uta, Waiheke ki tai, Waiheke ki tua – Waiheke from the mountains to the sea and beyond. We are regenerating the mauri of all ecologies. We will see healthy and abundant ecosystems, full of vitality achieved through preservation and restoration.
<b>Learning</b>	We are committed to the development and implementation of diverse learning opportunities for the community at large. Listening to the voices of Moana and whenua, for the moana and whenua, utilising science and Mātauranga. We are committed to empowering Rangatahi engagement, advocacy, and voices now and for generations to come.
<b>Integrated Management</b>	We will co-design and implement an integrated management framework that results in people and nature thriving through collaborative, inclusive, co-governance of hilltop to seabed.
<b>Protection Tools</b>	Working together we will learn and discover how to bring ahu moana to life. We are committed to the use and enjoyment of our marine environment and to developing effective marine protection through exploring and using the best mechanisms including rāhui and Marine Protected Areas.
<b>Effective Legislation</b>	Advocate local and central government to create effective legislation for coastal areas that is reactive and agile to include: Vessel registration, identification and skipper licensing. Delegated responsibility for local management of compliance, monitoring and enforcement.
<b>Clean Water</b>	We are committed to take a range of collaborative actions to remove contaminants entering the ocean to achieve clean water for all.
<b>Waiheke Way</b>	We are committed to local Waiheke decision-making through inspiring leadership to establish, maintain and sustain the Waiheke Way. Our Pledge: Nāku te Rourou, Nōu te Rourou, Ka ora ai e tātou taonga! With your respect, And my respect 'our' Waiheke will surely thrive!
<b>Circular Economy</b>	We are committed to a regenerative circular economy and a net zero emissions island by supporting viable and resilient business on Waiheke which hold as a priority the mauri of the moana (e.g. compliance, meaningful reporting guidelines, planning etc.).



Matt von Sturmer, Marine Business, speaks at the Future Search Hui.

## Actions

The final day was dedicated to identifying actions from the nine common ground statements. Mixed groups gathered to brainstorm what they knew of actions already taking place that would contribute to delivery on that particular focus area, and what actions could be taken in the future.

The result is a rich kete / basket of ideas that need to be examined, sorted and tested for their usability.

## Personal commitments

The hui finished with an impromptu walk carefully guided by mana whenua, from the venue to the waters of Matiatia Bay, where personal commitments were shared by participants in a moving ceremony.



The Waiheke Marine Project Future Search Hui finished with an impromptu walk from Ahipao to the waters of Matiatia Bay, where personal commitments were shared by participants in a moving ceremony.



## Post-hui survey of Future Search participants

"I was afraid of three days of finger pointing and navel gazing... I was pleasantly surprised that wasn't the case at all, and that the many diverging voices found a common tune onboard the same waka."

– Francisco Blaha

A survey of participants was conducted to understand how robust the Future Search process was, and to capture the thoughts and feelings of the participants at the hui.

Asked what was notable about the event, common themes included an appreciation for the balanced representation of a diversity of voices; the true co-design and co-delivery of a joint mana whenua and community event; the willingness of all to come together to listen, collaborate, build trust and find common ground; and importantly, the power and positivity of the youth voice.



Future Search participants collaborate on a wall-mounted worksheet.

"I'm feeling really positively charged for the future, hearing the korero that's been going around the room and listening to the voices of the different sections or groups of our community, shows a real unity."

– Noa Clarkin, Mana whenua rangatahi

The co-facilitators were given 4.9/5.0, with many praising their energy, preparation and focus, and their ability to facilitate dialogue, keep time, and create a warm and fun environment.

Another survey question asked if the right people were in the room, of which some replied that there could be more commercial fishers and representatives from the Ministry of Primary Industries.

The majority of the respondents felt that their voices were heard at the hui, and by being in the room with diverse voices and stakeholders, participants gained a better understanding of the bigger picture, including the Māori world view, issues facing the island, as well as projects underway.





Mana whenua participants during a discussion at the Future Search Hui.

*“Future Search showed that if we take the time to understand each other, respect each other and work in partnership, there is no limit to what we can achieve together*

*– Alex Rogers, Hauraki Gulf Forum*

Many participants hoped that the event would deliver a concrete plan with specific actions, such as agreement on MPAs, while a few participants noted that the focus on common ground prohibited deep exploration of contentious projects such as the Kennedy Point marina. However, most appreciated that the hui was an opportunity to build trust and common ground, and are looking forward to the next steps.

Lastly, a call was made for shareable communications in order to spread the word of the Waiheke Marine Project, as well as the need for a project coordinator and/or funded time for the project.

*“Future Search was awesome. The co-facilitation with Ngāti Paoa allowed us to come together as a community, leave our identities at the door, and actually talk to each other and listen as people, as a community. For the first time, we’ve got a proper beginning: this is the start.”*

*– Matt von Sturmer, Marine Business*

# Widening the circle

“The most integrated event I have experienced on Waiheke or in Aotearoa. The shared love of the moana is such a powerful unifier. It made me really hopeful that Waiheke can model a regenerative community and economy.”

– Rosie Walford, Local

To share the outcomes of the Waiheke Marine Project Future Search Hui, and test the proposed actions with the wider Waiheke community, a display expo was held at Morra Hall on Thursday 26 November, followed by a public meeting at

6pm. This event continued the conversation that was commenced with locals at a public meeting in August 2019.

More than 150 people attended throughout the day, using sticky dots and a marker to engage with, and add their thoughts to, the past, present and future dialogues explored at the Future Search Hui, as well as the nine common ground commitments and ideas generated. Their feedback has been woven into this report.



Attendants to the Public Hui at Morra Hall on 26 November add their contributions to a Future Search worksheets.

The Waiheke Marine Project Future Search Hui film, created by young Waihekean filmmaker Emile Inglis, and funded by Creative New Zealand, was also launched and received widespread appreciation. The actively-managed website was also promoted as the ‘living document’ of the Waiheke Marine Project, in its capacity as a portal for information and resources.

The display expo successfully motivated a new crowd of volunteers to sign up who will commence work on action plans in late January 2021, adding a much needed boost of energy to beginning Phase 2.

At the public meeting, Future Search participants from different stakeholder perspectives spoke, sharing their experiences of the Future Search Hui, including some initial scepticism that turned to wholehearted support. The meeting then launched into an interactive session where each of the nine commitments was written on a trestle table covered in paper. The public engaged with these commitments by continuing the brainstorming of actions that were already taking place, and could take place in the future to deliver on that particular commitment.





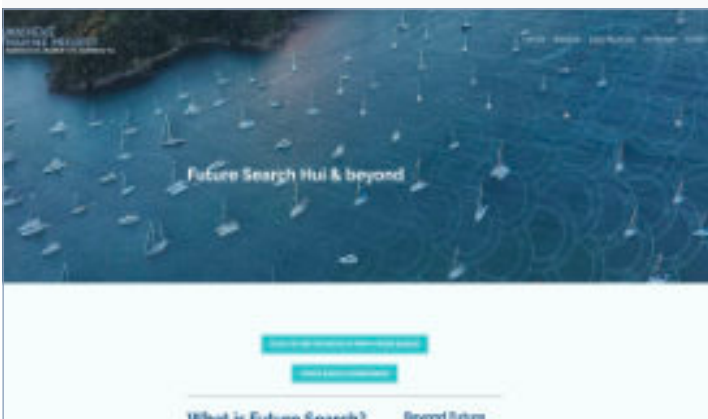
Co-facilitator at the Future Search Hui, Herearoa Skipper of Ngāti Paoa, talks to the crowd at the Public Hui at Morra Hall on 26 November.

Results from the public meeting have added to the rich kete / basket of action ideas that Phase 2 of the Waiheke Marine Project will be examining, sorting and testing as multiple pathways to protect and regenerate Waiheke’s marine environment.

genuine excitement about the strong, ongoing partnership with mana whenua. Everyone agreed that the time is now to take individual and collective action to protect and regenerate Waiheke’s marine environment.

Afterwards, the meeting opened up for a general Q & A beginning with a discussion on the concept of ahu moana vs traditional MPAs. The majority voiced their approval for the powerful vision created by participants, applauding efforts to find common ground and put aside differences. There was also

“The Waiheke Marine Project [Future Search Hui] succeeded in breaking down barriers and allowed traditionally opposing groups to realise how much they have in common. It was a healing process that has united the community into common goals moving forward.”



Future Search Hui website



Video still of the Future Search film, by Emile Inglis.





Phase 1 of the Waiheke Marine Project, including the 3-day Future Search Hui, has resulted in a number of tangible outcomes to protect and regenerate Waiheke Island’s marine environment.

### Relationships

“Concepts like co-management and ahu moana are abstract until you are in them, experiencing them. No-one is alone. There are many levels of support.”

- Matt von Sturmer, Marine Business

First and foremost, establishing and maintaining relationships was identified as the key to achieving positive outcomes for Waiheke’s marine environment. Throughout the journey to date, relationships have been forged between mana whenua and the Waiheke community, Future

Search participants, WMP members and the local news organisation (Gulf News), different generations, and mana whenua both on and off the island.

These relationships have built trust, and facilitate the sharing of expertise, resources, wisdom and ideas, allowing for a ‘whole-system’ approach to marine regeneration. They have enabled experiences that make marine regeneration and protection a ‘real’ activity.

“The marvel of the Future Search Hui to me was the amount of common ground it allowed us all to establish, and the amount of listening to other peoples' perspectives that it allowed, in such a short period of time.”

- Mark Russell, Conservationist



This illustration was undertaken as a follow up progress evaluation in December 2020, focussing on the Future Search and the Public Hui. Graphic illustrator: David Wood.

From this solid base, and thanks to a paid coordinator and countless volunteer hours, a wealth of collateral has been created, providing a platform to assist the Waiheke Marine Project in its endeavours, located for all to use on the WMP website.

Matt von Sturmer, fisher and marine business operator, describes the tangible shift that has taken place as a result of the Waiheke Marine Project:

“Prior to the Future Search, Waiheke was an unconstructed battlefield of ideologies that meant there was a crap feeling in the community. You could only have dangerous conversations and could not have exchange of ideas. This prevented participation in positive change.”

He continues, “We have now set a foundation for bravery. From this platform we can take deep dives. Individuals can have confidence to take action knowing they are supported collectively.”

Lucy Tukua and Jeanine Clarkin, both of Ngāti Paoa, comment on the challenges of being mana whenua on Waiheke and how the Waiheke Marine Project has helped navigate a way for turning the challenges into opportunities:

“It’s hard work being mana whenua,” says Lucy. “When you can feel the ihi and the wana rise, the power of positive collaboration and respect for one another start to flicker in the most distant minds, then it is worth it. We are bringing our whole(some) selves into relationship with place, culture and one another.”

Jeanine Clarkin adds, “It is great to have support around the mana whenua aspects and to show that there is actually a whole tribe behind us even though only a few have the privilege of being ahi kā on the island. It is like having arms that reach out to all aspects but are supported by one end goal of marine regeneration and protecting from further abuse.”



## Looking ahead | Phase 2

“The winds blow from all points of the compass and sooner or later you’ve got to sheet your sails on and head off in a particular direction” ... “There are some fairly high aspirations and quite a lot of work to do, but I think the building blocks are there for those who can gather around the project and take it forward.”

– Grant Crawford, Marine Business

What began as a question at a meeting in April 2019, of how to best protect and regenerate Waiheke’s marine environment, was found to be right there in the room and in the community. We discovered that we do it together, honouring our Treaty-partnership every step of the way.

Phase 1 of the Waiheke Marine Project was about building trust between the diverse voices that comprise the Waiheke marine environment ‘system’ as a whole, to find common ground for action. It was about ensuring that co-governance between mana whenua and the Waiheke community was embedded in every step of the process.

The combination of a paid part-time coordinator to centralise efforts, the commitment and energy brought by volunteers in all the work streams, and the brokering and facilitation support provided by DOC, has been the glue behind the success of Phase 1. These efforts have provided a solid platform from which to embark on Phase 2: to scale up and take action.



Noa Clarkin, Rangatahi presents a future scenario to the group supported by Huhana Davis and Mike Maahs, Conservationists.

The platform is essential for two important reasons:

- 1 To inspire and support small groups and individuals’ courage to take action;
- 2 To be a backbone that connects the multiple actions, assisting the coordination and amplification of the activity so marine regeneration can thrive and be sustained.

People are fired up to walk the unanimously agreed talk of the Future Search Hui. At a time when the entire world is tired from an unprecedented year of environmental, social and cultural change, on Waiheke Island folks are managing to take action. To name just a few activities that have taken place in the period November 2020 to end January 2021:

- Youth of Waiheke have formed a sub-tribe named Ngā Reanga Moana (Ocean Youth Tribe) and had their first get together on 18th December 2020 to cast the net wide for youth who want to reverse climate change and transform our deteriorating oceans for generations to come.
- Fishers supported by the New Zealand Sport Fishing Council ran two fisheries policy information sessions in early December at the Waiheke Sustainability Centre. These sessions enabled discussion of the Quota Management System (QMS) and the ‘Rescue Fish’ proposal for fisheries reform.
- Discussions are taking place on ways to connect the Waiheke Marine Project with the already operating Kelp Gardeners project that is clearing kina barrens to make way for kelp regeneration.
- Preparation is underway to host a 2-3 day wānanga early in 2021 exploring Ngāti Paoatanga and engaging rangatahi with mauri regeneration pathways for Waiheke ki uta, ki tai, ki tua.
- Ngāti Paoa are leading a proposal to place a rāhui around Waiheke Island on four species under stress. Kōura / Crayfish, Tipa / Scallops, Paua / Abalone, Kūtai / Mussels.



- Numerous discussions in small groups have been taking place on ways to implement actions for the nine common ground commitments. For example, the Clean water commitment has triggered exploration of wastewater, sedimentation and boating issues including ideas such as promoting pump-out stations at Matiatia for boat users.
- Numerous conversations have happened exploring ways to link up with other marine regeneration work around Aotearoa. Reciprocal relationships are beginning with organisations and other projects and the Waiheke Marine Project, including:
  - The [Noises Island](#) project (collaboration between the Neureuter family with Auckland Museum, Auckland University and mana whenua) has a lot in common with the Waiheke Marine Project, with both projects committed to supporting others' efforts.
  - The Waiheke Marine Project is a case study being examined by the Sustainable Seas National Science Challenge. Their interest is in how to transition to a holistic governance and management paradigm that empowers people, communities and the moana, and enables kaitiakitanga and ecosystem-based management.

- Officials of Auckland Council, MPI, Fisheries NZ and DOC have been meeting to share their understanding of the Waiheke Marine Project and work together to support mana whenua and community aspirations.

These examples of self-driven activity catalysed by the Waiheke Marine Project demonstrate that the time is right NOW to turn around the human-caused marine degradation and put in place human-contributed regeneration. The Waiheke Marine Project is committed to honouring all the positive and collaborative energy that has been unleashed by entering into Phase 2 of the project. Phase 2 requires that we build a strong and inclusive waka to catalyse and coordinate actions that protect and regenerate Waiheke Island's marine environment. For 2021, we are focused on building the hull of this waka, while simultaneously encouraging and amplifying action on the ground. Some 'waka-shaping' meetings have taken place to identify the functions needed in the Waiheke Marine Project. These include project management, data and information collation, communication, funds management, monitoring and quality control of core values and behaviours. The Waiheke Marine Project has also confirmed contracts for two co-coordinators (mana whenua and Waiheke community) to help hold the waka in the transition from Phase 1 to Phase 2.

To achieve our aspirations, the Waiheke Marine Project is seeking the support of multiple funders who share our vision of a healthy, thriving marine environment. Expertise, goods and services that can help us progress our proposed actions are also gratefully received.

Contact at  
[team@waihekemarineproject.org](mailto:team@waihekemarineproject.org)  
[www.waihekemarineproject.org](http://www.waihekemarineproject.org)



Darleen Tana, Locals, and Colleen Smith (Partnerships Development Advisor, DOC) kōrero at the Public Hui at Morra Hall.

# Glossary

ahi kā	burning fires of continuous occupation
Ahu Moana	Concept coined in Sea Change where mana whenua and community work together
benthic	of, relating to, or occurring in the depths of the ocean
Future Search	methodology for large group strategic planning
he waka eke noa	proverb that we are all in this boat together
hui	Meeting or gathering of people
ihi	essential life force, excitement, thrill
kaitiakitanga	guardianship and stewardship of natural resources
kaupapa	the topic or purpose
kete	basket
Ko te Pātaka kai o Tīkapa Moana	food basket of the Hauraki Gulf
kōrero	speech or discussion
kotahitanga	unity
mana whenua	people who whakapapa to the place
maanakitanga	care, cherish each other
mata kupenga	fishing net pattern used in WMP website
Matauranga Māori	knowledge built up by Māori over time
moana	marine
motu	island
MPAs	Marine Protected Areas
Ngāti Paoatanga	ways of doing things as experienced by the iwi Ngāti Paoa
pōwhiri	welcoming ceremony
rangatahi	youth
taonga	treasure
Te Ao Māori	the world of Māori
te taiao	the environment
Te Tiriti o Waitangi	The Treaty of Waitangi
tikanga Māori	the ways and practices of Māori
Tīkapa Moana	name for the Hauraki Gulf
tino rangatiratanga	self determination
Waihekean	colloquial name for a resident of Waiheke Island
waka	boat
wana	to bud, to come into life
wānanga	to meet and discuss and deliberate
whakataukī	proverb
whakawhanaungatanga	building relationships, collaboration
whenua	the land

## Acknowledgement

A project of this size and complexity takes the effort of many committed individuals. In addition to the sponsors and Future Search participants, we want to acknowledge the people who devoted hundreds of volunteer time to make the Waiheke Marine Project a success.

# Future Search Participants



Adam Schellhammer  
Adam Whatton  
Alex Rogers  
Andrew Jeffs  
Anna Dawson  
Anna Mayne  
Anthony McNamara  
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Bruce Hartill  
Caleb Wilson  
Carola Cullum  
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Craig Balme  
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Dean Ogilvie  
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Francisco Blaha  
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Laws Lawson  
Liam Glover  
Linda Simpson  
Lucy Jacob  
Lucy Tukua  
Māhinārangi Skipper  
Mark Russell  
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