

workingpaper

Outputs from Eighteen New Zealand Future-thinking Initiatives

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1. Purpose

The aim of this working paper is to document the outputs of 18 future-thinking initiatives that have been undertaken in New Zealand. It has been produced to sit alongside Report 11, *A History of Future-thinking Initiatives in New Zealand, 1936–2010* (SFI, in press) which explores a number of future-thinking initiatives in order to understand what lessons can be learnt. The key objectives of Report 11 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 depository where the knowledge gained through past future-thinking initiatives can be collated, recorded and protected. (SFI, in press)

Specific outputs generated by each initiative explored in Report 11 are recorded in this working paper (see Section 3). This 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.

1.1 Project 2058

This research is part of a larger project called *Project 2058*. 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, and explore and manage risks, over the next 50 years. In order to achieve this aim, the *Project 2058* team will work 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;
7. Develop and describe a desirable sustainable future in detail, and
8. Prepare a *Project 2058* National Sustainable Development Strategy. (SFI, 2009: 3)

Report 11 contributes to meeting the first and second objectives of *Project 2058*. In particular it provides a context for understanding the current national planning landscape and developing relationships with others who are thinking about the long-term future.

2. Methodology

The information within this working paper supplements Report 11, *A History of Future-thinking Initiatives in New Zealand, 1936–2010* (SFI, in press). It aims to provide a list of key outputs for each of the 18 future-thinking initiatives explored in Report 11, and to direct readers to further information. The methodology of this work is informed by the wider methodological framework of *Project 2058*; see *Project 2058 Methodology: Version 3* (SFI, 2009).

2.1 Data collection

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 (see acknowledgements), and an extensive literature review of material available on the internet.

2.2 Limitations and Boundaries

In some instances we have been constrained by the lack of published material on specific initiatives. The advent of the internet has improved the availability of information relating to more recent initiatives, but there tended to be a lack of publicly available information relating to earlier work, and this may have resulted in the omission of some initiatives from our review. For a full list of limitations and boundaries see Report 11, Section 2.6.

3. Outputs from Past Future-thinking Initiatives

This section documents the specific outputs from each of the 18 future-thinking initiatives that are explored in Report 11. The initiatives are as follows:

1. Institute of Public Administration New Zealand, 1936–Ongoing
2. The Commission for the Future, 1976–1982
3. Upgrading New Zealand’s Competitive Advantage, 1990–1991
4. 20/20 Group, 1992–1994
5. The Foresight Project, 1998–1999
6. Bright Future: 5 Steps Ahead, 1998–1999
7. (e)-vision Centre for Communication, Art & Technology, 1998–2004
8. Catching the Knowledge Wave Project, 2001
9. Household Vision Survey, 2001–2002
10. Knowledge Wave Leadership Forum, 2003
11. The New Zealand Institute, 2004–Ongoing

12. For Māori Future Makers, 2006–2007
13. The SANZ/UNESCO Project, 2007–Ongoing
14. What Matters Most to New Zealanders, 2007–Ongoing
15. FutureMakers, 2008–Ongoing
16. A Measurable Goal for New Zealand, 2008–Ongoing
17. Job Summit, 2009–Ongoing
18. New Zealand Entrepreneurial Summit, 2009

3.1 Institute of Public Administration New Zealand, 1936–Ongoing

The Institute of Public Administration New Zealand (IPANZ) exists to promote public policy and highlight the work of the public sector. IPANZ publishes a quarterly journal called *Public Sector*, which is sent to its members in hard copy as well as being made available to them online, along with papers and presentations. Given the longevity of the institution, its archives are substantial. The Institute’s website offers the following as samples of its publications for non-members.

A: Sample articles from *Public Sector*

‘Building the public sector for the 21st century’, December 2009

‘Programme incubator’, December 2009

B: Samples of papers and PowerPoint presentations

‘Project Aspire: An innovative model of leadership development’, by Susan Kosmala and Kathy Miller, presented at an IPANZ lunchtime seminar, October 2009.

‘Transformation effects of e-government initiatives’, by Dr Rose O’Neil, presented at an IPANZ lunchtime seminar, August 2009.

‘Promoting the importance of financial literacy: A critical factor in achieving personal financial well-being for New Zealanders’, by Roby Dupuis, presented at the IPANZ-Axford Fellowship Report Back Seminar Series, July 2009.

‘Who guards the guardians’, by Colin James, presented at the IPANZ AGM, June 2009

3.2 Commission for the Future, 1976–1982

The Commission for the Future was New Zealand’s first government-appointed body tasked with exploring the country’s long-term future. Established in 1976, the Commission 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. The Commission produced 31 publications before it was disbanded in 1982. Short abstracts are included below, and pdf versions may be accessed on the Sustainable Future Institute’s website (SFI, 2010). Those marked with an asterisk are also held in the Institute’s James Duncan Reference Library.

1. ***Futures: A Bulletin for Schools, 1976***
 A folder with leaflets on future-thinking for students. This includes a note for teachers, a short story set in the future, as well as brochures on specific topics, which include chapters on population growth and its impact on global stability; regional development and population distribution; a depiction of physical changes within the Napier region since 1936; values and family life, with a case study of Te Whiti Community in Wellington; potential changes to home life in the future; the future organisation of cities, including ideas on atmosphere control and commuting; communications and travel; an exploration of future learning methods; possibilities of jobs and hours of work in the future; and future leisure, free time and rest.

2. ***Report on the Commission's Seminar on Forecasting Techniques,* 1977***
 A report from a Commission for the Future seminar on different varieties of forecasting technique. These include a systems approach, which includes considerations of objectives, environment, resources, components, and management; an economic approach, and the value and limitations of economic forecasting; forecasting techniques for resources including an input-output analysis and the requirements for and usefulness of this; scenario development and its value in exploring futures of people and population; population projection methods, and scenarios considered through values. The report concludes with suggestions of areas of interest and possible projects to be undertaken.

3. ***New Zealand's Future Begins Today,* 1978***
 Considers 'the future' as a product which must be marketed so as to engage the public in considering what kind of future they want, and how to achieve this future. It looks at the work of the Commission for the Future and how this will be disseminated to the public. The report discusses using social marketing to gain public acceptance of conceptual frameworks, and the research and measurement of progress that must be undertaken. Also discussed is the intended method of marketing this 'product', and the budget and funding for the project. There is also a synopsis of Access Marketing's history and services.

4. ***The New Zealand Futures Game, 1978***
 A game initially designed for Year 10 students at secondary school. Such was the success of the game that it turned out to be applicable across all levels.

5. ***A Question of Priorities: New Zealanders in Conversation about the Future, 1979***
 This book begins with a mock transcript of a meeting of the fictitious Planning Commission of New Zealand, which is employed as a way of exploring different views of what is important when discussing New Zealand's future. The research methodology is detailed, with the following chapters being findings from this research. The focus is on in-depth interviews with individuals who are not representative of a particular group or school of thought. The book layout places quotes from individuals on one page, with the author's discussion on the facing page. There are chapters on television, education, labour and employment, law and order, social expectations, and multiculturalism, and the author's conclusion.

6. ***Resources and Technology Sustainability,* 1979***
 This publication concentrates on natural resources, describing world resource supplies, summarising information on New Zealand's resources, and identifying options to develop these resources. The author discusses the principles of resource use, with explanations of 'resources', 'sustainability', the role of technological change in resource availability, and ideas of economic growth in relation to resource use.
 The contemporary situation and future world outlooks are explored, with a focus on food and agriculture, fisheries, forestry, nature conservation, minerals, energy, transport, and the electronics age. New Zealand's potential options and responses are contemplated.

7. ***International Relations Opportunities,* 1979***
 This discussion paper focuses on the contemporary situation of rapid international change, and the role New Zealand could play in this changing world, which would involve reassessing our international and economic relationships. The paper discusses patterns of power and the regions likely to dominate the international scene 20-30 years into the future. New Zealand's response in terms of defence, world order, and territorial interest is examined. Economics and trade are discussed, particularly their growing influence on New Zealand foreign policy, and possible directions for the future of our economy and for our international relations with specific regions are explored.

8. ***Societies in Change: A Question of Scale,* 1979***
 This discussion paper considers the scale of change occurring in the twentieth century, and the challenges that come with the emergence of a new age. The trends examined include changing lifestyles; the subsequent growth of public and private institutions; increasing demand for educated people to manage these organisations; and public confusion as a result of the scale of change. Different ways of meeting these challenges are also contemplated.

9. ***Goals of New Zealanders,* October 1979***
 This is a discussion paper which summarises replies from individual and group survey workshops organised by the Commission for the Future. There is an explanation of the choice of method, and the opinion-gathering process. The paper presents three potential scenarios for the future as identified by the Commission, and a summary of the responses of contributors. Attitudes towards communities, the individual, health, resources, the environment, and New Zealand's place in the wider world are summarised. The appendices include the Social Development Council's 'Goal and Objectives for Social Development', as well as notes for those participating in workshops, and a list of contributors to workshops.

10. ***Towards the Year 2000 in Education,* October 1979***
 Discussion on the future of education in New Zealand, with the intent of informing the social educational policy of the day.

11. ***Interfutures - A Research Project on the Future Development of Advanced Industrial Societies in Harmony with that of Developing Countries: A Summary of the Principal Findings with Comments,* October 1979***
A summary of the principal findings of this OECD research project, with comments on the implications for New Zealand.
12. ***Some Visions of the Future World,* November 1979***
This report analyses world trends and their implications for New Zealand over the next 50 years. The author questions some assumptions related to economics and international relations that are common to future-thinking. The report aims to provide an understanding of New Zealand's position and our degree of control over future events, and our options for preparation and action. Factors considered include war, transnational corporations, and the international monetary system. Also discussed are different kinds of systems, limits to growth, the developed, developing and Communist worlds, and power.
13. ***New Zealand in the Future World Food Economy,* May 1980***
This study collates information about possible changes to the world food economy up until the end of the twentieth century, as well as assessing New Zealand's options as an exporter of agricultural products. The study employs local knowledge in conjunction with the global framework established by the Food and Agriculture Organization of the United Nations (FAO) to speculate upon New Zealand's prospects as an exporter. Global development of demand for food to the year 2000 is projected, as are patterns of food consumption and the potential effects of income, and malnutrition. Considered are trends and prospects of agricultural production in developed and developing countries, as well as land availability, energy, the environment, and trade limitations. Trade perspectives are explored through agricultural commodities, and the market implications for New Zealand of these projections are considered. Factors affecting New Zealand's response are examined, with strategic options being identified.
14. ***Alternative Energy Technologies in New Zealand,* June 1980***
List of providers, users, and promoters of alternative energy technologies.
15. ***Attitudes to the Future,* October 1980***
A summary report of a Commission for the Future survey of New Zealand attitudes to living standards. The Commission formulated four possible scenarios for the future, which participants were to evaluate. The objectives and methodology of the surveys are detailed, and the main findings are then presented with accompanying graphic depictions. The report concludes with a summary of average preferences and some recommendations for future planning.
16. ***Fast-Track Self-Sufficiency: An Alternative Energy Plan,* October 1980***
This report considers the possibility of New Zealand becoming totally self-sufficient in the production of transport fuels by 1990. The author explains the growing importance of sustainability in long-term energy planning, highlighting the failure of the 1980 New Zealand Energy Plan to consider the nation's dependence on non-renewable energy.

There is an analysis of the 1980 Liquid Fuels Plan, the future cost of oil and likely geopolitical developments, and the likely impact of this on the New Zealand economy. There is a discussion of three types of planning – reactive, supportive, and anticipatory – and a case study of these three ways of responding. The author details the aspects considered in the Alternative Energy Plan, and discusses the plan in its two phases – energy self-sufficiency, followed by sustainability.

17. ***Some Economic Implications of Social Change in New Zealand,* October 1980***
Social goals of New Zealanders are examined in terms of their potential economic impacts. The authors consider the links between social harmony and economic activity. They refer to findings from Commission for the Future public workshops, as well as identifying topics for further debate. New Zealand's situation is outlined in terms of international living standards, overseas finance and technology, world insecurity, world recession, full employment, social harmony, and environmental conservation. The authors conclude that the apparent goals of many New Zealanders necessitate a rapid growth in efficiency, productivity, and the economy.
18. ***Pictures of the Future, 1980***
A publication of five short stories. (This was written by staff during work hours, so they considered it to be part of the Commission's body of work, although it was published by Mallinson Rendel rather than The Commission for the Future.)
19. ***Report on New Zealand Televote,* 1981***
A report on the background, objective, method, and findings of the New Zealand Televote Survey conducted in 1981. The survey was intended to engage New Zealanders in planning for the future.
20. ***Contexts for Development: Clarifying Values,* 1981***
This discussion paper contemplates New Zealand's position during the previous 30 years with reference to geopolitics, changing technologies, and social transformation. Worldwide changes are discussed, as are New Zealand's anticipation of these changes; and four contexts for the future are developed based on four contrasting philosophies. These contexts are explored in turn, with the underlying philosophy being summarised, interpreted, and considered in terms of the likely actions to be taken, implications of these up to 2010, and the economic feasibility of the scenario. The aim is to encourage New Zealanders to clarify their own values and make their own choices for the future. The contexts are also compared in terms of their relevance to national priorities, major issues of the future, women, and Māori rights.
21. ***Economic Aspects for the Commission for the Future's Scenarios of 2010,* 1981***
This paper considers the economic aspects of the Commission for the Future's four scenarios for 2010, which have differing combinations of regulation over resource use and importance of the economy. It uses the EMILY model (an economic linear programming model) to consider the present situation and to explore the economic implications of each scenario.

22. ***The Commission for the Future: A Case Study,* 1981***
 This paper was requested for a conference on aids to policy-makers organised by the OECD in Paris. It summarises the need, structure, method and work to date of the Commission for the Future.
23. ***Trade Pattern Scenarios investigated by SARUM,* 1981***
 This report explores the systems failure of the national and international economy, which has resulted in an inadequate foundation for future economic expansion. It considers New Zealand's economy in relation to the rest of the world, especially with regard to trade. The report analyses changing trade patterns using the Systems Analysis Research Unit Model (SARUM), as well as referring to other SARUM experiments, other models for the national economy, and the author's perspective on issues which should guide New Zealand economic and trade policies. There are graphic depictions of future trade scenarios, most of them going to 2010, but some projecting as far into the future as 2020.
24. ***Network New Zealand: Communications in the Future,* 1981***
 This report explores the balance between economic growth and quality of life in the future scenarios of communication use, structure, and technology. The writers envisage a nationwide communications network that would take into account evidence that New Zealanders desire a balance between economic growth and quality of life. They attempt to create a plan for 2010 with reference to communication needs, New Zealanders' values, some projected goals, the predictable technologies, and the identification of policy alternatives. The writers recommend the formulation of a research and planning authority, and include recommended goals and objectives for this authority.
25. ***Network New Zealand Working Papers, 1981***
 A series of nine working papers providing the background for Network New Zealand: Communications in the Future; titles include:
- *Towards a Communications and Information Policy for New Zealand*
 - *Information Occupations: The New Dominant in the New Zealand Work Force*
 - *Communications Needs and Rights: Communications in Four New Zealand Contexts*
 - *Communications to the Year 2010: Some Social, Political and Economic Issues*
 - *Computer Communications and Information Services*
 - *The Future of Broadcasting and Frequency Spectrum Usage in New Zealand*
 - *The New Zealand Daily Newspaper: An Endangered Species*
 - *Point-to-point Communication in New Zealand Over the Next 20 Years*
 - *Space Satellite Distribution*
26. ***Supplement to The New Zealand Daily Newspaper: An Endangered Species,* 1981***
 Revision of figures for circulation and readership calculation.

27. *Future Contingencies: 1. Natural Disaster,* 1981*

An exploration of potential natural disasters in the future, and a variety of possible ways to prepare for and respond to these situations. Considers the possible causes and effects of climatic and tectonic disasters, and the implications of these disasters within New Zealand. Concludes with an estimate of the likelihood of the occurrence of these disasters, and recommendations for actions to be taken within New Zealand to prepare for them.

28. *Future Contingencies: 4. Nuclear Disaster,* 1982*

This report discusses the nuclear 'crisis', and the potential implications of a nuclear disaster for New Zealand. Implications of mass destruction are discussed, including how nuclear weapons work, their effects, and their delivery systems. There is also a scenario illustration of an attack on New Zealand. Following is a discussion of a number of potential paths to nuclear disaster, options for preventing nuclear war, and New Zealand's international associations and their implications. The second part of the report creates scenarios of nuclear disaster and then considers the consequences of these in general and for New Zealand. The report recommends that New Zealand pursue a resolution of the 'crisis', while simultaneously planning for disaster in a proactive manner. It concludes with a fictitious account of 'Apocalypse 1989'.

29. *Future Contingencies: 2. Societal Disaster,* 1982*

This report looks at how problems, if not prepared for and managed properly, can result in crises and disasters. It concentrates on disasters that are created by social problems, with analyses of five past New Zealand disasters in terms of disaster information and communication; disaster authority and coordination; organisational functioning, and disaster plans and preparations. This study of past disasters reveals a pattern of recurring sociological problems in dealing with these disasters. Conclusions are reached as to ways in which serious problems can be better managed to avoid similar disasters in the future.

30. *Communications: A Cross Impact Study, 1982*

This study explores potential communications scenarios for New Zealand's future, based on the Commission for the Future's contexts for development, and the likely consequences of each scenario. Methodology is explained, and policy alternatives available within communications are then explored through the use of cross impact techniques. The authors conclude with recommendations on policy options and a network for communications technology and services.

31. *Futures Kit,* 1982*

This kit is aimed at engaging groups in future-thinking. It explores four different ways of looking at the future, each with varying levels of perceived individual control. There is a section on the benefits of studying trends, and the extent of their usefulness in forecasting the future. The benefits of futures fiction are discussed, and there is a list of recommended reading. There are also sections on introducing new ways of thinking, and awareness of personal values in deciding upon a preferred

future. These are put into practice by a section on the mapping out of alternatives and implications of certain directions. The final section of the kit discusses the influence individuals can have in the creation of the future.

3.3 Upgrading New Zealand's Competitive Advantage, 1990-1991

Upgrading New Zealand's Competitive Advantage was an independent study of the New Zealand economy, led by a project team of New Zealanders and Harvard School of Business Professors Michael Enright and Michael Porter. The project aimed to contribute to long-term thinking in New Zealand in order to create high-level economic research and discussion. Its findings were presented in the publication *Upgrading New Zealand's Competitive Advantage*, which concludes with 25 'implications' necessary if New Zealand is to upgrade its competitive advantage, split into three categories. These implications are listed below.

A: Implications for Company Strategy

1. Move beyond cost-based strategies
2. Seek opportunities where New Zealand's home environment is uniquely favourable
3. Become more knowledgeable competitors
4. A greater focus on innovation
5. Invest in human-resource development
6. Forge closer links with educational institutions
7. Adopt a more global approach to strategy
8. Seek international success rather than local dominance
9. Corporate leadership rather than administration

B: Implications for Industry Associations

10. Adopt human-resource development as a central goal
11. Set high product and process standards
12. Provide a clearinghouse for information
13. Co-ordinate business support for member firms
14. Focus on upgrading competition, not eliminating it

C: Implications for Government Policy

15. Move beyond macroeconomic policy
16. Upgrade New Zealand's human resources
17. Stimulate domestic competition
18. Improve business access to capital
19. Provide the proper incentives
20. Upgrade the technological base
21. Improve New Zealand's transport and communication infrastructure

22. Upgrade local-demand conditions
23. Stimulate development via clusters
24. Stimulate new-business formation
25. Form a new business government relationship (Crocombe et al., 1991: 157, 163, 165).

3.4 20/20 Group, 1992–1994

The 20/20 Group was set up in 1992 by the New Zealand Futures Trust to envision the state of New Zealand in the year 2020, in order to develop a strategic vision for the country. Listed below are the key outputs of the 20/20 Group work programme, from 1992–1994. The first publication, *New Zealand in 2020?* (NZ Futures Trust, 1994a), outlined the following four findings (A–D).

A: Key Principles

Two principles were developed to guide the approach to the work programme:

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: 10)

B: Constraints and Opportunities

The group identified the following drivers of change:

1. Major world recession
2. Major world economic boom
3. World population will have increased dramatically and unevenly
4. There will be major pressures for New Zealand to accept large numbers of new immigrants
5. Significant global climate change and natural disasters will continually occur
6. Development of global share values
7. Great differences in the wealth of nations
8. Recurring world tensions
9. Significant changes in land use around the world
10. Major changes in patterns of work and leisure
11. An inadequate number of skilled people
12. Ethnic and cultural diversity will need special consideration
13. Development of information technology
14. New Zealand's geographical position
15. Development of alternative energy sources
16. Diversity of private and public educational programmes and institutions
17. Diversity of public and private health institutions

18. The erosion of national sovereignty
19. Expansion of the grey economy
20. Major developments in human, animal and plant genetic engineering
21. Major movement of people throughout the world
22. A growing concern in many areas of the world to preserve the physical environment, plant and animal species, even at the cost of some loss of convenience
23. New groupings of countries and business
24. New Zealand food and fibre export opportunities
25. International trade (NZ Futures Trust, 1994a: 4-7)

C: Significant Events Which Should Be Pursued and Encouraged

Eleven broad themes were identified which the country could focus on in order to achieve the vision summarised in the two principles above:

1. Wealth creation
2. World economic boom
3. Free trade
4. New groupings of businesses and nations for trade purposes
5. Movement and mobility of people where it creates better understanding
6. Sharing of global values
7. Understanding of cultural differences
8. Avoidance of wide differences in wealth amongst nations, individuals and groups
9. Education
10. Acquisition of skills
11. Empathy with the environment (NZ Futures Trust, 1994a: 8)

D: Choices New Zealand Could Make in the Following Areas

Possible choices that New Zealand could make were identified in 16 areas of interest:

1. Business and industry
2. Economy
3. Education
4. Energy
5. Environment
6. Government - international
7. Government - national
8. Government - local
9. Health
10. Human relationships
11. Income support
12. Investment

13. Media
14. Population
15. Trade
16. Work (NZ Futures Trust, 1994a: 9–12)

E: Four Areas Further Explored

Four of the 16 areas noted above were explored in more detail and the results published in *Future Times*:

1. Government: International (Peren, 1995a)
2. New Zealand Population: Our Future (Duncan et al., 1995)
3. Government: National (Peren, 1995b)
4. Energy: Likely Situation by 2020 (20/20 Group, 1996)

3.5 The Foresight Project, 1998–1999

The Foresight 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 project delivered 140 sector-based strategies produced by individual industries, but we were unable to identify these strategies and are therefore unable to include them here (see Section 4.5). However, the strategies were analysed and compiled by MoRST into *Blueprint for Change* (1999), which identified the four science envelope goals and 14 target outcomes listed below.

A: Four Science Envelope Goals

1. Innovation Goal: Accelerate knowledge creation and the development of human capital, social capital, learning systems and networks in order to enhance New Zealand’s capacity to innovate.
2. Economic Goal: Increase the contribution knowledge makes to the creation and value of new and improved products, processes, systems and services in order to enhance the competitiveness of New Zealand enterprises.
3. Environmental Goal: Increase knowledge of the environment and of biological, physical, social, economic and cultural factors that affect it in order to establish and maintain a healthy environment that sustains nature and people.
4. Social Goal: Increase knowledge of the social, biological, environmental, cultural, economic and physical determinants of well-being in order to build a society in which all New Zealanders enjoy health and independence and have a sense of belonging, identity and partnership. (MoRST, 1999: 9–10)

B: Fourteen Target Outcomes

1. Wealth from new knowledge-based enterprises
2. Innovative manufacturing and service enterprises
3. Sustainable use of natural resources

4. Wealth-creating food and fibre industries
5. Future-focused global intelligence
6. Infrastructure for a knowledge society
7. People with knowledge, skills and ideas
8. Strong families and communities
9. Māori development
10. Vibrant culture and identity
11. Health for all
12. People living in safe and healthy environments
13. Healthy, diverse and resilient ecosystems
14. New Zealand in the global biophysical environment (ibid.: 11)

3.6 Bright Future: 5 Steps Ahead, 1998–1999

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'. The main output of this initiative was a report called *Bright Future: 5 Steps Ahead*, which highlights five key steps to focus on in order for New Zealand to transition to a knowledge economy. Within the report each of the five areas is allocated a section opening with an overarching goal. Each section then contains feedback from public forums, an outline for the way forward, details of progress to date, and the next steps to take in achieving goals. The five steps are listed below with their accompanying goals.

1. Learning to excel – education

Goal: New Zealand will foster excellence by ensuring individuals are equipped for life in a knowledge economy. In particular we need to foster the development of innovators, and tomorrow's leaders.

2. Generating good ideas

Goal: Investment in research and development will focus on allowing New Zealanders to use the world's best ideas. New Zealand needs a platform of knowledge and technology which helps to create new products and services with commercial potential.

3. Funding bright ideas

Goal: New Zealand's capital markets will allow capable people with marketable ideas ready access to the finance they require.

4. Freedom to innovate

Goal: New Zealand's laws should support innovative behaviour. We will eliminate requirements on business that cannot be fully justified and implement the laws we do have well.

5. A spirit of success

Goal: Success and the achievement of excellence is something every New Zealander strives for and celebrates (Ministry of Commerce, 1999).

3.7 (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 relating to their use. This initiative had an emphasis on interaction and reaching large audiences in innovative ways. This is evident in the 7x7 series, a collection of forums run by the (e)-vision Centre between 2000 and 2003. Each forum gave seven speakers seven minutes each in which to present insights from their work and their vision for New Zealand. Such was the success of the series that the forums resumed in 2006 and 2008 by Jan Bieringa in collaboration with SweenyVesty and the Wellington City Council. The speakers from the 7x7 Series 1 are listed below, along with a brief synopsis of their subject.

1. Alistair Thompson on Scoop's new news and covering the war and propaganda.
2. Andrew Cardno of CompuDigm on 3D data visualisation.
3. Alexandra Lutyens of Origin Design on the Aotearoa: First to Awake, First to Think? Symposium.
4. Bede Cammock-Elliot on 'Myfilesaway' application, a wireless access to information technology.
5. Andrew Stewart of Te Papa on the NORFANZ Expedition.
6. Brian Smith of Shift showing the Student Interactive Award.
7. Brendan Smyth of NZ on Air on getting more NZ music on NZ radio.
8. Bridget Stoker of VUW on research into Prozac.
9. Brian Sweeney on the NZ Edge, The Lahar, TED12 conference and Arno Penzias on innovation, and the Gibbs Aquada.
10. Chris Lipscombe of Mission Hall Design on seven New Yorkisms.
11. Chris Kelly of Architecture Workshop on working with Renzo Piano and the Oriental Bay beach development.
12. Chris Morley-Hall from Gondwanaland Productions on the Cuba Street Carnival and Whopper Chopper.
13. Chris Lipscombe & Chris O'Connell on their cyber mission to Dubai.
14. Colin James on the Knowledge Wave Conference.
15. Chris O'Connell of The Bridge on the Wellington City Council's Creative Capital Cluster and on research into broadband and future expectations.
16. Dave Moskovits of The Web Limited on the Search Difference Engine.
17. Dan Adams singer/song writer/composer presents Wellington band Verona with cellist Sebastian Morgan-Lynch.
18. Denis O'Reilly on the Aotearoa Cyberliteracy Trust.
19. Deb Struthers of Te Kete Ipurangi Ministry of Education on ICT Initiatives Multi Serve Education.
20. Dorita Hannah theatre designer on 'The Heart of PQ' at the 2003 Prague Quadrennial.
21. Denis Sharman of Sharman Consulting on online medical diagnostics.
22. Elizabeth Styron director of the New Zealand Electronic Text Centre on digital libraries and e-publishing.

23. Duncan Cunningham of The Natural Step on what's needed to sustain life on the round ball floating around the sun.
24. Gaylene Preston writer, director and producer on her new film *Perfect Strangers* (starring Sam Neill).
25. Emily Loughnan & Rex McIntosh of clicksuite.co.nz on Disney's Virtual Reality.
26. Graeme Dingle adventurer, on ProjectK.
27. Glenda Tuaine of FringeNZ on establishing links with Korea and Hong Kong 2002.
28. Hamish McEwen on blogging.
29. Hamish Campbell (Dr) an earth scientist with the Institute of Geological and Nuclear Sciences (GNS) on Wellington's non-volcanic origins.
30. Helen Jamieson of Creative-Catalyst.com on cyberformance.
31. Hamish McKay of Hamish McKay Galleries on the Art Fair and Liste Showing in Basel.
32. Howard Grieve of Saatchi & Saatchi Wellington on testing a theory - 'it's time for NZ'ers to build'.
33. Hirini Reedy of Tu Strategies on the Aotearoa: First to Awake, First to Think? Symposium.
34. Dr Jacquie Harper, senior scientist at the Malaghan Institute on the Hygiene Hypothesis.
35. Jack Yan of Jack Yan & Associates Lucire on online fashion branding.
36. Jason McDonald Meridian Energy's Knowledge and Innovation Principal on 'Innovation, The Meridian Way'.
37. Jan Bieringa & Jon Harcourt showcase one of the (e)-vision workshops 'Digital Storytelling'.
38. Jim Barr on the Tokyo Electronics Fair.
39. Jedi Thain of the Firm 100.8FM.
40. Joe Lambert of the Digital Story Center Berkley on digital storytelling.
41. Jock Phillips general editor of the *On-line Encyclopaedia of New Zealand*.
42. Jonathan Ewart of e.co.nz on his tour through China and Tibet, cyberports and the Gigafest 2002.
43. Jon Hartley of Infinity Group on New Zealand innovation.
44. Kate Mead producer of Radio New Zealand's concert FM on classical music.
45. Judith Fyfe barrister and oral historian on documenting change, and diaries.
46. Luit Bieringa of the Cultural Construction Centre on the Active Eye contemporary photography project.
47. Liz Swanston of the Hampton Group on commercialising software products for export market.
48. Malcolm McKinnon on Te Waimano NZ history site and also, presentation in memory of Jonathan Dennis.
49. Mai Chen of Chen Palmer & Partners.
50. Mark Cubey of cubey.com on content management and some links.
51. Mario Wynands of Sidhe Interactive on interactive gaming for Sony Playstation.

52. Matthew Leonard presenting an excerpt of Hinemoana Baker's debut radio documentary 'Talking to Tangaroa'.
53. Martin Bosley chef on food philosophy.
54. MC Alliance Hip Hop group.
55. Matt Visser (Dr) of Victoria University on artificial black holes.
56. Nick Gerritsen of Minter Ellison Rudd Watts on value propositions for New Zealand and the associated conference, 1-3 March 2002.
57. Miranda Kay on the NZ Film Archive website.
58. Paul Hashfield of hitwise.co.nz on tracking web hits via ISPs.
59. Nick Gerritsen & Dominique Dowling of Minter Ellison Rudd Watts and Andy Ralph from e-zebra on the NZ Brain website.
60. Hon. Paul Swain on e-Government.
61. Paul Reynolds of McGovern & Associates on content management.
62. Peter Wells novelist and film maker reads 'Story Hour'.
63. Peter Biggs of Creative New Zealand on spirit.
64. Richard Jackson student of Hutt Valley High School on New Zealand's entry in the 2001 World Solar Challenge.
65. Ray Wood on United Nations Law of the Sea (UNCLOS) and finding the legal continental shelf.
66. Robert Wiles of Pdom.com on personal domain name websites.
67. Rick Bryant on the sound of acapella.
68. Rowan, Paul and Kieran electric guitar players of Paraparaumu College.
69. Sam Morgan on the phenomenal success of trademe.co.nz
70. Sandra Lukey on smartnet.co.nz
71. Selwyn Feary of Shift on the art of surfing.
72. Simone Ellis on the 3rd Saatchi & Saatchi Communication and Innovation Award in New York.
73. Simon Riley of the Illy Group on the Wellington Ring Project.
74. Simon Wi Rutene entrepreneur and Olympic skier, on Maori storytelling hana.co.nz
75. Steve Thompson CEO of the Royal Society of NZ on translating science into valuable industrial output.
76. Stuart Gowland (Dr) from the Mobile Surgical Service on telepresence and mobile surgery.
77. Steve Lahood of Story Inc on Puke Ariki.
78. Sue Suckling of Acemark Consulting Group on agribusiness being NZ's knowledge economy.
79. Suzanne Jones of Alcohol Advisory Council and Megan Hosking of Shift on urge.co.nz
80. Teina Herzer & Bert Aldridge of Morse Media on nzmusic.com
81. Timothy O'Brien screenwriter/broadcaster on Sept. 11th.
82. Tony Crewdson on project management software and also on the Aotearoa: First to Awake, First to Think? Symposium.

83. Tony Rule from Spikefin on the pizza website from Hell.
84. Trent Mankelow of Unlimited Potential on uniting 350 IT professionals in Wellington.
85. Tusiata Avia performance poet on culture, colonisation and corned beef.
86. Viv Stone of Saatchi & Saatchi Interactive on adidas Beat Rugby game (7x7 Ideas Forum, 2008).

3.8 Catching the Knowledge Wave Project, 2001

The Catching the Knowledge Wave project was seen as an opportunity to explore the direction in which New Zealand was heading. The Knowledge Wave Conference was co-chaired by Prime Minister Helen Clark and Dr John Hood, Vice-Chancellor of the University of Auckland, and participants made 44 recommendations grouped within five theme areas. Recommendations consisted of an objective followed by a list of actions and rationales. The 44 objectives are listed below, while the full list of actions and rationales remain available on the Knowledge Wave website (Catching the Knowledge Wave, 2001).

A: Theme Group One: Innovation & Creativity

1. Create a vision for 'NZ in 2010' which we can be passionate about
2. Create a culture that celebrates success and achievement in innovation
3. Align education systems to support knowledge society
4. Develop a superlative education system that respects, rewards and develops teachers
5. Develop the creative potential of our students through the education system
6. Encourage collaboration between different sectors and professions
7. Exploit New Zealand distinctiveness to win high-value global business
8. Accelerate great Kiwi ideas through to global markets
9. Make New Zealand the world's leading information age security centre

B: Theme Group Two: People and Capability

1. Lift the status of teachers at all levels as part of a wider initiative to revalue education and attract talent to the education sector
2. Refocus primary and secondary school systems to encourage participation of all New Zealanders, in particular Māori, in the formation of a knowledge society
3. Develop a more effective working relationship between tertiary institutions and business
4. Make the funding of tertiary research and teaching more consistent with the goals of a knowledge society
5. Increase opportunities created from New Zealand's expatriate community by developing and expanding links and information flows
6. Make fuller use of immigration as a source of talent
7. Increase incentives for New Zealand graduates to return to New Zealand from overseas
8. Promote a culture that provides strong early foundations where possible, and 'second chances' where necessary

9. Create world-class clusters of excellence in areas of comparative advantage

C: Theme Group Three: Sustainable Economic Strategies

1. Build an unrelenting commitment to sustainable economic growth
2. Expand effective size of the New Zealand market
3. Foster ENTREPRENEURSHIP. Change attitudes to build a CULTURE OF SUCCESS and PRIDE
4. Create the world's most inviting but sustainable business environment
5. Create an education system that ensures access, develops a comprehensive skill base and is responsive to national needs
6. Streamline and redefine central and local government. 'Twice the effectiveness of government at half the cost'.
7. Create a vibrant, growing Auckland
8. Create a new confidence & sense of optimism through strengthening our national identity. Position ourselves in the world as a unique, strong and integrated society
9. Create specialist industry clusters capable of international leadership through consultative and collaborative local processes
10. Identify ways to produce greater value on our areas of comparative natural advantage

D: Theme Group Four: Entrepreneurship

1. Change the public's attitude to entrepreneurship, and entrepreneurs
2. Establish the world's most business friendly regulatory regime
3. Build a larger, more effective, venture capital industry that can better launch and grow business ventures
4. Build a more effective stock exchange in New Zealand and rapidly grow the capital market
5. Create 100 new, high growth, business ventures per annum
6. Establish 2-3 New Zealand social venture capital funds within 18 months, supporting at least 15-20 social enterprises
7. Establish a global expatriate network that is focused on creating wealth for New Zealand
8. Upgrade the status of science and technology in New Zealand
9. Develop an education system that produces people who are passionate, creative thinkers, with the skills and attitudes needed to be successful entrepreneurs

E: Theme Group Five: Social Dynamism and Knowledge Opportunities

1. Build the infrastructure to support participation by all New Zealanders in a knowledge society
2. Achieve a minimum level of literacy, numeracy and e-literacy for every New Zealander within 5 years for every child and all adults who are currently non-literate
3. Set up a nationwide wired network centred on a foundation to provide support to local social entrepreneurs to develop their ideas, find capital by matching social entrepreneurs with private and public funding sources, and get management support for their ventures

4. Adopt the goal of becoming a highly networked society, developing new partnerships to build strong communities, and to drive social cohesion and dynamism
5. Drive the transformation of education in the direction of inclusive, self learning, early learning and re-evaluate teaching
6. Government to establish a National Economic and Social Council representing all interests: government (national and local); business; community and voluntary (gender and age spread); Māori; trade unions; Pacific Islanders; rural. Council to report on proposals for social and economic priorities for New Zealand, specifically in areas of economic growth and development; education and skills; employment; social inclusion, cohesion and participation
7. Recognize the importance of stable, knowledge-rich families in a productive society (Adapted from *Catching the Knowledge Wave*, 2001).

3.9 Household Vision Survey, 2001–2002

In 2001, New Zealand Post (NZ Post) invited all New Zealanders to submit visions for the country's future in a competition conducted as part of a marketing campaign. NZ Post administered the survey through a nationwide mail-drop of entry forms, and 10,000 entries were received. In 2002 the independent New Zealand Futures Trust signed a contract to analyse these visions and as a result produced *Visions for the Future: What New Zealanders Want – A Futures Analysis of a NZ Post Competition*. This report presented details of 16 themed visions (below), and identified the four most popular themes (marked here by an asterisk *).

1. **Australasia**
Closer NZ–Australia relations. NZ joins Australia.
2. **Back to the future**
Things should be more like they used to be. Bring back ... Traditional values, Righteousness. More discipline.
3. **Bicultural NZ**
Equal partnership Māori and Pakeha. Celebrate Māori language. Māori perspectives on the future – seeing the future in the past. More resources to Waitangi Tribunal.
4. **Clean Green NZ***
Natural beauty. Scenery. Conservation. Restoration. Native birds. Native forests. No pollution. No litter. Recycling. Organic. Pure. No GE or GM. Ecotourism. Wind energy. Solar energy. Outdoor living. Sustainable. The world's 'eco-experts'/environmental experts. Fewer cars. Less noise. Revitalize railways and get heavy trucks off the roads.
5. **Cooperative Caring Community***
Co-operation. Supportive. Cohesive. Community. Caring. Strong families. Good parenting. Care for the disabled and handicapped. Love. Cherish. Respect. Happiness. Contentment. Honesty.
6. **Diversity esp. Cultural and Ethnic**
Harmony. Tolerance. Acceptance. Multicultural. Multilingual. Respect and understanding between races and cultures. More immigration. No prejudice. Diverse ideas. Celebrate diversity. Alternative medicines.

7. **Equitable Society***
 Equal/equality. No discrimination. Free/affordable education. No student loans. Free/affordable health care. Full employment. Useful, sustainable jobs. More apprenticeships. Access to communication. Access to information. Free/cheap public transport. Owning one's own home. Cheaper rents. Population spread more evenly. Fairer deal for rural areas and smaller regions. Local Post Offices. Lower bank charges. Better deal for elderly. More superannuation. Equity for men and women. Good workplace relations. Equal rights for all.
8. **Global Trading Nation**
 Innovative. Competitive. Agribusiness. Trade. Manufacturing. Prosperity. Exports. More investment in research/science. High quality education. High standard of living. Top sporting nation. Quality tourism. Knowledge society.
9. **Individualism**
 Self responsibility. Individual rights. User pays. Fewer welfare benefits. Lower taxes. Less government.
10. **One NZ**
 One nation one people. Stop immigration. Only European immigrants. Ignore/scrap the treaty. We are all New Zealanders.
11. **Pessimistic Futures**
 Overcrowding. Depression. Pollution. Species extinction. Natural disasters.
12. **Safe and Healthy Society***
 Peace. Freedom. No drug/alcohol abuse. Low road toll. Low crime. No violence. Good eating habits. Healthier living. Secure homes. Security. No terrorism. No evil. Nuclear-free.
13. **Sovereign NZ**
 NZ/public ownership of assets, such as land, railways, banks etc. Greater self-sufficiency. Less trade. Independence. Unique country. National pride. Patriotism. Democracy. Neutral nation. Republic. More investment in defence/air force. Strong/honest/good politicians and leaders. 'Go Kiwi Bank.' Don't follow the USA.
14. **Spiritual Futures**
 God, Jesus, Christianity. Christian principles. Spirituality. Religion.
15. **Technologically Advanced Society**
 Shopping etc via the Internet. Megacities. Flying cars. Monorail. Time travel. Smart communication technologies. Electric transport options. Sophisticated rail transport. 'Pod' transport. Escalator roads. Cook Strait tunnel.
16. **World Leader/Model**
 NZ leads the world in such things as eco-issues, commerce and race relations. Sanctuary for people from all over the world. NZ feeds the world. NZ an international peace broker. Accept refugees. NZ open, welcoming and friendly. Aid (NZ Futures Trust, 2002).

3.10 Knowledge Wave Leadership Forum, 2003

The Knowledge Wave Leadership Forum was a suggested output of the Catching the Knowledge Wave Conference held in 2001. 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. Delegates at the Knowledge Wave Leadership Forum put forward the 110 opportunities recorded below, categorised according to the three key themes of the forum: growth, community and knowledge. A further 205 ideas and 204 actions were generated and can be viewed on the Knowledge Wave website (Knowledge Wave Trust, 2003).

A: Growth

1. Housing in China
2. Profit from our landscape beyond the protest industry and tourism
3. Improve organisational efficiency in government, business and community
4. Problem: New Zealand media generates very little money for itself relative to the world class media industries. Draw back the art directors (kiwi) around the world – kiwi producers – kiwi PR and pitchers to come help our channels generate more and better advertising and charge more for it
5. Problem: New Zealand's out of control urbanisation. Fact: Small business creates local jobs
6. To enable small and medium businesses to export and expand through accessible help
7. Develop and increase our engagement with China
8. After listening to Helen Clark's talk – can we see any sort of clear preference she has for the growth framework i.e. does she prefer the glory 'and' or the tyranny of the 'or' in making initiatives for knowledge, economy, community? I think she made it quite clear that there has to be a little bit of both strategies when being a pragmatic leader.
9. Increased R&D
10. Increase tax take
11. Expand New Zealand's aquaculture production, creating new jobs, increased exports and growth
12. An NGO of innovators putting intellectuals and private sector together idea by idea
13. To carry out commercial work for Europe while it sleeps
14. So many of our creative communities are underutilised. For instance our Māori and Pacific island communities are extremely creative but from an economic growth perspective they are untapped human capital
15. Create a bridge for NZ companies to successfully enter the US market
16. Currently the leadership of our business community is not as active as it should be and parts of it such as the Businesses Roundtable are outdated and pushing agendas we have left behind
17. Increase participation by Pacific people in the workforce
18. Strengthen linkages with growth markets and technological opportunities in East Asia
19. Heritage of places and people in New Zealand
20. For anything to grow the environment must be 'right'

21. Growth through export of fine advanced foods
22. How to get around the RMA stopping or preventing communities from having a say on growth development in district plans
23. Local investment funds have to be low risk but we should look at investing in Social Capital in our towns and cities
24. Develop and increase our engagement with China
25. Expand networks to increase growth and value for NZ
26. Fund creation verse fundraising. To move not for profits from survival mode

B: Community

27. Need to improve the approach to progress
28. Investment into Youth
29. How do we keep the momentum going now? Attending the Knowledge Wave Trust Conference – emerging leaders plus
30. Advertise community opportunities and ties for people to volunteer their time
31. How do communities engage the disconnected and disfranchised?
32. Improve public transport and reduce ozone emissions
33. Growth through migration – if we don't work hard on qualified migrants, the bad quality of migrants will come. And migrants will largely decide what New Zealand is.
34. Iwi/Māori must be engaged in the development of a national growth plan
35. There has to be nationwide research done to locate New Zealanders. Creative clusters in order for business to tap, tap, tap into our rich local talent and not through drawing that talent away from where it was cultivated – but by knowing where to go for its own economic growth.
36. Celebration of creativity and knowledge via media channels
37. Effective community and national initiatives being integrated with government policy. Government Ministers working more effectively with effective community and national organisations.
38. Students with their knowledge of New Zealand will leave New Zealand for a variety of reasons
39. We must determine together our national identity and then aggressively protect it before it is lost amidst growing globalisation and inevitable multi-culturisation
40. Allow the young and creative, possibly extroverted population to be heard and motivated by the 'management' of New Zealand government and local councils
41. Live beside our Māori people for the pre-forum as emerging leaders to find out from the people what they feel we can do together to help them improve their standard of living
42. To encourage the imagination and creativity of 'young minds' (of all ages) in New Zealand's poorer communities. Immigration – creativity – aspiration.
43. Our current political system does not foster governments taking a longer term view; our political leaders should be leading the way in fostering a longer term view. There is not sufficient turnover of politicians in leadership roles. New ideas will come from new leaders.
44. Need to grow the managerial structural capacity of the not-for-profit (3rd) sector

45. Representation
46. Sustainable development/environmental presentation/walking lightly on planet earth
47. To develop strong creative industries in provincial New Zealand
48. Acknowledge that many careers are not full-time permanent employment but 'portfolio' careers
49. Increase 'bridging social capital'
50. 'Getting people into work and raise skill levels.' Currently we have a 'dismal' track record in engaging disadvantaged youth and assisting them into getting into paid employment.
51. Bring together the right people to establish our New Zealand 'story' – our history.
52. School leaders forum
53. New leaders forum
54. Encouraging kiwi entrepreneurs in the UK
55. To grow the community together
56. Support inspirational leaders in the not-for-profit sector
57. For collective vision for those who believe that our success as a nation is dependent upon the WHOLE community taking action

C: Parents

58. No child poverty in NZ
59. As in the Dominion Post, publicise daily celebrations of education/community achievements and initiatives, especially those affecting young people.
60. To encourage the imagination and creativity of 'young minds' (of all ages) in NZ's poorer communities. Imagination leads to creativity leads to aspiration.
61. Make Knowledge Wave into a real project – get a team of KW attendees together to generate 100 ideas for Auckland to become a creative city
62. Why should my generation be so selfish as to allow the superfund overseas?

D: Knowledge

63. Creating more 'ideas' 'people' and create a culture of innovation starting early
64. Teachers have to be accountable for what they say and do
65. Knowledge about leadership
66. The only way to stop the brain drain is to stop New Zealanders viewing their knowledge as a commodity to sell to the highest bidder
67. Increase of \$ for education and training
68. Maintain steady and productive human evolution in New Zealand
69. Increasing access to tertiary education and training for all FUNZ-not-for-profits voluntary contribution savings schemes with multi partnerships

E: Education

70. There is an opportunity to address the needs of all tertiary students
71. Improve international linkages and understanding through foreign language capability

72. Knowledge and networks – to combine the collective power of strong silo networks to the benefit of the country as a whole
73. Network is key to our success. It is largely there but needs to be coordinated and leveraged.
74. Ongoing opportunity to continue ‘talking’
75. Tap on an ongoing basis the power of this group. Plus get group communication moving to leverage next steps.
76. Encourage our high school students to become scientists
77. Let’s involve all sections of education, starting with early childhood, in innovation
78. Address the 28% education deficit in our students
79. Retain/attract teachers back to New Zealand
80. A picture of the positives happening in our schools
81. Raise the aspirations and increase the achievements of young people in the 20% tail
82. Help parents create fantastic children; reduce the 20% tail to 5%
83. Stimulate opportunities for creative activities other than examination prescriptions
84. Stimulate interest in careers in science, technology and engineering among girls at secondary level
85. Build on the last Knowledge Wave Conference’s findings (that education is essential for the country to achieve its ambitions) and this conference’s failure to engage positively with compulsory education
86. Current educational research and developments regarding New Zealand performance widely shared and understood to offset narrow interpretation/representation (especially of PISA)
87. There is conflict between the desire for New Zealand to seek innovative solutions to educational challenges and the profound conservatism of New Zealanders in enacting educational change (‘I went to school and it was good enough for me ...’)
88. Teachers are the crucial ingredient in the educative process. Teaching is not seen, however, as an attractive proposition. Other countries do value our teachers.
89. There is a lack of understanding about current practice in New Zealand schools and considerable misinformation/dated information
90. All areas of the conference appear to centralise around education yet the panel that displayed the biggest fraction and mistrust of each other was the education panel
91. The incubators for creativity, knowledge (ability to learn) and leadership are our children
92. Indigenous knowledge has value and application and a place in how we progress New Zealand to 2020
93. Use the ideals of environmental education (or education for sustainability) of ABOUT, IN and FOR the environment as one way of adding value to our education system
94. Value and encourage excellence in young people
95. Simon Upton’s challenge regarding the lack of history and civics taught in New Zealand schools and the cost to our society
96. For New Zealand to draw in, send out and use citizenship concepts that foster participation in our nation

- 97. Suggestion: Next conference be essentially a strategic planning exercise for the growth and development of New Zealand
- 98. To improve the education outcomes as well as strengthen the Pacific Islands sector, a creative approach is needed in the delivery of education to our youngsters
- 99. Tangata whenua

F: Treaty of Waitangi

- 100. Intellectual property developed via co-location partnership on R&D between the university and the private sector
- 101. Many Asian New Zealanders, particularly recent migrants, value the importance of accessing knowledge
- 102. New Zealand needs to educate its children a hell of a lot more in New Zealand history; that is, Māori and European history of New Zealand. We need this to happen so our children have a sense of where they come from and their history.
- 103. Restructure secondary education to provide a more dynamic and enjoyable experience for all ability levels
- 104. To include Pacific peoples in the drive to increase understanding of the critical nature of knowledge in NZ's economic future
- 105. Education in school classes on thinking – ideas from the youth onto the higher ‘powers’ – identifies leaders
- 106. To make Whangarei Boys High the best producer of fine young men in New Zealand for the benefit of my region and my country
- 107. Tap the knowledge already within New Zealand for the collective benefit of emerging, growing and expanding businesses. (Adapted from Knowledge Wave Trust, 2003)

3.11 The New Zealand Institute, 2004–Ongoing

The New Zealand Institute promotes the need for a new generation of thinking and conducts independent research on topical issues, drawing on practices and models that are being used globally. The Institute is currently progressing six main projects, as well as other initiatives outside of their main projects to facilitate further conversations on future-thinking in New Zealand. Each of the following six projects includes a series of essays, perspectives, discussion papers, presentations and media releases which can be found online. The six projects and their current outputs are listed below.

- 1. **The New Zealand economy**
11 essays, 21 perspectives, 10 presentations and 12 media releases or coverage
- 2. **New Zealand's global engagement**
4 essays, 9 perspectives, 6 discussion papers, 7 presentations and 6 media releases or coverage
- 3. **The weightless economy**
8 presentations and 3 media releases or coverage
- 4. **Innovation ecosystem**
1 discussion paper, 3 perspectives, 1 presentation and 1 media release or coverage

5. **The economics of climate change for New Zealand**
1 essay, 2 discussion papers, 1 perspective, 7 presentations and 2 media releases or coverage
6. **Creating an ownership society in New Zealand**
3 essays, 4 discussion papers, 2 presentations and 10 media releases or coverage (New Zealand Institute, 2010).

3.12 For Māori Future Makers, 2006–2007

The For Māori Future Makers Project presented research focusing on future threats and opportunities specific to Māori. The project produced eight background papers culminating in one final publication – *Ngā Kaihanga Hou: For Māori Future Makers*. The project found three future drivers of change, seven important influences and five key enablers to the future. All are listed below.

A: Eight Background Papers

1. *Historical Influences: Māori and the economy*
2. *The Māori Commercial Asset Base*
3. *Māori Participation in the New Zealand Economy*
4. *Quality of Life Indicators for Māori*; discussion document
5. *Demographic Trends and Projections*
6. *Investigating Key Characteristics of a Māori Business for Future Measures*
7. *2006 Survey of the Health of Māori Language*
8. *Identifying Significant Elements of Māori Future Development*; annotated bibliography of Māori research (Te Puni Kōkiri, 2007: 10)

B: Three Key Drivers of Change

1. Moving to the innovation economy
2. Redistribution of world economic power
3. Climate change and resource pressures (ibid.: 12)

C: Seven Key Factors Illustrating the Present Māori Position in the Economy

1. Increasing level of Māori economic contribution
2. High Māori exposure to world markets
3. Importance of employment for Māori within New Zealand
4. Māori population is young and growing
5. Improved quality of life for Māori
6. Māori asset base is growing
7. Māori culture and identity is strong (ibid.: 27)

D: Key Enablers to the Future: Five key 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)

3.13 The SANZ/UNESCO Project, 2007–Ongoing

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. 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. The SANZ/UNESCO Project has produced a number of outputs, which are listed below. Further information can be found on the Project's website www.phase2.org

A: Position on Terminology

As the Project was scoped it became necessary to clarify the meaning of the terms 'sustainability' and 'sustainable development'. Although 'sustainability' is now used frequently in New Zealand, its meaning appears to encompass any human action that reduces harm to the environment. This was not the interpretation required for DESD in New Zealand. Moreover, the term 'sustainable development' implies that it is feasible to achieve a sustainable natural environment while also continuing material economic development and growth. It was considered that this assumption should be tested as part of the Project. Hence, neither of these terms was satisfactory, so the Project adopted the term 'strong sustainability' to convey the concept of a way of human living that is actually sustainable. (W. Cartwright, personal communication, 15 December 2010)

B: Workshops and Sessions

1. Forum 1: UNDESD Stakeholders Strategy Forum (October 2006)
2. Forum 2: UNDESD Stakeholders Strategy Forum (November 2007)
3. Workshops 1 to 3: 'Towards a Vision' and 'Scenarios for a Sustainable New Zealand in 2025' (Auckland, July and September 2008) and a Youth Think Tank Workshop: 'What Will Life Be Like in 2025?' (Auckland, September 2008)
4. Dialogue Session 1: 'Be Sustainable New Zealand: Getting Past Zero' (Wellington, November 2008)

C: Recent Publications and Presentations

Publications:

1. *Strong Sustainability for New Zealand: Principles and Scenarios*
SANZ (2009). Auckland: Nakedize Ltd

UNDESD/SANZ presentations:

1. *Responsible Investment – Global Drivers*
Philanthropy New Zealand Conference, 19 March 2009
2. *Global Change Drivers, Core Practical Issues about Water, and Meeting the Challenges*
UNESCO Joint Sub-Committee Meeting, March 2009
3. *Climate Change and Ethics for Church Leaders*
Church Leaders Group, Hamilton, 30 May 2009
4. *Adult and Community Education for Times of Great Change*
Aotearoa Conference, 13 June 2009
5. *Scenarios for Greening the New Zealand Economy – Dr Wayne Cartwright*
ECO Annual Conference, 10 July 2009
6. *Investment Strategies for a Turbulent Future – Dr Robert Howell & Dr Wayne Cartwright*
CSRI/SANZ workshops, Christchurch and Auckland, September 2009
7. *Ecological Ethics for a Sustainable World, and Some Implications for Investment – Dr Robert Howell*
Australia New Zealand Society for Ecological Economics (ANZSEE) Conference, 27–30 October 2009
8. *The Ethics of a Sustainable Economy: Implications for Public Policy – Dr Robert Howell and Dr Wayne Cartwright*
Ethical Foundations of Public Policy Conference, 10 December 2009
9. *Strong Sustainability for New Zealand – Dr John Peet*
Aspiring Faith Community Summer School, 17–22 January 2010
10. *Educational Priorities for Strong Sustainability in New Zealand – Dr Wayne Cartwright*
New Zealand Association for Environmental Education (NZAEE) Conference, 19 January 2010

D: Nine Key Initiatives for Public Policy

The SANZ/UNESCO Project considers New Zealand cannot begin the shift to strong sustainability in isolation but it can be a member of a group of nations that show the way. Therefore, during the transition, major societal policies as noted by Cartwright (personal communication, 15 December 2010) should:

1. Establish governance systems and laws that align with and facilitate the transition to strong sustainability.
2. Shift from the paradigm of perpetual economic growth to an innovative steady state economy.
3. Ensure that the economy as whole, and each part of it, operates within the boundaries of sustainable ecosystems boundaries.

4. Shift from GDP-based measures of success to measures based on community well-being and happiness.
5. Adjust to major declines in some sectors and industries, encourage reinvention of others, and incentivise new growth sectors as the economy adjusts to the drivers of change and to the requirement for sustainable ecosystems.
6. Shift from money creation as credit – a system that requires continual economic growth – to a money supply system consistent with a steady state economy.
7. Align public and private investment criteria with a steady state economy and ecological sustainability.
8. Adjust international relations to the principles of strong sustainability.
9. Align population management and immigration policy to the principles of strong sustainability.

3.14 What Matters Most to New Zealanders, 2007–Ongoing

What Matters Most to New Zealanders was positioned as a long-term initiative in which New Zealanders could outline the kind of future they want, through the formation of an integrated set of progress and well-being indicators. The initiative has published online the following 116 leadership visions for New Zealand's future, provided by local and national leaders in different fields. Essays which expand on these visions are available from AnewNZ's website (AnewNZ, 2011).

1. *The Future of New Zealand*, John Allen, Chief Executive of New Zealand Post
There is a real opportunity to leverage the people capability, landscape, and heritage of country to create something remarkable – something the world will look to and learn from.
2. *Scientific Revolution and Small Countries*, Dr Bruce Bagley, Professor and Co-Director, Auckland Cancer Society Research Centre, the University of Auckland
It is in creative science that New Zealand can compete effectively with larger countries, and it is up to us to generate the right conditions.
3. *Leadership in Community Health*, Dr Sue Bagshaw and Dave Marra, Directors of 198 Youth Centre, Christchurch
198 is a 'one stop shop' where young people can have their health needs met – and includes employment opportunities, arts programmes and other activities for youth.
4. *'Simply the best' Worldwide in Terms of Lifestyle and Values*, Michael Barnett, Chief Executive of the Auckland Regional Chamber of Commerce
What matters in my vision of New Zealand 2020 is the spirit in which we do things. We feel that, in some sense, the future is ours.
5. *Creating a Family Vision*, Louise Belcher, Manager, Family Service Centre (Great Potentials), Papakura
A positive family vision can be a guiding light toward a healthy family. It enables the family to work together toward a common future.

6. *Exploiting Our Strengths – From the Past, for our Future*, Dr Seddon Bennington, Chief Executive, the Museum of New Zealand Te Papa Tongarewa
Our spectacular, diverse landscape, our bicultural legacy and understanding, and an increasingly complex weave of cultural threads, offer strengths, an identity, and a resourceful attitude which we must nurture as leaders and tap as a nation.
7. *Leadership – A Changing Vision*, John Blackham, CEO Xsol Limited
The Internet dramatically speeds up the rate of change in business and gives the leader a great opportunity to communication with the workers.
8. *Sustainable Growth and Development*, Steve Bonnici, Managing Director, Urgent Couriers For New Zealand and New Zealanders to be successful we need to get the big picture right.
9. *Three Awareness Steps Towards a Sustainable New Zealand*, Dr Klaus Bosselmann, Associate Professor of Law, University of Auckland
The three steps are 1) understanding why we are unsustainable, 2) the impact of Modernity, and moving to a ‘post’ modern project.
10. *Choosing Our Future*, Rick Boven, Management Consultant and Company Director
Choosing between positive economic and environmental outcomes is becoming the great challenge of the age.
11. *Community Leadership*, Jo Brosnahan, CEO of the Auckland Regional Council
If we can grow strong collaborative servant leaders, strong communities will automatically follow.
12. *Passion and Purpose in Business*, Dick Brunton, Chairman Colmar Brunton
Dick respectfully challenges the state of organisational leadership in NZ.
13. *Virtu, Fortuna and New Zealand’s Leadership in Difficult Times*, Paul G. Buchanan, Senior Lecturer in Politics and Latin American Studies at the University of Auckland
Using Machiavelli’s notions of virtu and fortuna, Buchanan explores the tensions between principled and expedient leadership in New Zealand in the current world moment.
14. *Our Greatest Assets Are Our Land and Our People*, the Honourable Chris Carter, NZ Minister of Conservation, Local Government, Ethnic Affairs and Building Issues
It is my view that the experience of living in New Zealand is one of the greatest assets we have as a nation, and we must protect it, now and in the future.
15. *New Zealand’s Leadership is Misaligned with the Nation’s Future*, Dr Wayne Cartwright, Professor of Strategic Management, University of Auckland
The current leadership of New Zealand, the key elements of which are corporate and governmental (central, regional, and local) and are seriously misaligned with the perspectives, styles, and capabilities that are required for New Zealand’s future.
16. *A New Vision of Peace*, Dame Silvia Cartwright PCNZM, DBE
With the last century of significant technical, medical and scientific advances we still face much to be done in creating a world of peace and well being.
17. *How Prosperous Do We Want to Be?* Tony Caughey, Chief Executive, Minter Ellison Rudd Watts
Caughey cites four points that are required to improve the economic well being of NZ and enable us to attract our children to live in New Zealand.
18. *Creating a Silicon Valley of Educational Technology in New Zealand*, Dennis Chapman, engineer and entrepreneur, founder of Switchtec
The vision I am working on in partnership with a number of others is to create a Silicon Valley of Educational Technology here in New Zealand.

19. *'The Little Country That Could' – Designing Sustainable Aotearoa New Zealand with Some Hindsight*, Carl Chenery, youth leader – mechanical engineer
NZ has an unprecedented opportunity to create 'Sustainable NZ Inc.'
20. *Leadership for Sustainable Development*, Peter Conway, NZCTU economist
My vision is for a society which is dynamic, exciting and full of opportunity for everyone.
21. *Prosperous New Zealand: Healthy People in a Flourishing Natural World*, Dr John Craig, Professor of Environmental Management, University of Auckland
Our vision needs to include both the necessity of sustaining a living earth and retaining the values that give us identity as a nation and belonging in our communities.
22. *We Need a New Vision of Leadership*, Margaret Crozier, Executive Director of Greenpeace
We can be the small smart country that believes people and nature matter.
23. *The Future of New Zealand and the Critical Role of Global Leadership*, Christian Dahmen, consultant and human resources specialist
How can we move us from being just an outstanding 'beauty' in many tourists' eyes to become a country that leads the thinking on 'How to live life best?'
24. *A Beginner's Guide to Catching the Knowledge Wave*, Carl Davidson, Director, No Doubt Research Limited
My vision for New Zealand is a simple one – it is of a country that 'works smarter'.
25. *Time Now For the Wise Woman*, Lindsey Dawson, writer, journalist, founding editor of three leading NZ women's magazines
There are more ways for a 21st century woman to develop her talents than has ever been possible before. Maybe it's time to welcome back the wise woman.
26. *New Forms of Entrepreneurship for Sustainable Employment Growth*, Dr Anne de Bruin, Professor of Economics, Director of Research Development in Massey University's College of Business
New collective forms of entrepreneurship that both complement and supplement the entrepreneurship of individuals are necessary to avoid high costs of unemployment.
27. *The Power of Commitment in Pursuit of a Vision*, Dame Susan Devoy, New Zealand squash champion
We need vision and leadership to change from a sedentary nation to a fit, healthy nation.
28. *Creating a Culture of Peace*, Dr Kate Dewes, Coordinator, South Island Regional Office of Aotearoa/New Zealand Peace Foundation
We can create a culture of peace by modelling the peace we want to achieve, based on 'power with' rather than 'power over'.
29. *The Future of Our Youth*, Graeme Dingle and Jo-anne Wilkinson, co-founder and Chief Executive of Project K
Our on-going vision for youth development in New Zealand is to take it the next logical step – for youth service providers to work together more co-operatively so that they can be more effective in creating a potent youth culture in New Zealand.
30. *'Leadership in Mental Health'*, Dr Barbara Disley, previous Chair and Commissioner, NZ Mental Health Commission
Leadership is about a vision of partnership, interdependence, valuing each other's 'expertise' including the expertise of the person who may be experiencing poor mental health, and finding ways to forge a new way of being and of working.
31. *The Importance of Our National Brand*, Peri Drysdale, Chief Executive, Snowy Peak
New Zealand has a chance to create an entirely new type of economy, but we need vision, courage, commitment and speed.

32. *Defensive or Integrative Leadership*, Dr Mason Durie, Head of the School, Te Pūtahi-ā-Toi (School of Māori Studies) at Te Kunenga ki Pūrehuroa (Massey University)
Defensive leadership, with a focus on defending the patch, will be less relevant than integrative leadership with a focus on creating synergies.
33. *Leadership in an MMP Regime*, Brian Easton, an independent scholar
There is a particular need to devolve decision-making into social institutions less dependant upon the government for their existence.
34. *The Spirit of New Zealand*, Lisa Er, entrepreneur, change agent
Kindness is the key to sustainability.
35. *How to be a Clever Little Country That Wastes Neither Resources nor Opportunity*, Robert Fenwick, environmental businessman
If we are to be that clever little country that actually thinks about its children and the place they will inherit, we need to take steps in that direction.
36. *A Cornucopia of Vibrant Clusters*, Ifor Ffowcs-Williams, CEO, Cluster Navigators Ltd
A key to New Zealand regaining its economic position is in shifting the focus from a few, somewhat blunt, national strategies to a series of sharply focused local ones, driven by the stakeholders within each cluster.
37. *The Heart of Green Thinking*, Jeanette Fitzsimons, co-leader of the NZ Green Party
At the heart of Green thinking is a vision of healthy and replenishing relationships.
38. *It Is All About People – The Little Things That Matter the Most*, Gregory Fortuin, company director and former NZ race relations conciliator
I passionately dream of a decent society where our humanity is restored.
39. *3D Leadership for National Renewal*, Dr Howard Frederick, Professor Innovation & Entrepreneurship at UNITEC
Frederick outlines his vision of leadership for the new millennium that will help restore New Zealand to the top half of the OECD and grow the cake for the prosperity of all.
40. *Envisioning the Future*, Lloyd Geering, author, Foundation Professor of Religious Studies, Victoria University
Today's global, secular and ecological world has emerged out of the 'Christian West', bringing the Christian era to an end and ushering in an (as yet embryonic) global culture.
41. *I've Chosen to Serve Rather Than Survive*, Peter Glensor, Chair of the Hutt Valley District Health Board
I believe that the life worth living is one to serve – which is not a struggle to survive.
42. *Volunteerism in a World of Changing Values*, Sam Gordon, postgraduate student, Oxford University
Our society's current focus on material items is unnatural and is driving us in an unhealthy direction. Volunteerism should be actively encouraged for the mutual and multiple benefits it brings.
43. *Digital Natives and Digital Immigrants*, Seth Gorrie, student
My vision for New Zealand in 2020 is one in which our education system is representative of our youth and is supportive of the enhancements of the digital technology tools for the betterment of everybody.
44. *Democracy in New Zealand*, Bryan Gould, author, retired Vice Chancellor of University of Waikato, Director TVNZ, contested Blair's leadership in UK
We must ensure a fairer distribution of capital around the world and promote international cooperation in the interests of humanity rather than of maximising profits for a few.

45. *The Future of Democracy*, Robin Gunston, Chairman of New Zealand Futures Trust
So do we have real MMP, as many of us voted for 12 years ago, or are there forces at work that are trying to preserve a form of government most of us do not want?
46. *Believing That There is a Better Future for Aotearoa*, Robin Gunston, Chairperson New Zealand Futures Trust Inc.
This vision of New Zealand is based on the author's desire to build on the core values that drove New Zealand to be explored and founded almost 200 years ago.
47. *Leadership and Leaders – What Is It? – and Who Are They?* Sir Michael Hardie Boys, previous Governor General of New Zealand
Three key qualities of outstanding leadership are consistency, competence and trustworthiness. The latter is the key stone.
48. *The Seven Keys to Kiwi Power*, Ruth Harley, Chief Executive of the New Zealand Film Commission since 1997
Within 25 years of establishing the New Zealand Film Commission we have acquired 13 Oscar nominations and 11 wins.
49. *Sustainability Requires Radical Societal Change*, Dr Jane Harman, Dean, Faculty of Health and Environmental Sciences, UNITEC
Educational institutions will play an important role in testing ideas and educating for sustainability.
50. *Dreaming, Idealism, Mysticism and a New Humanism for Aotearoa New Zealand Leadership*, Manuka Henare, Associate Dean Māori and Pacific Development, University of Auckland
'I have a dream.'
51. *'Altruistic Leadership'*, John Hinchcliff, Vice Chancellor, Auckland University of Technology (Retired)
To cope with the challenging and changing turbulence of our complex society we need to go beyond the technical fix of the knowledge society and recover the old fashioned virtues of caring and responsible altruism.
52. *Ensuring an Authentic Organic-Econation by 2020*, Brendon Hoare, Senior Lecturer in Sustainable Design and Hortecology
Aotearoa New Zealand is an Organic Econation by the year 2020, a place that is ecologically sustainable, economically thriving and ignites the spirit.
53. *What NZ?* John Hogan, founder of Volunteers for Conservation
Thought provoking and challenging. Our future is in the balance.
54. *A Global Leader in Community Peace*, Leanne Holdsworth, founder, Caring Community Project
The theme I champion is New Zealand as a peaceful, safe and caring nation.
55. *Reframing Progress*, Paul Honeybone, Project Manager for the Social Policy Evaluation and Research Committee (SPEAR)
Sustainability is simply an expression of hope.
56. *A Place for All to Love, Laugh, Work and Play*, Dr Robert Howell, Chair of the Council for Socially Responsible Investment
The vision I have for New Zealand is to be a place where people can love and be loved, laugh, work, play and have fun. Because we are part of a world community, we cannot achieve this vision in isolation, and we need to have concerns for integrity.
57. *An Interview with Dick Hubbard*, founder of Hubbards Foods and NZ Business for Social Responsibility, Mayor of Auckland
A man who walks the talk.

58. *What We Are Good At*, Mike Hutcheson, founder of the Lighthouse Ideas Company
Co-opetition is better than competition in a small marketplace.
59. *Grow or Die*, David Irving, businessman and educator
I want to see a flourishing New Zealand – contributed to and shared throughout our community.
60. *A Life and a Country Based on Principles*, Michael Jones, all-time All Black ‘Great’
My Vision for New Zealand is a place governed by principle led leaders and government, with integrity, honesty and respect.
61. *New Zealand – An Equitable Society*, Rae Julian, Executive Director, Council for International Development, New Zealand
Maybe a shock such as parts of the world descending into chaos through an attack by Western nations on Iraq might impel a desire for a better world, starting from our own.
62. *Healthy Money – Healthy New Zealand*, Deirdre Kent, author of *Healthy Money Healthy Planet*, *The Joy of Lobbying*, interests and activities in civic participation and societal values
The money system is the missing element in sustainability. We need economic reform to realise our potential as a country in which the bounty of nature and the fruit of human endeavours are fairly distributed.
63. *Māori Leadership in Te Ao Māori*, Colin Knox, Director of the Centre for Excellence in Governance of Te Wananga o Raukawa
If there is to be agreement (which is probably not the same as unity) between Māori and the governing majority group, then both parties need to understand the other.
64. *A Way Forward for Aotearoa New Zealand*, Pauline Kumeroa Kingi, CNZM, NZIM Fellow, BA, DipCrim, LLB, LLM Harvard, Regional Director Tamaki Makaurau Regional Office
Four critical themes for the future of New Zealand are The Treaty, the changing community, the future challenges and achieving Kotahitanga-Unity in an ever-changing environment.
65. *Leadership: The Cultural Imperative*, Christopher Laidlaw, writer, broadcaster, commentator, director
We need to cross the leadership divide between Māori and Pakeha.
66. *Future of Farming in New Zealand*, Tom Lambie, President, Federated Farmers of New Zealand (Inc.)
My vision requires a society that recognises sound use of our natural resources is fundamental to achieving economic, environmental and social cohesion for all New Zealanders.
67. *Responsible for Future Generations*, John Laws, Mayor of Rodney
I see New Zealand known for its positive attitude toward the challenges we face and offers one of the best examples of democracy in the world – with a vibrant economy competing with the best globally. It’s our children that will make the difference.
68. *Buddhism. Economics and the Search for Happiness*, Dr Ross MacDonald, Senior Lecturer, University of Auckland
The global economy broadly undermines the wisdom, and compassion necessary for justice and sustainability to prevail.
69. *Unifying the Nation – Our Rights and Our Freedoms*, Dr Wayne Mapp, MP for North Shore
One of the great challenges facing our country is how to unite our peoples.
70. *A New Approach to Education*, Bridget Marsh, previous Head of School of Performing and Screen Arts, UNITEC

I want to live where each individual is nurtured and difference honoured and celebrated at every level. Education is one of the most critical keys for this.

71. *Individual Integrity: Ethical, Principle-Centred Leadership*, Assistant Professor Peter Mataira, New Zealand Diaspora – University of Hawaii’s School of Social Work
In a world adverse to the ‘bottom-line’, to intolerance, deceit and duplicity the search must continue for those who stand above this, attuned to the needs of others, to the interest of our children and our next generation of leaders.
72. *Alleviating Suffering; Releasing Potential*, Lesley Max, Director of the Pacific Foundation
For me, the imperative was to alleviate children’s suffering, and release their potential.
73. *Beyond Confrontation and Slavery*, Bruce McIntyre, founder and Chairman of MacPac
Although New Zealand is a relatively peaceful society compared with most others, we still have a lot to learn about living with the planet, about living with each other and about living with ourselves.
74. *Leaders Are Not Born*, Sir Roy McKenzie, company director, philanthropist
‘We make a living by what we get – we make a life by what we give.’
75. *Can a Healthy Economy be an Economy for Health?* Brian McKinsey, Director of Special Projects, Tai Poutini Polytechnic
The ‘Third Way’, which seeks to combine a free market economy with social justice goals, is predicated on the achievement of economic growth. The paper argues that this ‘Third Way’ is at odds with increasing levels of health and well-being.
76. *See Dick, See Jane – So What!* Diana C. Mead, Associate Head of School of Communication at UNITEC
See Dick, See Jane – So What! reflects on the importance of family, school and community values that constitute the basis for our future leaders.
77. *Tangata Whenua – People of the Land*, Kepa (Te Kipa Kepa Brian) Morgan, Associate Dean Māori, Faculty of Engineering, University of Auckland
Aspirations for Māori are aspirations for all New Zealanders.
78. *Youth Networking and Youth Leadership Fostering Peace for a Sustainable Future*, Natalie Morgan, youth leader, architecture student
We need to move beyond fixing singular youth problems in isolation, towards a culture of peace for a sustainable future.
79. *The Good Business Commonsense of Leading Businesses*, Professor Brian Murphy, Adjunct Professor of Marketing, Massey University
Leading businesses practise the commonsense of good business by being ethically good and by being good stewards of resources.
80. *A Healthy Future for All*, Dr John Neutze, Honorary Professor of Medicine, the University of Auckland
We have created a society of ‘haves’ and ‘have-nots’ which has given us intractable problems in health.
81. *Define a Vision and Develop a Plan*, Tony Nowell, Chief Executive, ZESPRI International
We need a national vision, distilled from a national discussion, and enacted through a clear, measureable strategic plan.
82. *Faces of Tomorrow: Encouraging New Zealand’s Future Leaders*, Glen Oliver, past President of the AUT Students Association
Empowering the next generation of people who will lead us into the future is possibly the biggest investment we can make in the future of our country.
83. *Reforging Paradise*, Rod Oram, international financial journalist
To become a wealthy nation again, New Zealanders have to tackle six major economic

and social challenges. If we succeed, we will become the first nation to earn a First World living from its natural environment.

84. *Sustainability is an Issue of Ethics, not Technology*, Dr John Peet, Advocate of Sustainability Ethics
With good science, common sense and a well thought-out moral/ethical base, we will be well-equipped to develop meaningful policies for sustainable development.
85. *Inspiring Involvement*, Katherine Peet, volunteer worker/leader
Leadership, accountability and commitment to Te Tiriti o Waitangi all have vital parts to play in developing volunteering, and contribute to the ability of the sector to broaden the perspectives of the other sectors.
86. *Leadership: Purpose and Values*, Bishop Richard Randerson, Dean of the Cathedral of the Holy Trinity, Auckland
For New Zealand and New Zealanders to be successful we need to get the big picture right. Government, business and the community need to learn to work together for a common good. The key is having an overall sustainable development vision for NZ.
87. *Accounting for God's and Others' Gifts*, Keith Rankin, economist, lecturer UNITEC
We need a capitalism in which public property rights are seen to be at least as important as private property rights.
88. *A Way Forward*, Gary Raumatī Hook, CEO at Te Whare Wananga o Awanuiarangi in Whakatane
We need to 'think smart' and embrace the views of our multiethnic character.
89. *Māori and the Future of New Zealand*, Sir Paul Reeves, Professor at the Auckland University of Technology
This is an inspiring interview with one of New Zealand's great leaders.
90. *CREATIVE EVOLUTION Aotearoa*, Caroline Robinson, artist/designer
How will we cultivate the enormous creativity required to shape a sustainable and prosperous future?
91. *The Treaty: A Basis for Equality*, Matt Robson, Deputy Leader of the Progressive Party
The New Zealand identity is linked to the Treaty of Waitangi. If the Treaty becomes a foundation document for our nation it will be a reliable guide to building both a bi-cultural and a multi-cultural society of equality.
92. *Tall Poppies and More*, Professor Jacqueline Rowarth CRSNZ, HFNZIAS
I am passionate about the role of agricultural science in New Zealand and the world, the importance of scientific research in general, and also about empowering people.
93. *A Community Governance Leadership Process Study for a Sustainable Well-being Society*, Gary Russell, Public Action and Research
This sets out to provide guidelines to achieving a sustainable governing policy framework for Local Council members under the new Local Government Act environment.
94. *A Trustworthy Society Can Take the Long View*, Guy Salmon, Ecologic Foundation, researcher
My vision for New Zealand is for a sustainable society: one that possesses a wide understanding of its long-term needs; faces up to them resolutely; and has the cohesiveness and commitment to agree on and implement the needed actions.
95. *Time for a New Zealand Charter*, Anand Satyanand, Ombudsman of New Zealand
There is now a challenge in making our diversity work for us – in a way that all people will feel that New Zealand is their own.

96. *Mayor of Two Cities*, Tim Shadbolt, Mayor of Invercargill
My future vision for New Zealand is for a caring, compassionate nation that lives in peace and harmony with ourselves and our neighbours.
97. *The Centrality of Human Rights in New Zealand Futures*, Ced Simpson, Executive Director of Amnesty International Aotearoa
Human Rights needs to be a central feature of a national vision.
98. *Rediscovering our Entrepreneurial Spirit and Capacity to Innovate*, Sir Gil Simpson, founder and President of Jade Software Corporation Limited
New Zealand is faced with one of its greatest opportunities to improve our economic position in the world.
99. *Creating an Ownership Society in New Zealand*, David Skilling, Chief Executive of the New Zealand Institute
Creating an ownership society in New Zealand is a fundamentally important economic and social issue. The good news is that there are concrete actions that can be taken to achieve this goal.
100. *Endings and Beginnings and All ...*, Paul Smith, veteran journalist, author, company director, board member of TVNZ
'For too long we have allowed ourselves to follow, often with disastrous results.'
101. *Making Money and Making a Difference*, Rodger Spiller, Managing Director of Money Matters
Encouraging individuals, financial institutions and businesses to demonstrate leadership and walk the talk by investing in sustainability results in a triple bottom line of environmental, social and economic wealth creation.
102. *A Future That Includes Our Children and Our Aging Population*, Dr Susan St John, senior lecturer in economics, social policy consultant, specialist in family economics and superannuation
We must think past partisan politics and the ideology that the market will sort things out - to what is the wise way for New Zealand to share its resources - for our children and for our aging population.
103. *Beyond GM Food - Principles for Handling Risky Technologies*, Simon Terry, Executive Director of the Sustainability Council
There are strong alternatives to GM agriculture that make use of technologies that are compatible with New Zealand's clean green branding.
104. *Think Again!* Dr Steve Thompson, CEO of the New Zealand Royal Society
Just about everything we do now will not be done this way in thirty years time. It's up to us to think what the new way will be.
105. *Five Pillars of Economic Growth*, Peter Townsend, Chief Executive, Canterbury Employers' Chamber of Commerce
There are several key issues essential for economic transformation. They slot roughly into five categories: 1) Harnessing intellectual capital; 2) Leveraging natural capital; 3) Addressing issues of infrastructure and utilities; 4) Attitude towards business; and 5) Sound public policy.
106. *Youth Have a Lot to Contribute*, Andrew Waelen, 4th year undergrad student in Mechatronics at the University of Auckland
Imagine a New Zealand where the focus is on taking pride in our country and being as involved as we can be.
107. *Valuing What's Important*, Cath Wallace, senior lecturer in economics and public policy in the School of Government, Victoria University of Wellington
If we re-orient our management of our impacts to one of kaitiakitanga, give up the

- conceit that humans own the planet and bring into better focus in public debates those things that we value most, we are likely to be better off now and in the future.
108. *Visions for the 21st Century*, Alyn Ware, consultant for peace and disarmament
Leadership from Aotearoa-New Zealand could play a vital role in building a peaceful and just world.
 109. *Envisioning a Future for Biotechnology in New Zealand*, Dr James Watson, CEO of Genesis Research & Development Corp Ltd
Biotechnology is seen as one of the pillars upon which New Zealand must build the economy of the future.
 110. *Three Dimensional Leadership*, Professor Ian Watson, Principal of Massey University, Albany Campus (Retired)
We must be able to live harmoniously within ourselves, be a part of the global village and financially support a just and humane society.
 111. *Curitiba*, Dr Morgan Williams, Parliamentary Commissioner for the Environment
Sustainable development requires big doses of leadership, vision, passion and knowledge-richness – all found in the mix of ingredients that makes Curitiba, Brazil a model worthy of New Zealand’s interests.
 112. *The Treaty Is About ‘Saying, Sorry’*, Haare Williams, Māori broadcaster
Te Tiriti o Waitangi-The Treaty of Waitangi through the Waitangi Tribunal holds the greatest potential for peace and justice in our own nation in our own time. We can unify in a united coalition for peace.
 113. *Building a Better New Zealand*, Ross Wilson, President of the New Zealand Council of Trade Unions
I would like to see an independent, respected and creative country that offers a fair share of wealth to its people.
 114. *Making Things Better not Bigger*, John Wise, consultant to organisations and communities
As a nation, how do we capitalise on our unique gifts to create the future of our choice without ‘killing the goose’?
 115. *From Culture Towards Diversity, a Process of Examining Our Own Prejudices*, Liu Shueng Wong, Ethnic Advisor, Office of Ethnic Affairs, NZ
New Zealand can move beyond the cultural awareness of the Other to exploring ways of being diverse through acceptance rather than resistance of difference.
 116. *Revitalizing Community Spirit*, Meredith Youngson, community leader
The personal story of how the Swanson Railroad Station project became a catalyst for community growth and change (Adapted from AnewNZ, 2011).

3.15 FutureMakers, 2008–Ongoing

FutureMakers 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 partnership between the Institute of Policy Studies, Landcare Research and Secondary Futures which forms Futuremakers has resulted in a variety of outputs. Unattributed to one specific organisation, these outputs are assembled on the FutureMakers website and include the following.

A: Publications

1. *Inside the Black Box: Insights and questions from the FutureMakers project*, Institute of Policy Studies Working Paper, March 2009. This publication outlines the challenge and

purpose, methodology and process, of the FutureMakers project, while offering insights and further questions generated throughout the study.

2. *Review of Futures Resources in the New Zealand Government Sector*, FutureMakers, October 2008. The review documents the meta-analysis of future resources in the government sector. This paper includes: key international trends; future scenarios for New Zealand; the big trends for New Zealand (social, technological, environmental, economic and political), and conclusions.

B: Lectures

Institute of Policy Studies 2008 Spring Lecture Series, *New Zealand: Future Maker or Future Taker?* The Institute of Policy Studies website states:

This lecture series cast new light on the opportunities, challenges and big questions facing New Zealand over the next 20 years. We assembled a distinguished line-up of speakers and commentators who discussed the prospects facing New Zealand in key policy areas. (IPS, 2010)

Lectures included:

1. *Aligning Education with our Contemporary Society and Economy* – Professor Gary Hawke
Commentator: Howard Fancy; Chair: Sir Frank Holmes; 2 September 2008
2. *Take Me to Your Leader: The Constitution in 2033* – Colin James
Commentator: the Hon. Shane Jones; Chair: Dr Matthew Palmer; 9 September 2008
3. *The Role of Infrastructure in Developing New Zealand's Economy* – Dr Arthur Grimes
Commentator: Geoff Dangerfield; Chair: Dr Alan Bollard; 16 September 2008
4. *Enhancing Quality and Capability in the Public Sector Advisory System* – Professor Claudia Scott
Commentator: Iain Rennie; Chair: Dr Jackie Cumming; 23 September 2008
5. *Climate Change: What's the Problem?* – Professor Martin Manning
Commentator: the Rt Hon. Simon Upton; Chair: Professor Jonathan Boston; 30 September 2008
6. *No State is an Island: New Zealand and the South Pacific* – Dr Andrew Ladley
Commentators: Associate Professor Tagaloa Peggy Fairbairn-Dunlop; Dr Peter Adams;
Chair: Simon Murdoch; 7 October 2008
7. *New Zealand in 2030: Future Maker or Future taker? Insights and questions from the FutureMakers project* – Professor Mason Durie
Commentator: Roger Dennis; Chair: Derek Gill; 14 October 2008

C: Thought Starter Cards

An innovative output from FutureMakers has been 'Thought Starters', a set of 10 thought-starter cards that are designed as an educational tool to provoke ideas, challenge the status quo and explore possibilities for the future. The 10 Thought Starter titles are listed below.

1. *The Importance of Being Urban: Urbanite aesthetic values and the rural landscape*
2. *(In)difference: Class, gender, race: Next difference or beyond difference?*

3. *Bitter Calm: A pacific Pacific?*
4. *Transition Myth: Colonesia to PolyNeZia to PolynAsia?*
5. *Delicate Constitution: A post post-colonial polis?*
6. *Betting the Farm: Which eggs in which baskets?*
7. *Gold Standard: Will our constitutions act as an anchor or a sail?*
8. *Tūrangawaewae to My Space: Will 'New Zealander' be defined by genes, geography, affiliation or choice?*
9. *Surface Tension: Love the landscape: (Ab)use the soil*
10. *Right-size Me: From 'one size fits all' to 'right-size me'?* (FutureMakers, 2010b)

3.16 A Measurable Goal for New Zealand, 2008–Ongoing

A Measurable Goal for New Zealand launched a blog in 2008 and also has a Facebook page. At the time of writing the blog had received 114 responses to the question 'A Measurable Goal for New Zealand – How will you make a difference to the future?' (Morrison & Co, 2008). The Facebook page currently has 543 participants engaged with the site. The initiative's overriding goal is to get New Zealand back into the global GDP per capita top 10 by 2025 (ibid.).

The following are examples of active discussion topics from its Facebook page:

(i) A Measurable Goal for New Zealand stated:

The NZI has released a new report 'A goal is not a strategy: Focusing efforts to improve New Zealand's prosperity'. Establishing bold goals such as 'matching Australia's GDP per capita by 2025' helps focus attention on what is important, but achieving bold goals requires well-directed and strong actions. New Zealand ... lacks an agreed economic strategy to deliver such actions ... (19 August 2010)

(ii) A Measurable Goal for New Zealand stated:

Lifting future productivity requires switching some current spending from consumption to investment. That's a challenge for individuals as well as the government. (28 March 2010)

Public comment: We live primarily in an information age, productivity is not a result of 'speeding up the machine' it is a result of people thinking creatively and being prepared to take risks. This comes from being able to see outside the square and sense the future and then do something rather than just talk about it. (28 March 2010)

Public comment: We need a huge push in entrepreneurial creativity in our education system. We need to get a super fast broadband cable, not only within NZ, but also for overseas as well. I'm living in China, and they're pumping so much money into infrastructure, it's unbelievable. (28 March 2010)

(iii) A Measurable Goal for New Zealand stated:

New Zealand needs to invest more in the productive part of the economy, rather than in residential property, and harness the talent of a well-educated workforce to produce more high-end niche products. (18 March 2010)

Public comment: Evidence would suggest this is a common fault in almost every country, even in the USA with all its creative input, the real creativity doesn't take place inside our organisations, however your comment is relevant, growth is not achieved through setting grand visions it is achieved by enabling people to be creative and encouraging the commercialisation of that creativity. (20 March 2010)

(iv) A Measurable Goal For New Zealand stated:

An alternate perspective on catching up with Australia from Helen Kelly of the Council of Trade Unions. What are people's thoughts? (21 January 2010)

Public comment: Sure, that's one view. Any culture needs its own application, based in this case on how historically unions have been protecting loafers in the name of equality. All workers must be paid according to what they produce, including managers. (21 January 2010)

3.17 Job Summit, 2009-Ongoing

The Job Summit was held by the government in 2009 as a response to the global recession and its negative consequences for employment. The Summit identified 20 core workplace and employment issues which either needed to be focused on, or offered solutions to some of the problems presented by the recession. These are listed below.

1. Retain and upskill – the nine-day fortnight
2. Intra-national migration achieved
3. Keeping people in education and creating jobs through education and training
4. Improve matching of supply and demand for training
5. Redundancy and transition support programme
6. Enhanced utilisation of Iwi assets
7. Government systems
8. Urgently develop and implement new sources of bond funding
9. Reduce regulatory compliance costs and impediments
10. Big projects fast track
11. Rule-making freeze
12. Boosting tourist traffic co-fund
13. Accelerate energy, environmental and water initiatives for employment and productivity improvements
14. Streamline regulatory approval processes for major projects
15. Access to working capital delivered via an extension of the Export Credit Office
16. Level the playing field to NZ firms for local and central government procurement
17. Super-charged debt market
18. Government/bank equity investment fund
19. Commitment by banks to providing capital to NZ firms
20. Banks to significantly invest in financial literacy (NZ Govt, 2009).

3.18 New Zealand Entrepreneurial Summit, 2009

Following the 2009 Job Summit, Chris Simmons 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 to use these ideas to help create a prosperous future environment for New Zealand's entrepreneurs. The New Zealand Entrepreneurial Summit has thus far published nine top ideas on its website. The original intention was to publish 100 ideas, from 100 entrepreneurs, in the form of an electronic book.

Nine Top Ideas

1. Attitude Campaign
Fundamentally about changing NZ attitude as the driver of NZ's future success. All about engraining 'Give it a go bro' into our national DNA/Psyche.
2. Kiwicard Travel
'The change in travel thinking'.
In order to boost both tourism and education, the person to visit New Zealand from any Air NZ departure point in the world, subject to buying a \$10,000 Air NZ special edition Visa debit card, which can only be spent on goods & services within NZ.
3. Possum Economics
Poisoning/harvesting of pests for economic benefits
Harnessing 70m possums for economic benefit
4. Exciting Business Fund 'Flying Kiwi Fund'
Creating a fund to attract investors with a view of funding the 'growth phase' of exciting NZ business opportunities.
i.e. this is not a seed capital fund but is for the GROWTH PHASE
5. Research and Development
* Make IP available to entrepreneurs & commercial users
* To generate value
6. Building Stories About NZ
* Experience the stories of (NZ) as you visit our land
* Connecting visitors with people and places through a handheld interactive web-enabled, voice operating device that tourists use to follow stories, events, history, battles & activities
7. Exports
World leaders in Value Add dairy food. Value being –
 1. Sustainable products
 2. Higher value products such as cheeses and protein powder
 3. Enhancing 'Brand NZ'
8. High Performance Business Academy
A private public partnership 'academy' ('Kauri Academy') is established, to which successful individual companies which foresee high growth, can apply.
Like a sports academy, participants will be nurtured by experts to scale and maximize growth
9. 24/7 Tradeshow Online
Working title sourceitnz.com – 24/7 online video enabled global tradeshow for NZ SME's to get into exporting specialist products & services – for low cost – springboard to export (NZES, 2010).

Tony Falkenstein also provided a list:

1. Government pays a free return economy flight for any person to visit New Zealand from any Air New Zealand flight departure point in the world, subject to buying a \$10,000 Air New Zealand special edition Visa debit card, which can only be spent on goods and services within New Zealand - expected income \$24 billion, plus publicity.
2. Government guarantee loan to companies to employ more people - \$50,000 per additional person employed. 10,000 additional people employed.
3. Selected 'quit smoking programmes' are given free to any people who undertake these programmes, saving of \$250 mill for cost of \$2 mill.
4. Immigrants over the age of 60 coming into New Zealand with more than \$5million are afforded tax free status for their New Zealand income - \$10 billion in additional incoming funds to New Zealand.
5. Tax free status for 2 years for needed immigrants, filling 2,000 vacancies and bringing in \$1 billion
6. Compulsory that ACC forms are completed and signed by the individual, acknowledging that they recognise it is fraudulent to sign incorrect information. Reduction in claims by 5% or \$160 million
7. Restructure the myriad of Government agencies into one super Economic Development Agency, 'Grow New Zealand', that is driven to help more New Zealand firms to be successful on the world stage - saving of 10% or \$100 million.
8. To use the existing accommodation supplement of \$200 per week to fund long term beneficiaries into their own accommodation - transfers \$50 million from an expense to an investment
9. That eligible tourists receive a 10 year multi-entry tourist visa into New Zealand, under the 'Adopted Kiwi' programme, with a view to attracting them to retire in New Zealand - 10% more tourist days spending \$2.4 billion.
10. New Zealanders on OE's, or emigrating, are encouraged to apply to become New Zealand official ambassadors overseas, by entering online, and receiving ambassador's starter packs. - increase tourism by 10% or \$200 million (T. Falkenstein, personal communication, 5 December 2010).

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Notably, between the research being undertaken and this Working Paper being published the websites of two significant initiatives were removed: *Catching the Knowledge Wave Project* (2001) and the *Knowledge Wave Leadership Forum* (2003). Therefore links to those websites below no longer work but have been included for reference purposes.

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