

towards 2060



think of the possibilities



A record of Design the Future workshops held on 24 and 25 February 2010

MANGERE

Design the future



Compiled by Valerie Proud on behalf of the Mangere community, as a record of Design the Future workshops held on 25 and 26 February 2010.

To access the flipcharts and photos of this and other Design the Future Workshops go to www.towards2060.org.nz/outputs/

Background information used in the design of these workshops can also be found on the Towards 2060 website.

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Introduction to Towards 2060

Towards 2060 is a project for the communities of Manukau, facilitated by Manukau City Council, on behalf of its Tomorrow's Manukau partnership, working with community boards.

Through facilitated community workshops called Design the Future, Towards 2060 aims to inform, stimulate and provoke discussion within a community about the long term future; the community's future. The conversation considers: opportunities for social and economic development which recognise the finite nature of global and local natural resources; how to incorporate changes in demographics and technologies; and how consideration of these issues can be incorporated into the planning of local communities.

Ideally the conversations are part of an on-going discussion which continues to examine significant drivers of change, and their potential effects. It is anticipated that these conversations will trigger individual and collective actions to develop living patterns which are sustainable in the longer term.

Towards 2060 was originally intended to be part of the legislated review of community outcomes. With the impending changes to Auckland governance and potential amendments to the Local Government Act (2002) the original purpose of the project has taken a lower profile. However, given this change of governance, now is a good time for communities to consider their own future so that they can better articulate their collective view to the Auckland Council and Local Boards.

In the meantime, the output of the workshops will be available for the policy development of Community Boards, Council and Tomorrow's Manukau partners, to enable them to support community aspirations. It is stressed however that we can only put that information forward; at this stage there can be no certainty it will be used.

It is commonly stated that we can't predict the future. While that is the case, we can look at future trends, including mega-trends which will impact from global to local scales. We know for example that oil is a finite resource and that even the most optimistic reports consider that demand will outstrip supply within a couple of decades. The majority of reports signal a much

shorter timeframe. That one change alone will have a dramatic impact on our social and economic fabric. The real unknown is not that oil will become less readily available as production declines but how we as individuals, communities and nations will respond.

That's the core purpose of the conversations - to consider the future while recognising that our resource base and climate are changing. This will allow us to be proactive in addressing those challenges, building more flexibility and resilience into our lifestyles and becoming less dependent on many of the commodities and services we now take for granted. Opportunities will emerge through that process, often with a localised flavour, to enhance the community and economy.

These conversations are happening in many parts of the world between people and their governments, using a framework known as *The Natural Step* (TNS) - see Appendix A for details of this framework, and the tools used. The communities of Manukau are now a part of that global network.

Mangere Community

Bordering the Manukau Harbour, Mangere is home to some of Manukau's most distinctive landmarks, including Mangere Mountain, Auckland International Airport, and the Otataua Stonefields. Mangere's rich volcanic soil provided ideal conditions for Maori settlement, and led to its role as a food basket for greater Auckland and for early European settlements from the 1840s on. It remained a market garden / farming area until the mid 1940s.

Now, large parts of the ward are urbanised, centred on the three hubs of Mangere Bridge, Mangere Town Centre and the Middlemore area. Mangere is Manukau City's second most populous community, with 55,266 residents in 2006. 62% of residents belong to the Pacific Peoples ethnic group, followed by 20% European, 18% Maori and 11% Asian. Many Pacific islanders came to New Zealand throughout the 1950s and 1960s to settle and work in the growing agricultural and industrial sector in Auckland, such as those situated in Mangere. Mangere now has a very youthful population, with 39% under 20 years, while the median age of residents is 26 years.

Although 6% of residents hold an advanced vocational qualification, 30% do not hold any formal qualification. A majority of adults, 40%, are employed as

either plant / machinery workers or in elementary occupations, while 37% of residents are employed as professionals, managers or clerks. City-wide comparisons show Mangere has the most workers in the Transport, Postal and Warehousing industry. (Source NZ Statistics, 2006 Census).

Community Advocacy Plan

Mangere's current community advocacy plan captures information on priorities produced through various planning exercises and surveys, including a vision for its future. The advocacy plan is due to be updated this year, and will be made available as an input into Local Board Plans of the new Auckland Council. The Towards 2060 workshop output can be used by the Community Board to set a longer – term vision which the Advocacy Plan can in part address.

Mangere is considered a gateway to New Zealand, largely due to Auckland International Airport being situated in the ward. Considerable technical information is available to the community to assist them in considering the future of the area. Towards 2060 conversations and TNS tools can assist in helping the community consider its planning processes.

Mangere Ward Map

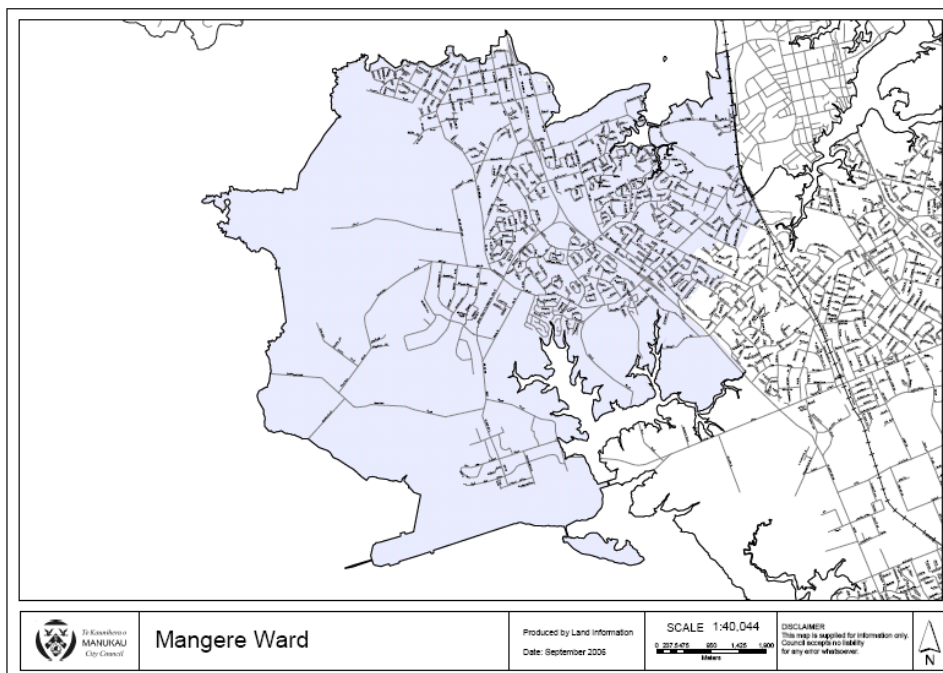


Figure 1 - the Mangere Area

Mangere Workshop Output

This report captures the discussions at the Design the Future workshop held in late February 2010.

The first day of the workshop focused on setting a context for long term discussions, providing information on future trends, through a combination of presentations, games, information cards, discussion and video. On the following day, participants were asked to consider how that information would relate to Mangere.



Figure 2 - Introductions during the Mangere Workshop

Following introductions, and to set a context for the workshop, the group began by reflecting changes witnessed in Mangere over the past fifty years. This is what they noted:

Fifty Years Ago

Mangere was a rich agricultural area, with a focus on orchards and market gardening. There was a village feel, and a high level of volunteerism. The character since then has changed substantially. During this time, industrial and urban growth brought considerable environmental degradation, but provided jobs, attracting an influx of migrants from the Pacific Islands and elsewhere.

The perception of many of those present was that the community had been at the mercy of poor decision-making outside their control.

Current Big Issues for Mangere

The group identified the following big current issues:

- Pressure from growth, impacting resources, the environment and quality of life
- Rich cultural heritage, but a shortfall in amenities, infrastructure and services, by comparison with other wards across the region
- Services under pressure - employment, education, housing and health
- A fragmented and often transient community with a disproportionate share of state housing and substandard housing, and a lack of sustainability measures
- A small but increasing proportion of disengaged youth, involved in risky behaviour and crime
- Perceived loss of community empowerment and autonomy, with many feeling alienated from decision-making, and a disproportionate impact from a minority of people disengaged from the community
- Fear that other parts of Auckland will benefit from Mangere's assets, without similar benefits being returned to Mangere, particularly under new governance

The following specifics were noted:

Environment / Use of Land / Soils / Pressure on Resources

- Lack of support for environment and sustainability of resources
- Less green space, more houses
- Health of Manukau harbour
- Food and water - rich land, being covered over in concrete
- Need a green belt / food bowl / retaining green areas for food and recreation
- Sewage; bio solids - remove dumping from Puketutu
- Designation of land - resource consents etc - are a key
- Mangere is a tourism gateway
- This is Tangata Whenua land, and we need Tangata Whenua solutions

Industrialisation / Urbanisation

- Industrialisation is cutting off access
- Industrial development / work / energy or power all interrelated
- Increased urbanisation at expense of open space

Employment

- The globalised economy is taking offshore, jobs that we were previously doing; this impacts Mangere more than most places, especially low-skill jobs
- Self-employment initiatives - but needs support to set it up
- Retaining local businesses / opportunities for people to live and work in local area - "There are lots of opportunities for employment, but mainly the good jobs go to 'outsiders' who come halfway across city and clog our roads"; "practical training will keep our kids in the area"; "... we want higher skilled jobs as well for our kids - we need to think critically about how "jobs" empower or distance our people".

Transport

- Transport / roading / public transport, road congestion; no train - "Stop the heavy traffic coming through Mangere East and bridge"

Airport

- Airport development and its location - a potential threat to our residential areas, with dumping of fuel over the harbour or town, any time there is an emergency
- Issues with consumption
- Airport development will push locals out of jobs; we only get the low skill jobs

Waterfront development

- Waterfront development - let's get rid of the mangroves!

The group were shown some videos to indicate key global challenges for future development such as population growth, diminishing resource availability and climate changes. One in particular demonstrates the high rate of global population growth in the last 100 years, to its current level of 6.5 billion and still climbing.

<http://www.towards2060.org.nz/world-population-growth/>.

Likely challenges and opportunities for Mangere over the next fifty years were discussed, including global and local issues. The group were shown how some other countries had tackled sustainability issues, and were introduced to some of the Natural Step tools and concepts for exploring sustainability, including 'the Funnel'. When applied to Mangere, these patterns emerge:

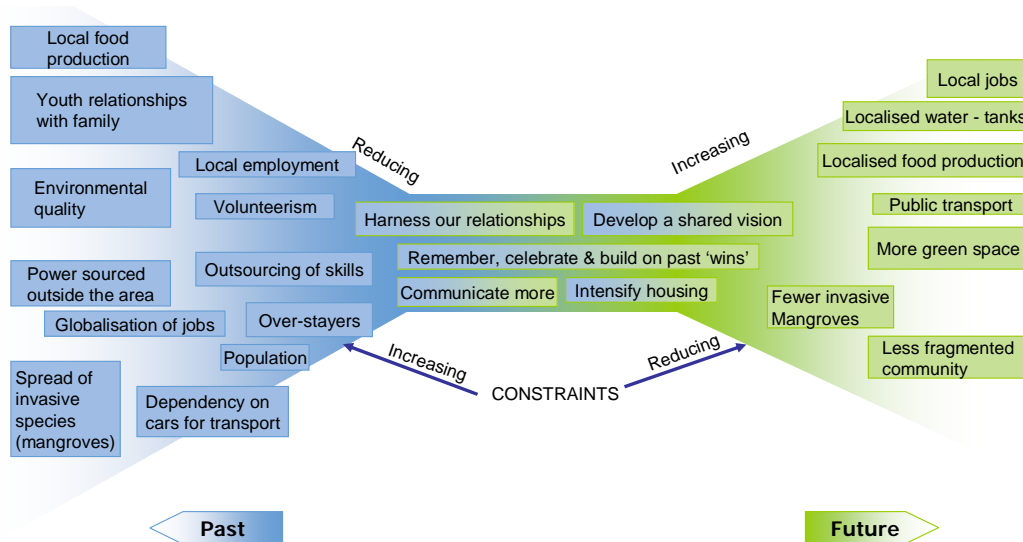


Figure 3 - Applying the Sustainability Funnel to Mangere

Participants selected three questions for powerful small group and whole group discussion, using techniques such as World Café and Open Space:

- What's our vision?
- How can we unify already existing power and leadership hubs? and
- What could be a first critical event towards our desired future?



Figure 4 - World Café Exercise at Mangere Workshop

A presentation was shown of the redevelopment of Hammarby, a suburb of Stockholm in Sweden. The slide sequence is found at:

<http://www.towards2060.org.nz/hammarby-sjostad-in-stockholm-sweden/>

This presentation shows how a large community development was planned to optimize and integrate infrastructure, good social outcomes, and clever use of the local environment and resource use and reuse. While not every detail may apply to Mangere, the principles based on systems thinking, could be applied to any development.

Key Vision Statements for a Sustainable Mangere

The Mangere group recognised that they do not share a common vision for the long term future of Mangere, and identified the need to undertake a community vision-setting exercise, as a critical first step. However, several recurrent themes pointed to some long-term intentions for the Mangere community, as one which:

- Is less fragmented and transient
- Is more resilient, involved, aware and engaged, particularly its youth
- Has regained control of decision-making for community matters and takes ownership of activities that affect it.

Principles and Values

The group also discussed principles and values that Mangere community groups might share in common. They noted the following:

- We want an empowered, aware and involved community. People need to step up, help ourselves.
- Danger of issues-based thinking, which leads to “systems” focus, rather than empowering community to take ownership of the solutions. We need to develop our own way of doing things, and be fully inclusive. We need to connect and engage with our people. Outside solutions will not necessarily fit Mangere, which works through relationships - we don’t think “systems”, we think culturally here. We stand together to take control of our decision-making and our future.
- It’s hard to care about someone else’s decisions. You can’t create belonging when all the infrastructure belongs elsewhere.

- Instead of bouncing from issue to issue, we need a prioritised plan. We need to strengthen and support movements, not organisations.
- It is issues of belonging, caring, practicality and action.
- We can advocate all we like, let's identify what's possible - for ourselves, our families and our community, and take action.
- Mangere people have already had some important "wins" - stopping the incinerator at the airport; we lost the lobby re anti Oil refinery and LPG depot. Remember the Progressive Enterprises lockout - we gathered round to support the workers; we are powerful.
- Maori have aspirations about primary care - we can learn from that.
- Let's focus on possibilities and opportunities to re-build our community.

What could be some first steps?

The group decided to explore the question "how do we unify and strengthen existing power and leadership hubs?" All subgroups began with a 'stocktake', and distinguished between those who have 'leadership without power' and those who have decision-making power (often, outside Mangere's control).

The group recognised that each community within Mangere kept to itself, and that a good first step would be to communicate more, forming more relationships across the three hubs and across ethnicities. The group asked itself "Who will assume a leadership role now?" and "Is community leadership a super city, Community Board or Community responsibility?"

As a result, the group identified the need for a guiding strategic leadership group, and saw leadership as a necessary requirement to ensure action. A large number of groups were then identified who show leadership in their respective areas. The various churches and other groups were considered a good place to start, building on what exists rather than starting anew.

There were diverging views on what an appropriate structure should be, but many thought that a forum attempting to link across these groups would be desirable. There was general agreement that it should be a non-political forum of community members, to act as a lobby or leadership group, and that it must avoid creating a bureaucracy of officials.

Some considered that Nga Manga, while not a community group, might provide leadership in beginning to set up such a forum. Practical steps like

websites and databases were discussed as a mechanism to gather and share information, particularly if youth could be included. Nevertheless, the group recognised that socio-economic status and/or literacy levels could exclude large segments of the community, including a large number of illegal migrants and groups who were alienated from the community. The role of libraries, sports clubs, community centres and the new Art Centre were also explored as other means to engage more of such groups.

When considered in more detail the group identified that a long-term vision for Mangere would need to allow for:

- More local production / control of food, water and power resources
- Affordable housing, made of local renewable materials, in a variety of sizes and intensities, to suit family size and stages
- Expansion of green space, even if it means clearing some areas and intensifying housing in some parts, to allow a return to food production, through communal gardens and 'allotments'
- Local treatment of sewage, with no bio-solids brought in from elsewhere (including a halt to dumping on Puketutu Is)
- Manukau Harbour returned to a state of health, and as a source of food and recreation
- Retention of local businesses, and more involvement of the community in how larger businesses operate in Mangere
- Improvement of public transport to alleviate dependency on fossil fuels, and a shuttle from airport to Mangere, stone fields, Ambury Park to create work opportunities
- Investment in walkways and cycle-ways to ensure accessibility for all
- Tighter control of corporate polluters, and support for householders wanting to reuse grey-water, store rainwater, or install solar power.

Further discussion of desired goals led to the following intentions:

Sustainable Use of Resources Including People

There was general agreement that resources, including its people, were not currently being used sustainably. Currently, there is high dependency on work, produce and services from outside of the Mangere area, and a disproportionate number of unemployed, particularly among youth.

On the other hand there are many local community organisations and churches, and strong bonds within each hub.

More Sustainable Housing

Some expressed an intention for housing to be built using natural resources - this was seen as an opportunity to learn from other cultures. "There are technologies already available that we should be using, e.g. Sweden, and their sustainable, low-cost housing initiatives; kitset sustainable homes. This needs government and council support."

Local housing must accommodate all Mangere's population, in a choice of healthy affordable housing, suited to a range of family sizes, and within reach of local employment opportunities. It needs to be intensified, so adequate green open space is also retained, with corner shops rather than malls.

"Most of our housing needs refurbishment; it's not new-builds on clear land, but there's still a lot we could do. Even retrofitting would make a big difference." "We need to move back to the old village community - learn from models like the Ranui Eco-village - we don't have to reinvent the wheel."

As well as these shared intentions, one group listed some possible goals, although the level of support for this list in the full group was not determined:

1. No HNZ leased, or owned housing in Mangere by 2020.
2. Auckland Airport investments in Mangere Leisure and Tourism infrastructure from 2012 onwards.
3. Rail transport through and stopping in Mangere, by 2018.
4. Central government policy change to reduce the number of immigrants residing in Mangere, by 2015.
5. Establishment of Social Policy and Strategy group for Mangere holding central government funding for Mangere services by 2012 (de-centralised decision-making).
6. Action for the regeneration of market gardens and 'reclamation' of Green Space in Mangere by 2014
7. Establishment of a local Harbour Agency for the protection of local waterways and Coast by 2019.
8. Puketutu Island returned to Mangere people - tomorrow!
9. Bio-solids returned to the point of creation.

Possible Priority Sustainability Projects

Although it was agreed the community needed to determine its own priorities, the following ideas for possible projects were discussed:

- Clean up the Manukau Harbour and foreshore for recreation, and get rid of mangroves as a way to unify community action.
- Co-ordinate and develop public transport for Mangere.
- Develop community gardens, possibly allotments. Exploring how to free up land, including more intensified housing, was briefly discussed, as well as through churches or schools - this would require further exploration and resources.



Figure 5 - the Mangere group mapping out future possibilities

The group worked together to capture some of their ideas on a map; this was a map of possibilities, rather than an attempt to predict what Mangere would look like in the future (see next page).

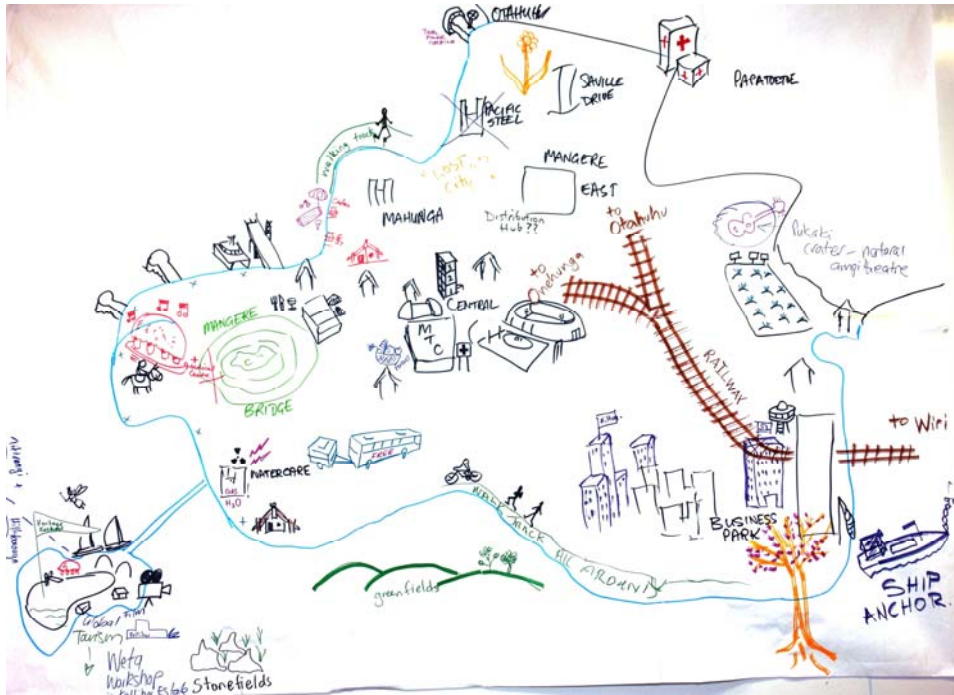


Figure 6 - Hand drawn map from Mangere Workshop

Closing Circle

Finally, the workshop closed with a circle, each participant saying what they intended to do as a result, whether this was as an individual, within their family or within their organisation or wider community.

Here is a sample of final comments:

- We need to have a bigger conversation, leading to action.
- We could start with Nga Manga, and build on what we already have.
- We can learn from the past to help our future.
- One channel is our Board, and the Advocacy Plan.
- We need to pick some big projects with multiple benefits.
- 4-5 of us get together and talk together to share across ethnicities, find out what our communities are thinking e.g. about the super-city.
- We need to tell our stories, and celebrate the good things we are already doing (examples included saving greywater, avoiding use of plastic bags, growing gardens, recycling, installing rainwater tanks).
- It is up to all of us, not "them".
- Many groups are not in the room - how can we involve them?
- I'll share what I learned with my kids.
- I want to show our ideas to other people.

- I will talk to the ARL Committee of Voluntary Referees - we can use this as a way to encourage youth to avoid gang life.
- Tell council this was a really good workshop, with good international information and research.
- I will give myself permission to be a self-starter, not wait to be told what to do.
- Start with baby steps.
- Let's NOT repeat mistakes - it's ALL our responsibility.
- As a resident I submitted on the 3rd bill, and I'm very interested to see impact of the changes on diversity, also water and pricing.
- This is only the beginning - keep going - notice what we use and abuse.
- Remind people of the changes over the last 50 years.
- Put stories of success on the 2060 website please!
- We need to start a ripple.

Implications for Families, Community and Organisations

As a result of the workshop, participants recognised actions they could take as individuals and families, to improve their own resilience, such as installing rainwater tanks and solar heating, re-using grey-water, growing household gardens, recycling, and decreasing their use of unsustainable consumables. However, the cost of some of these initiatives currently is a limiting factor. For example, while households currently have the right to collect and store rain water for their own use, filtration requirements to bring the water to a potable standard and devices for backflow prevention, are beyond the reach of many households.

The group also identified actions that would require a concerted community effort, such as cleaning up of the foreshore, and removal of mangroves.

More far-reaching changes to existing land use identified for Mangere (for example, clearing some areas to reinstate food production; more sustainable housing; and improvement of public transport), would require planning changes, and in some instances may require changes to central and local government policy, and the Spatial Plan, particularly any which impact

location of infrastructure, or the place of Mangere in the wider Auckland context.

There are also potential implications for strategies relevant to the future council-controlled organisations (CCOs), such as Watercare Services Limited, and a number of key government agencies, such as Housing New Zealand Corporation.

Issues surrounding the Harbour, the use of Puketutu Island, and the land adjacent to the airport, are also clearly important to the community, and will need to be considered in the context of the long-term sustainability challenges and forces of change. Other matters for consideration by Auckland Council include the community's desire to retain a share of the benefits from the tourist traffic passing through Mangere, as well as the development of the area itself as a potential tourist attraction.

These examples simply highlight the potential for other organisations to respond to the needs of Mangere residents; further planning exercises will be required in the future to clarify the communities' priorities for action.

Facilitators' Perspective

The Mangere community had the benefit of some of its participants having already begun to consider global challenges of the future. However, as the first of the Design the Future workshops in Manukau City, the Mangere group did not benefit from some refinements of the workshop processes which were made later, as the workshops got underway in other wards. For example, the group did not spend any significant time on understanding the four system conditions for sustainability.

Among participants in the workshop, there appeared to be a wide range in awareness of sustainability issues. While some individuals were very knowledgeable about sustainability, and some had a strong understanding on the need for an integrated and holistic approach across environmental, social, and economic dimensions, other individuals seemed to focus narrowly on single issues and did not seem able to cross-check their "wish-list", to verify that their desired future would be 'do-able'.

As a group, there was agreement that a plausible and sustainable future would require a different type of long term vision, in the context of expected

future challenges, followed up with action. However, only a few participants specifically committed themselves to particular actions to progress community discussions and actions.

The context of changes to Auckland's governance provides an excellent opportunity for the community of Mangere to continue this process. It will be exciting to see if the enthusiasm that participants voiced at this workshop does indeed translate into effective action towards a positive plausible vision for Mangere.

Appendix A: The Natural Step

Towards 2060 chose *The Natural Step* (TNS) as a framework for considering and achieving a shared understanding of what sustainable development means. While elements of TNS are common to other strategic planning frameworks, TNS deals specifically with sustainable development. It is used extensively by communities and businesses in many countries. Founded in Sweden 20 years ago, it has stood the test of time and formed an international network of accredited practitioners, a small group of whom are based in New Zealand, and are part of Towards 2060.

The TNS framework is based on thinking about the “whole system” or “big picture” before focusing down on a strategy or plan of action. It progresses through a series of five levels to help prioritise actions and ways of assessing their success. A system can be anything from an individual’s lifestyle to a nation’s long-term strategy.

Games like *Zoom* help us visualise a system and the importance of understanding inter-relationships of components within the system. The emphasis is on ensuring the broader context of a problem is fully understood so that in solving one problem, there isn’t an unintended negative impact elsewhere in the system. Considering the whole also helps us put some of the tools for sustainability into perspective. In seeking a solution to a problem, we avoid using tools that are less than optimal for the whole system.

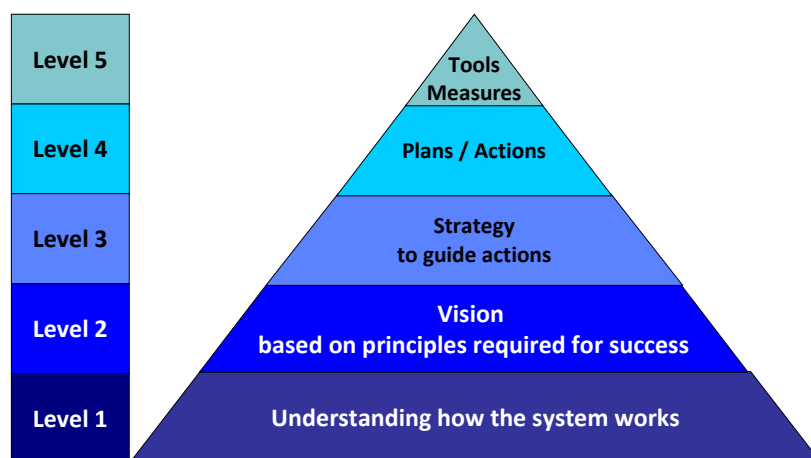


Figure 6 - Five level framework, developing from big picture to measuring success

TNS has also developed *system conditions*, "objectives", which, if followed, will ensure that the direction of development is sustainable. System conditions particularly fit in level 2 above but can then be applied to guide strategies and actions. The conditions define what is required to achieve a "sustainable world". They provide a checklist for development and can be used in any planning context to help analyse and prioritise choices. With current technologies and options available to us, the way forward may not fully satisfy all the conditions but still be the best choice at the present time.

Conditions for Sustainability

WHAT WE TAKE

Continually reduce and eliminate our dependence on mined metals, minerals and fossil fuels - *extract less, reuse, recycle, use renewable resources*

WHAT WE MAKE

Continually reduce and eliminate our use of manufactured non-degradable chemicals and substances - *use natural alternatives and recyclable materials*

WHAT WE DESTROY

Continually reduce and eliminate our dependence on activities that cause physical encroachment upon the natural environment - *draw resources from sustainably managed eco-systems, restore nature, protect biodiversity*

HOW WE SHARE

Ensure that people everywhere are treated fairly and with respect to enable them to meet their needs efficiently – *look after people, share resources fairly*

Figure 7 - Sustainability conditions to assist in planning processes

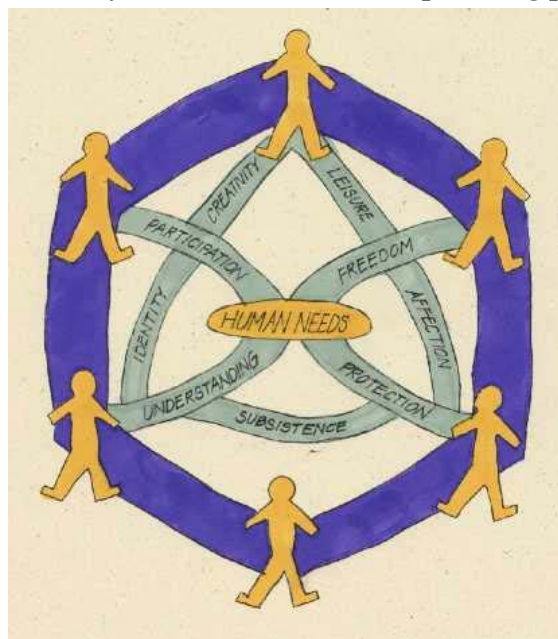


Figure 8 - Fundamental human needs as identified by the research of Max Neef

The conversation around the system conditions can be expanded by considering what contributes to the fourth system condition “How we Share”, and understanding basic needs. Based on research by Chilean economist Max Neef, nine inter-connected satisfiers of human needs have been identified. The emphasis becomes how to satisfy those needs in a community, while working towards the first three objectives.

TNS also uses a *tree* as a metaphor. The four conditions, like the roots of a tree, underpin a wide range of services - the ‘branches and leaves’ - within any system, be it an organisation, community or country. They provide a commonality of purpose, ensuring the many parts of the system have a collective definition of success.

The Sustainability Funnel

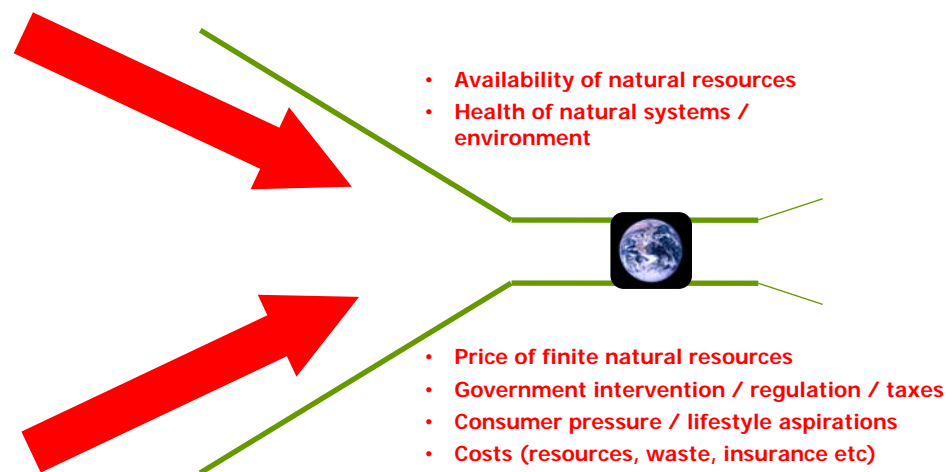


Figure 9 - The funnel which can be applied to a wide range of current contexts

TNS uses another metaphor which helps to focus on key issues for a system, the *funnel*. This describes how pressures are increasing as resources are decreasing. It can be applied to a wide range of situations. The end-game is to stop the sides of the funnel colliding; pass through the apex of the funnel and start to open it out on the other side. Discussion occurs around the question: what actions are required to make that happen?

The ABCD Model

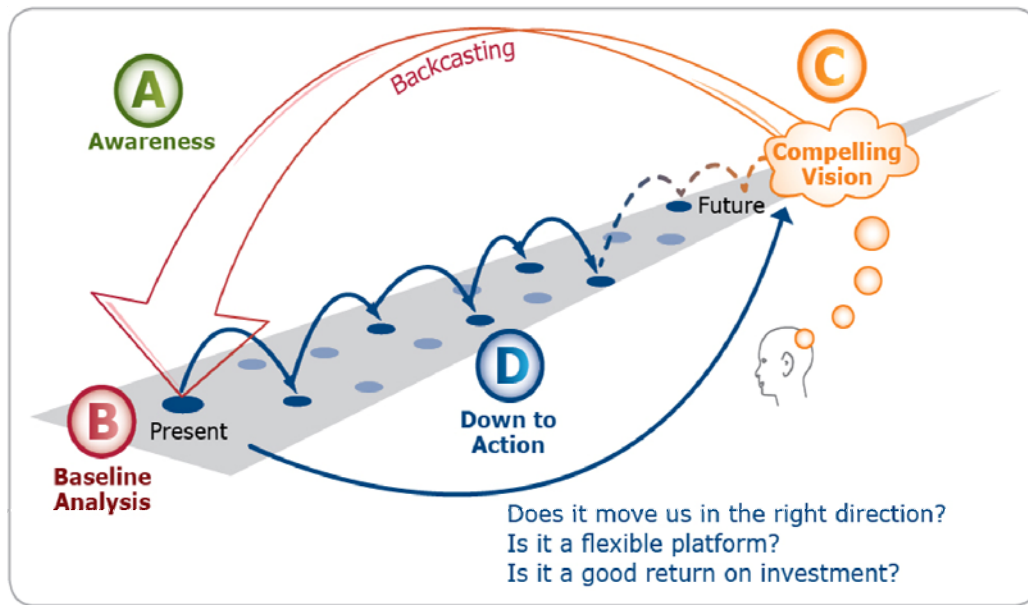


Figure 10 - A planning framework

Yet another TNS tool is used to start to develop priorities for action with the community. It's known as the *ABCD model*, where A is awareness of the system under discussion and the future challenges or forces that will impact on it; B is the baseline, where the system is now, is it working well, is it resilient in the face of future changes?; C is the vision of the future. In *Towards 2060* we use the year 2060 as a point in time to focus on but it could be any other date sufficiently far in the future to take participants out of the current state and think about what is down that future road.

The preferred future that is envisioned must also be plausible, based on what we believe will be the challenges and opportunities of the future and it must be possible, that is, achievable. It's a practical exercise which needs to consider financial benefits and constraints and ensure there can be flexibility in achieving the vision.

Following the creation of that vision there is a process known as *backcasting* which returns from the vision to the present day and considers what incremental steps and actions (D) are required to create the vision.

The ABCD framework is a simple process but each step is necessary to get the best outcome.

Appendix B: Workshop Participants

Note that not all participants attended all sessions.

Ayr Jones
Barry Down
Carol Anne Armitage
Chris Wade
Elizabeth Fairlie
Fia Tupou
Helen Faamoe
Hirini Pirihi
Itania Nikolao
Joan Ping
John Heyes
Les Dixon
Lita Kolo
Lydia Sosene
Naomi Singer
Ngaire Knowsley
Peter Skelton
Peter Sykes
Pilipo Motulalo
Raewyn Paapu
Roger Fowler
Roger Gummer
Tanya Henderson
Tony Spelman
Val Payne
Victor Heke

Facilitators were:

James Samuel
Steve Henry