



Manaaki Whenua
Landcare Research

Engagement for social licence – Predator Free Southland

Prepared for: Environment Southland and Predator Free Southland

March 2021

Revised 19 May 2021



Engagement for social licence – Predator Free Southland

Contract Report: LC3956

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Executive Summary

Project and Client

Predator Free (PF) Southland (through Environment Southland (ES)) engaged Manaaki Whenua – Landcare Research (MWLR) to develop an engagement plan to provide the best chance of gaining and maintaining social licence for the PF Awarua pilot project. This research was funded by MBIE Envirolink Grant (2128-ESRC297).

Objectives

The project aims to deliver the following outputs for the PF Southland group:

- Learnings from past survey, focus groups, and consultation attempts in the Awarua landscape.
- Feedback from ongoing predator free projects, and their learnings with respect to engagement.
- Insights into some of the community's aspirations for Bluff, Ōmaui, and surrounding communities.
- Suggestions of engagement tools that may work for the PF Southland project.

Methods

Two approaches were used to provide context and purpose for the engagement plan:

- 1 A review of literature was undertaken, comprising reports, data, and ES correspondence related to predator control in Bluff and the Awarua landscape area, and reports from other predator free groups. This material provided learnings from previous or other predator free engagement efforts across New Zealand.
- 2 Ten interviews were conducted with people involved in biosecurity in the Awarua area, and the PF Southland governance group. The interview responses provide insight into community aspirations for the predator free initiative, as well as potential learnings and barriers from other predator free efforts in Southland.

Findings and conclusions

The findings from the document analysis and the interviews, together with the MWLR Social Licence to Operate (SLO) framework and roadmap, provide context and a framework for PF Southland to move forward and develop an engagement plan for PF Awarua. A summary of the aspirations, visions for success, barriers to implementing a PF Southland plan, and key learnings are presented in Table S1.

Aspirations noted by interviewees

Aspirations highlighted by interviewees for a PF Southland include:

- That the Crown meet its obligations to actively protect biodiversity and taonga species and habitat for iwi.
- To develop strong relationships and partnerships with Rūnanga, iwi, and community groups.
- To connect Bluff and Omaui pest control groups to the broader regional PF projects such as PF Awarua and PF Rakiura.
- That pests such as rats, possums, and stoats are eradicated, controlled, and prevented from re-invasion so that there is an increase in native species.
- That connections and relationships between community groups and with PF Southland are strong.
- That the most appropriate and the latest scientific methods and pest control strategies are used.
- To leave a legacy for future generations.
- To collectively bring everyone together to achieve the Predator Free 2050 vision.

Engagement and project success

Ideally, engagement should start with an overarching vision to create greater connection between Bluff and Omaui pest control groups and the broader regional projects such as PF Awarua and PF Rakiura. Developing this vision and building ongoing relationships with community groups will enable PF Southland to develop and maintain SLO.

As PF Awarua is the first step in the project, PF Southland needs to: engage with the Awarua community early and often; be transparent in sharing and communicating information; use multiple communication channels; and think ahead as to what legacy PF Southland and the community want to leave for future generations.

According to the interviewees, the success of this project can be measured in several ways, including the restoration of bird and plant life, the reintroduction or translocation of native species, and monitoring to detect any reinvasion of pests. A team effort that includes exceptional leaders and continuity of personnel will also be important for success. The PF Awarua engagement plan must be adaptable and flexible to cater for the different values, beliefs, and worldviews of the Southland people. To do this, engagement and communication with certain landowners and communities will need to be tailored specifically to that group or individual. This engagement approach will enable PF Southland to build trust and credibility, core concepts to achieving and maintaining SLO.

Interviewee concerns and perceived barriers

One concern raised by the interviewees was the ongoing funding of the PF Southland project and the resulting risks if funding cannot be secured. For example, continuity of staff and leadership have been highlighted as important by interviewees and uncertainty in contracts could lead to key personnel leaving the project. There is also concern that the Rūnanga may not have the capacity to adequately engage with the project.

Interviewees noted that until PF Southland is registered as a formal entity and the management and organisational structure are defined, the decision making associated with the project will be more difficult. The name PF Southland was also identified as a potential barrier during the interviews, so creating a new entity with a new name that better encapsulates the essence of the project would be beneficial in encouraging buy-in from the Southland people. If individuals and groups buy-in to the name and vision, they are more likely to connect with the project and continue to volunteer.

Acceptance of existing and new pest control methods may be a barrier for PF Southland to engage in a positive way with the public, so articulating clearly what outcomes the community wants will be paramount. Iwi and Rūnanga will be key partners in decisions about which pest control methods and strategies should be used.

Recommended next steps

The aspirations, visions for success, perceived barriers to predator free implementation and key learnings highlighted by the interviewees and the document analysis provide an opportunity for the PF Southland engagement team to start conversation with Awarua community members.

The MWLR SLO framework and roadmap will give PF Southland a greater chance to develop SLO for both the overall PF Southland project and for the use of specific pest control methods. The roadmap is aligned with the International Association for Public Participation (IAP2) Design, Plan, Manage (DPM) model and will allow PF Southland to conduct engagement for multiple purposes without duplication.

Table S1 A summary of the aspirations, visions for success, barrier and key learnings from interviews with stakeholders and an analysis of relevant documents

Aspirations	Visions for success	Barriers	Key Learnings
<ul style="list-style-type: none"> • That Crown obligations to actively protect biodiversity and taonga species and habitats for iwi are met. • To develop strong, enduring relationships and partnerships with Rūnanga, iwi, and community groups. • To connect Bluff and Omaui projects to the broader regional PF projects. • To see less pests and more native species. • To use appropriate scientific methods and pest control strategies. • To leave a legacy based on what future generations may want/need. • To bring everyone along through a collective Predator Free 2050 vision. 	<ul style="list-style-type: none"> • Bird and plant life fully restored. • Reintroduction or translocation of native species. • Monitoring and detection of pests shows no reinvasion. • Support from communities for the PF Southland 5-year objectives action plan. • Exceptional leaders and continuity of personnel. 	<ul style="list-style-type: none"> • On-going funding. • Rule change in Southland Regional Pest Management Plan (SRPMP) for possums and mustelids. • Making PF Southland a formal entity. • The name PF Southland. • Continuity of personnel. • Capacity of iwi to consult about complex decisions, e.g., pest control methods. • Buy-in to the PF Southland vision. • Declining volunteers and ongoing volunteer motivation. • Varying levels of community acceptance of pest control methods, e.g., 1080. • Lack of new pest control tools. • Concern as to how the PF Southland project will be communicated by the media to the public because of past experiences. • Being able to tailor engagement specifically for groups and individuals. 	<ul style="list-style-type: none"> • Early and ongoing information and publicity about the project will be beneficial for developing enduring relationships. • Clarity, coherence, and policy coordination between the PF Southland objectives and the SRPMP is needed for the project to be successful. • Building trusting relationships with the Awarua community and where necessary engaging with individuals is needed for project success. • Articulating a clear understanding of the outcomes the community wants to achieve will be helpful for the community and the PF Awarua. • Respect for the Southland culture will be important when designing engagement approaches. • Iwi and Rūnanga will be key connectors for the project and engagement as they are seen as independent of agencies. • Positive messaging and multiple communication channels and tools to connect with the public, e.g., printed, and online information in Te Reo will be helpful for iwi and community engagement. • Key decision makers for the project need to be part of the Governance Team. • Develop strong leadership and an effective PF Southland team to undertake the project and implement the engagement plan. • Continuous learning, reflections, and improvement of current engagement efforts are important.

1 Introduction

Predator Free (PF) Southland has a vision to 'sustain and progressively expand the predator control efforts already underway in the region, with a view to eventual eradication of most (if not all) of the introduced predators that threaten Southland's indigenous wildlife, its natural taonga and primary industries' (Gunn 2020).

A Governance group comprising Environment Southland (ES), Invercargill City Council (ICC), Gore District Council (GDC), the Department of Conservation (DOC), Te Rūnanga o Ngāi Tahu and the four Papatipu Rūnanga ki Murihiku is leading this PF Southland vision. A 5-year action plan 'Predator Free Southland – Working together towards a Predator Free Southland Action Plan 2020-2025' (Gunn 2020) has been written as a first step in this vision and to obtain initial funding from PF 2050 Ltd. The first phase of this action plan is to eradicate possums and to suppress mustelids through a site-led project in the Awarua landscape.

As part of this vision, PF Southland needs to understand whether there is support for implementing this project and what tools/technologies will be acceptable, i.e. does PF Southland have a social licence to undertake this project with the local communities? Previous public consultation regarding the Southland Regional Pest Management Plan (SRPMP) was difficult so PF Southland wants to develop a well-planned and careful approach for engaging with the Southland communities.

Manaaki Whenua – Landcare Research (MWLR) has developed a Social Licence to Operate Engagement (SLO) framework (Stronge et al. 2020) that involves the sequential building of credibility and trust over time with affected communities of interest. We are using this framework to assist PF Southland with their engagement with Awarua communities. To support this public engagement process, MWLR received funding through a MBIE Envirolink Grant (2128-ESRC297) for the development of a communication and engagement plan/roadmap for the large landscape project PF Awarua – phase 1 in the Action plan.

Section 1 in this report provides context for PF Awarua, then briefly describes the concept of social licence to operate (SLO) and the MWLR SLO framework. The approach taken for this research was to synthesise relevant documents from past predator control public consultation in Southland and the findings from interviews with key stakeholders. These findings are provided in Sections 2 & 3. In these sections, we highlight community aspirations and visions of success, perceived barriers for Predator Free Southland to overcome and perceptions of what SLO is. In Section 4 details of the proposed engagement roadmap and engagement process are discussed, followed by our conclusions in Section 5.

1.1 Predator Free Awarua context

PF Southland wants to eradicate possums and suppress mustelids through a site-led project in the Awarua region. The PF Awarua landscape extends from Sandy Point to Fortrose, covering approximately 69,000 hectares (Gunn 2020). Within this region are the Bluff and Ōmaui communities. Both these communities already have extensive pest

control programmes in place led by the Bluff Hill Motupōhue Environment Trust (BHMET) and the Ōmaui Landcare Trust (OLT) respectively. However, while there is strong support from the Bluff community for the pest control carried out by the BHMET, the OLT does not have the support of the Ōmaui community. The majority of the members of the OLT live outside the area and there have been personality clashes between some members of this group and the local Ōmaui residents. This fallout stems from a breakdown in communication when ES was writing the Southland Regional Pest Management Plan (SRPMP) and decided to include a site-led programme for cats at Ōmaui. The cat proposal was supported by the OLT but did not have support from the rest of the Ōmaui community. This resulted in the programme not being included in the SRPMP despite a similar site-led cat programme being accepted for Rakiura (Stewart Island). Public consultation about the proposed cat policy at the time was deemed to be inadequate and needed to be more clearly explained to the Ōmaui community. There was a fear of people coming onto residents' land and interfering with their property rights. However, recent engagement with local Ōmaui residents has shown that they do support predator control in the region, but not through the OLT. This is a tension that needs to be carefully navigated with the individual residents and landowners. The OLT wants to put the cat rule saga behind them and focus on carrying out the predator control with the best available technology.

In contrast, the BHMET has consulted widely with its community and has strong support for its predator control programme. In 2019, a mail-in postcard survey and focus groups were carried out to understand what residents aspired to in terms of community development and environmental conditions. In terms of the environment, the majority of residents espoused a predator free ideal along with the return of native wildlife. They are keen to have traps in their backyards.

While feral cats will continue to be controlled in both Ōmaui and Bluff, the issue of domestic cats is much more complex. In Bluff, there appears to be support for restrictions on domestic cats, whereas Ōmaui residents only support trapping feral cats.

1.2 Social licence to operate

Social licence to operate (SLO) is a concept that is growing in usage across multiple sectors within New Zealand. However, despite this increase in usage, its meaning and application are still poorly understood and can lead to conflict if social expectations are not met. Edwards et al. (2021) explain SLO as follows. The corporate origin and evolution of SLO gained traction in the 1990s in the North American mining industry because of mining companies realised the need to cultivate ongoing positive relationships with governments and stakeholders and to earn broad public support (Cooney 2017). Today, SLO is understood as 'an unwritten social contract' (Moffat et al. 2016) that reflects opinions and expectations of the broader community, based on the impacts and benefits of industry and government practices (Edwards & Lacey 2014).

SLO is the ongoing acceptance or approval from communities (Parsons & Moffat 2014), for others to access or use natural resources, for example, the marine environment. This social element implies time and effort are required to earn SLO from the community, and this approval can be lost when community perceptions change over time (Yates & Horvath

2013). SLO can invoke significant community power (Murphy-Gregory 2018) and is thus a dynamic concept that is difficult to measure or monitor (Hall et al. 2015). Efforts have resulted in some good indicators of SLO, including:

- the reduction (or absence) of vocal community opposition to resource use activities,
- ongoing constructive (meaningful) dialogue with communities, and
- communities' willingness to enter such dialogue.

MWLR's SLO Framework has been designed to assist with the engagement process for a group/organisation to assess and earn social licence to operate (Fig. 1). As there is no one-size-fits-all approach for SLO, the framework is intended as a guide and can be adjusted depending on the needs and understanding of the organisation. This framework is informed by both western and indigenous views of engagement.



Figure 1. MWLR SLO framework (Stronge et al. 2020).

1.3 Applying the MWLR SLO framework

The SLO framework provides a starting point for the engagement process with the Awarua communities in Southland. The concepts outlined in the framework were introduced to the PF Southland Governance Group. There are three phases: socialising (common understanding), hearing (engagement, identifying aspirations and assessing partnerships), and integrating (co-developing views and expectations to foster SLO). This project focused on the socialising and hearing phases:

- 3 **Socialising phase** – as people often have different understandings of what SLO is, this phase ensures there is a common and accepted understanding of SLO. There are three steps:
 - **Introduction to SLO** – to introduce the concept of SLO to the PF Southland Governance group and to ask them to consider relational and transactional relationships and what is and is not negotiable with the Awarua community.
 - **Purpose** – to understand the issues that are driving why PF Southland wanted/needed SLO and to develop criteria to measure success in gaining/maintaining SLO. The document analysis and interviews with key stakeholders provided an opportunity to understand the purpose of the PF Awarua project.
 - **Context** – to identify the level of commitment, key stakeholders, prior engagement, and the scale over which SLO is being sought are important steps in the process. Interviews provided context along with analysis of relevant documents such as the Bluff report (Stupples 2018) and other PF Southland documents (Gunn 2020).
- 4 **Hearing phase** - This phase revolves around engaging with stakeholders, identifying their aspirations and assessing possible partnerships.
 - **Engagement** – to co-design an engagement plan with the PF Southland coordinator and to provide appropriate tools for PF Southland to use during their engagement with the Awarua community.
 - **Aspirations** – to identify the visions and goals PF Southland wants to work towards. Stakeholder interviews provided a summary of aspirations for the PF Southland project.
 - **Partnerships** – to ensure the project team is working collaboratively with stakeholders to build trust and maintain relationships.

The third phase, the integrating phase, which is not the focus of this analysis involves the co-development of the views and expectations of the stakeholders into the organisation's processes and procedures in a way that fosters SLO and promotes participative and learning opportunities.

Central to the SLO framework is the ongoing process of building relationships and continuous learning opportunities through reflection.

- **Reflecting** – to provide key learnings on which PF Southland could reflect while they go through the engagement e.g., the 'culture' of consultation versus engagement.
- **Relationships** – to provide ways of thinking about building enduring, trusting relationships between PF Southland and communities.

1.4 Outputs

The project aims to deliver the following outputs for the PF Southland group:

- Learning from past survey, focus groups, and consultation attempts in the Awarua landscape.
- Feedback from ongoing predator free projects, and their learnings with respect to engagement.
- Insights into some of the community's aspirations for Bluff, Ōmaui and surrounding communities.
- Suggestions of engagement tools that may work for the PF Southland project.

2 Approach

This research project was initially led by the first PF Southland coordinator, Ini-Isabee Gunn, who is no longer working for PF Southland. Until another coordinator was employed, the project team's engagement was via members of the PF Southland governance group from ES and ICC. These governance group members outlined the purpose of the project and provided documents and maps outlining the scope of the project. At a full PF Southland governance group meeting the project team explained the project, provided details of the social licence concept, and approached members to be interviewed. We also liaised with an engagement facilitator Chris Mene, who will likely be leading the subsequent engagement for PF Southland and the new PF Southland coordinator, Alana Bensemann, to ensure the research informed the engagement plan being developed by PF Southland with the Awarua community.

2.1 Document analysis

A total of seven documents were examined to understand previous predator management work in Bluff and surrounds, and other areas in New Zealand. Context, aspirations, lessons, and learnings were extracted from these documents and are outlined in this report. The documents examined were:

- What Next for Bluff Report (Stupples 2018)
- What Next for Bluff Summary document (Bluff Hill Motupōhue Environment Trust 2019)
- What Next for Bluff raw data
- Predator Free Southland 5-year plan (Gunn 2020)
- A letter from ES about the Regional Pest Management Plan
- Messaging guide – Predator Free 2050 (Predator Free 2050, n.d.)
- Predator Free Miramar: reflections from engagement field officers (Kannemeyer 2019).

2.2 Interviews

Nine individual interviews and one interview with a group of three participants were conducted. The interviews followed a semi-structured approach (See Appendix 1 for the interview schedule). The participants were recommended by the PF Southland Governance Group and the number snowballed from interviewee suggestions. The interviews were conducted either via zoom or by phone. The research protocol was approved by MWLR Social Research Ethics. All participants received a Personal Information Sheet outlining the purpose of the research and information on the research process. Everyone interviewed gave informed consent to participate in this research and for the interview to be recorded. The resultant recordings were professionally transcribed and NVivo was used to code the transcripts using themes from the interview schedule.

3 Synthesis, learnings, and recommendations

The analysis of documents and the responses from the individuals interviewed provided several insights and suggestions that can be used as conversation starters with stakeholders, iwi, and community members during the engagement process. Table 1 summaries the aspirations, visions for success, barriers, and key learnings.

Table 1 A summary of the aspirations, visions for success, barrier and key learnings from interviews with stakeholders and an analysis of relevant documents

Aspirations	Visions for success	Barriers	Key Learnings
<ul style="list-style-type: none"> • That Crown obligations to actively protect biodiversity and taonga species and habitats for iwi are met. • To develop strong, enduring relationships and partnerships with Rūnanga, iwi, and community groups. • To connect Bluff and Omaui projects to the broader regional PF projects. • To see less pests and more native species. • To use appropriate scientific methods and pest control strategies. • To leave a legacy based on what future generations may want/need. • To bring everyone along through a collective Predator Free 2050 vision. 	<ul style="list-style-type: none"> • Bird and plant life fully restored. • Reintroduction or translocation of native species. • Monitoring and detection of pests shows no reinvasion. • Support from communities for the PF Southland 5-year objectives action plan. • Exceptional leaders and continuity of personnel. 	<ul style="list-style-type: none"> • On-going funding. • Rule change in Southland Regional Pest Management Plan (SRPMP) for possums and mustelids. • Making PF Southland a formal entity. • The name PF Southland. • Continuity of personnel. • Capacity of iwi to consult about complex decisions, e.g., pest control methods. • Buy-in to the PF Southland vision. • Declining volunteers and ongoing volunteer motivation. • Varying levels of community acceptance of pest control methods, e.g., 1080. • Lack of new pest control tools. • Concern as to how the PF Southland project will be communicated by the media to the public because of past experiences. • Being able to tailor engagement specifically for groups and individuals. 	<ul style="list-style-type: none"> • Early and ongoing information and publicity about the project will be beneficial for developing enduring relationships. • Clarity, coherence, and policy coordination between the PF Southland objectives and the SRPMP is needed for the project to be successful. • Building trusting relationships with the Awarua community and where necessary engaging with individuals is needed for project success. • Articulating a clear understanding of the outcomes the community wants to achieve will be helpful for the community and the PF Awarua. • Respect for the Southland culture will be important when designing engagement approaches. • Iwi and Rūnanga will be key connectors for the project and engagement as they are seen as independent of agencies. • Positive messaging and multiple communication channels and tools to connect with the public, e.g., printed, and online information in Te Reo will be helpful for iwi and community engagement. • Key decision makers for the project need to be part of the Governance Team. • Develop strong leadership and an effective PF Southland team to undertake the project and implement the engagement plan. • Continuous learning, reflections, and improvement of current engagement efforts are important.

3.1 Aspirations and visions of success

3.1.1 Community aspirations from the document analysis

A re-analysis by MWLR of the 'What Next for Bluff' (Stupples 2018; Bluff Hill Motupōhue Environment Trust 2019) (raw) data indicated several aspirations for the Bluff community and neighbouring communities. Residents from these areas were asked to submit postcards with their aspirations for Bluff. Submissions received from elsewhere were excluded from the report but were included in this re-analysis. Bluff residents indicated they aspire to a predator-free Bluff, without possums, rats, stoats, rabbits, or feral cats, undertaken with limited or no 1080. Bluff residents also felt that more information on the numbers of predators trapped and the volunteers who do this work should be made widely available to the public. Respondents from neighbouring communities also aspired to a predator free area. To that end, these respondents aspired to:

- Increase the predator trapping areas
- Having traps for rats on private properties throughout Bluff
- Improve the diversity of native wildlife, birds, and plants, e.g., kiwi, kakapo, and tieke in Bluff
- Develop more cooperation and coordination between existing groups, i.e. not reinventing the wheel; using existing community resources and sharing knowledge
- Eradicate feral cats but ensure that domestic cats are not harmed by traps or killed
- Develop strong relationships and partnerships between the Rūnanga, iwi and other communities; taking the time to explain what is happening and to share information.

Overall, there is ongoing community support for predator control and monitoring to prevent re-invasion of predators.

3.1.2 Interviewee aspirations and visions of success for PF Southland and PF Awarua

Aspirations

Five key themes arose in the interviews about aspirations for Predator Free (PF) Southland and PF Awarua: Iwi rights and interests, biodiversity and taonga values, control of pests, and community engagement and connection.

The Crown has an obligation to actively protect species that are taonga to iwi. Through Predator Free 2050, the mauri of New Zealand's forests and coastline can be repaired and restored:

These beautiful native indigenous species are linked to us through whakapapa and we've lost so much that we need to start repairing the damage that's been done. [PFS07]

A specific aspiration for interviewee PFS10 is to return the hakawai (snipe) to Omaui. The hakawai was apparently 'down at Omaui, and they said how they nattered out what it was, was as the rat arrived the snipe disappeared.... This small, ground-dwelling bird (NZ snipe) makes a variety of distinctive sounds:

...if you were quite close you could hear a 'woof woof woof' like a pigeon, and then a 'whooshing sound' like a jet. And there's sometimes you might only hear the 'woof woof', and you might hear the call - [whistles] - when they're saying their name, hakawai....And then sometimes it makes a noise like a train rattling, hakawai, which scared the hell out of people. [PFS10]

The aspirations of being predator free by 2050 were shared by several interviewees but being predator free starts with local communities such as Bluff and Ōmaui carrying out pest control and then these communities being connected to the broader regional PF projects such as PF Awarua and PF Rakiura and their aspirations:

Aspiration-wise for the Bluff community I think for Bluff to become predator free would be huge for the community, from a tourism perspective. Just from a mana perspective Bluff Hill is a [tipuna] site to Ngai Tahu meaning it's sacred and 13 years ago when we started this project, forests were silent on Bluff Hill. The rātā didn't flower because the possums were just prolific throughout the forest. We started out tracking for possums because they were the easiest to target and we've taken out over 1,500 possums on the hill since we started and now our forest is absolutely stunning and it's one of the most talked about scenic reserves in the country because of it. We've got seabirds thriving, we've got forest birds pumping out of the bush and to other areas of Southland. [PFS07]

There is such a strong community belief down there. They have such a strong connection to the environment, in both Omaui and Bluff, that for us to enable the community to continue that passion would be amazing. [PFS05]

All those pockets of bush that are on private land or Māori land or whatever from here to Bluff and then every which way we go from here, broaden what we're doing. [PFS02]

There was a sense from the interviews that now is the time to build relationships between the Governance Group and Southland communities – to get everyone on board using better communication. There was a suggestion by PFW08 that this could be possible now by starting a movement and changing behaviour to bring communities together:

I think that building (of) trust and building relationships, and getting people onboard, and showing them that even if they aren't for – if they can't believe in the Predator Free 2050 goal, or even if they don't like 1080, or even if they don't like Regional Council – it doesn't matter, that they can get involved somehow and make a difference in their environment. [PFS08]

From an operational and pragmatic perspective (and the PF 2050 vision), many of the interviewees aspire to see Awarua with fewer pests and more native species, which will require systems, technology, and knowledge to firstly eradicate possums and bring

mustelids to a low density but to also control mice, rats, hedgehogs, and cats – a whole suite of pests in an ecosystem. Ultimately, it is important to achieve the objectives set out in the PF Southland 5-year plan, but there are no illusions that it will be easy, especially getting rid of rats with a port at Bluff:

We have to start at the start, and we can't – you can only do so much at any one time but all predators need to go in order for the bush to thrive. I guess possums are the easy ones to start with. [PFS02]

It's a whole suite of animals, and that's why you've kind of got to take an ecological view, you can't just treat individual species as the problem, it's the collection of species, it's a network or an ecosystem you're dealing with. [PFS03]

If we can remove the possums and really reduce the rodent levels, and potentially we have the ability to remove the ferrets and stoats as well - I know we are supposed to be looking at eradication, but to get eradication at Bluff for rats is going to be really hard when we have a port right there. [PFS05]

An important component of the pest control operations will be to use appropriate scientific methods and strategies for the diverse range of habitats in Awarua. For PF Awarua to succeed, 1080 may need to be applied aerially on the Awarua wetlands – but this would probably be in Phase 3 or 4:

you've got quite a range of different habitat types there from dune land to podocarp forest, to shrub lands and wetlands. They're your coastal belts, farmland...Even urban areas have to be considered as a form of habitat really. And actually, having a good scientific underpinning to your operations so that – again, not using one size fits all... [PFS03]

I don't know if it's an aspiration or not, but part of this operation to succeed will require the likes of aerial 1080 to be considered, which I don't have a problem with....but it would probably be phase three or four of the Awarua project. [PFS01]

A key aspiration for a PFS02 interviewee was to think five generations ahead as to what legacy PF Southland wants to leave behind and this vision is '*...not a wasteland of dairy farms, macrocarpa and pine trees with dirty water and only magpies and blackbirds and sparrows to listen to*'. PFS02 know that there will be new and better methods for controlling the pests so '*...are holding the fort for the future generations*' and in the future there may be a '*genetic bullet of pheromone attractant of one gender to wipe them out*'.

There is the potential for the Bluff and Omaui communities to work together and make an even bigger environmental difference:

I do think Bluff has already done so much and the Omaui Landcare Group as well, there's a lot of potential to do that little bit more and make an even bigger difference in that environment, and that I thought was a fantastic opportunity not to be missed. [PFS08]

Finally, an aspiration for PFS09 is to reposition the name PF Awarua with another name that unites the communities and that they all will support, e.g., Taranaki has 'Wild for Taranaki' (see <https://wildfortaranaki.nz/about-us/our-story/>):

People were adamant we have to use that slogan. But for every person that believes in it, there's a person that says load of rubbish. [PFS09]

Visions of success

According to the interviewees, success for Predator Free Southland would include bird life and plants being fully restored and the reintroduction or translocation of native species. There would be more diversity in the populations to safeguard them and this would include plant species such as punui – 'a large, leafed plant a bit like a lily' [PFS10]:

...with the rats, when they invaded, it [punui] just disappeared. But since the eradication it's back, big expanses of it, just amazing. They must have been chewing it off at the ground level as fast as it grew. [PFS10]

it's already happening on Bluff. They've already translocated South Island Robin down there. So it can be done. But obviously it relies on those predators being removed. [PFS01]

To achieve these successes monitoring and detection of pests would need to show that there is no reinvasion and communities would need to support the PF Southland objectives, 5-year action plan, and the Governance group, i.e., communities 'come along for the ride' [PFS01]. Monitoring of the pests is important to the success of the whole project and almost as important as the control:

...monitoring is going to be really critical. One, to determine pest impact, but also to measure the success of your whole project. If you keep getting 100% trap catch for rats, or a high percentage of trap captures or tracking tunnels for the mustelids, then you've got to ask yourself are we making any kind of progress at all? [PFS03]

Another way to achieve success is having 'committed and quite exceptional' people leading the programme and for there to be continuity of staff. Also, learning from past mistakes by analysing successful and unsuccessful projects would help develop strategies to build the bigger Southland project:

You've got to have people there probably for at least 5 years to make a difference, because it takes a couple of years at least just to build those basic relationships, and even then you've only just got your foot in the door. [PFS03]

Success is multiple community groups working together, not in isolated pockets, and sharing their knowledge for the greater good of eradicating pests. That the public are positively engaged with the pest control methods and processes and are asking how they can help. That there are too many volunteers, i.e., the volunteers are out of a job because there are no more possums or mustelids to catch.

According to PFS06, in 5 years' time, Bluff should be as close to being predator free or zero density as possible, and there should be good suppression throughout the rest of the Awarua project, with buffers to prevent/reduce incursions. In 10 years, Rakiura is predator free. Planning for the next 10 years and beyond is also important to PFS09 because '*going back to backyard trapping is not viable for biodiversity*'. There is confidence that Bluff and Bluff port won't be sources for reinvasion of Rakiura and that the rest of the Southland region is also starting to achieve predator control. Relationships with the Omaui community will have also been re-built – the Omaui community sees that they all want the same thing because according to their RPMP submissions they all want to continue to enjoy the birds, bush, and nature:

So, success would be for them [Omaui community] to come back together and see that themselves, to be able to take a step back... to be able to see what I could see on that day that they actually want the same thing and it's just about working out together how they can get that. [PFS04]

Having the Rūnunga or local iwi/hapu on board will enhance success and this means visiting the local Rūnunga in person and not just sending an email – taking the time to explain what is happening and sharing information:

I think that's why our Trust has become as successful as it is, because we have the backing of our Runanga and I say that to a lot of community groups, "Who's your representative from the local Iwi?", "Who sits on your Trust as the Iwi voice?" and they're like, "Oh, we don't have anybody". I'm like, "Well, you need to fix that." "Oh yeah, but there's no-one." I'm like, "well then you need to find somebody, you need to do the work and find somebody" and it doesn't mean sending out a – email, it means going to the local Runanga and taking a koha and making a connection, sitting down and having a cuppa and telling them what you're doing and asking, "Is there anyone there that we can either send information to?" because everyone's busy these days but there's got to be ways that people make an effort and more than just sending out an email. [PFS07]

There will initially be barriers to successfully achieving a PF Awarua and a PF Southland, but less of the 'us' and 'them' within communities would go a long way to galvanising communities and leading them towards the broader, collective Predator Free 2050 vision:

...the Predator Free work right now, it's a lot of trial and error. If you look at any of the other Predator Free projects, Predator Free Dunedin who have been running for years, and other places, it doesn't work everywhere, and it doesn't work the way we'd like it to work. And the tools fail, and the technology fails and lets us down, and the animals outsmart us, and things go wrong, and things don't necessarily work out the way we want. And we aren't predator free yet, and who knows if we will be by 2050, but I think it's getting people to do something and getting them to feel like they're contributing to a bigger thing, and getting them to look after the environment, and getting them to care, that's the big success that can come out of this either way. [PFS08]

3.2 Perceived barriers

In the MWLR re-analysis of 'What Next for Bluff' and the interviews, a number of perceived barriers to successfully achieving a PF Awarua emerged. These barriers are both operational and community related and include funding, organisational structures and processes, pest control including cats, media/communication, difficult landowners, and believing in the visions. These barriers provoke some thought as to how stakeholders and iwi should be engaged with and also provide some conversation starters.

These perceived barriers include:

- Uncertainty about adequate funding and continuity of funding:

At the moment, the barrier is lack of funding. We just don't have the resources to actually achieve [it all]...We have just got no funding to do it. There is still a chance at the moment we go through all this process, we get the community on board, but if we don't find our – I think it is a three-million-dollar shortfall – by June, our project won't go ahead. [PFS05]

- The need for a rule change for possums and mustelids in the Southland RPMP to ensure PF Southland status is retained and consequently ongoing funding from PF 2050 Ltd. A few landowners in Omaui are currently not supportive and may not engage with the PF Awarua project so changing this rule would enable biosecurity officers to carry out predator control on private land:

...there's no rules around mustelids and – apart from Rakiura, so other than using Section 52/53 of the Biosecurity Act – so there's nothing, we can't make a landowner in the Bluff Peninsula do possum control to zero eradication. [PFS06]

We've got two or three landowners down there [Omaui] that we know aren't going to be supportive. Who aren't going to be engaged. So, it's how we deal with them. They are a barrier at the moment. I don't think they are a barrier that can't be broken down. It's just whether it might take months, 6 months, 2 years, 5 years, sort of thing. So, as I said earlier on, people tend to dig their heels and dig their toes in when it's their land, their rights being impeded on. That's the way they see it. [PFS01]

- PF Southland is not a formal entity yet so keeping the Governance Group aligned may be difficult at times because different organisations may have different priorities. Subsequently, if a decision on an issue needs to be obtained by the Governance Group, getting agreement may take longer. Some organisations also have dual roles, having both advocacy and compliance roles and this can make engagement with landowners difficult at times. Also, organisational structures and processes can restrict access to information and inhibit communication. There was a call for a member representing the community to be included in the Governance Group:

I was surprised that an observer...representing the community – they [Governance Group] didn't even get someone to sit on it. [PFS09]

- Loss or turnover of core staff or volunteers who have built relationships with communities and organisations. Not having that continuity of personnel was

highlighted as a risk to the project because it takes time to build relationships and trust with and within stakeholders and community groups. Consequently, there should be succession plans to build resilience into the project:

So I think that start and stop of projects is always a risk, and that's what I'm trying to emphasise with regards to ensuring that the project can progress and be maintained, and ongoing communication, and consistency and staff to build trust and build relationships, and be aware that there's new people coming in or if there's any new issues emerging within the community. [PFS08]

...we've created this amazing sanctuary and it would literally – all the hard work would be undone within a year if we stopped. So we definitely need to work on succession planning and building resilience in our Trust. [PFS07]

- Capacity of iwi to consult and make decisions, especially as the issues are becoming increasingly more complex. Getting a new generation of young people on board was seen as a way to reduce risk for the PF Southland project and to increase the capacity in community groups:

It is frustrating for the staff on the other side because they're being told by their bosses you have to consult or you have to get a signoff from Iwi and then you go to try and do it and then it's like you just hit a brick wall because there's no-one available. [PFS07]

I would hate to see the community get burn-out, which we are starting to see now and if we can't help to provide some assistance, then we are going to go backwards pretty quick. That is not what the community wants. [PFS05]

- Buy-in or the inability to articulate the common vision are risks for PR Southland. As is the fact that people may not believe that a predator free Southland is possible. Also, when new people buy or move into a community, they might not be on board with the vision:

...it will only be as we see these projects, see success elsewhere in the country that people really start believing it. [PFS06]

The barriers are just forming a vision of positive unity around a believable concept. [PFS09]

Over the last 3 or 4 years, Bluff's gone from having loads and loads of houses for sale to now there being nothing for sale, everything's been bought so there's a lot of new people that have moved into the community that know very little if anything about us. I'd be very surprised if they don't know something about Predator Free 2050 because you literally can't go anywhere and not hear about it in some capacity, so I think there's a risk of new people in the community not buying into it. [PFS07]

- Reinvasion risks from Southport and the harbour area from berthed ships.
- Declining numbers of volunteers and their ongoing motivation. A really important component of achieving a PF Awarua is ensuring that communities are connected and can grow, so an identified risk may be how to maintain volunteer motivation in the long term if for example there is nothing to detect:

[maintaining volunteers] *a really important aspect of achieving Predator Free Awarua and maintaining it as being able to keep and grow that community connectedness and community buy-in and ownership of the project. That's the secret, I think, to the predator free Bluff and to Bluff Motupōhue Environment Trust, is that community connectedness and support that we have.* [PFS07]

- Varying levels of community acceptability of different predator control methods particularly 1080 and cat control:

... from some of the talks with people in the community ... there is a concern about ... cats, and 1080, ... And I think that will be part of the communication of saying that well, cats isn't part of the project, so you don't need to touch that right now if it's too emotionally loaded. You can help people understand that your approach will not target their cat. And the toxin 1080 question is one that other Predator Free projects have had as well such as Predator Free Dunedin, they also – their community voted against the use of 1080, so they used other toxins. And I think that's part of that conversation with the community of 'This is your project, this is your land, what do you want to use, how do you want to get there?' And show them that you're listening to what they want, and helping them figure out a solution that works in their environment. [PFS08]

- New pest control tools as there is not universal support for the use of aerial 1080. Toxins will be necessary in some habitats to achieve a PF Southland. This will require a separate consultation and engagement process. A shift in terminology use will also be important as the project is focused on 'eradication' not 'suppression':

...it's easy for the likes of myself who's been in a suppression mode for many years to keep talking in suppression terms. But we've got to remember and remind ourselves that this is the next level up. It's eradication... suppression means getting a four or five percent residual trap catch for example, whereas the objective of Predator Free Southland is to have zero possum density. [PFS01]

- The media and communication with the public – how a story is reported is important, and funders and the public want to know how funds have been/are being spent and what the outcomes are:

As much as the media love a positive story, they also love a negative story more. My experience with the media has been up and down and a bit of both. Even when they tell a positive story they always manage to stick a negative in there somewhere. [PFS01]

It won't happen overnight, but you've got to be able to go back to communities, you've got to go back to funders and say "Look, this is what we've done, this is what we've spent, this is how we've used the funding, and these are the results we're getting. And they're good results here, not so good here". So I think the reporting structures – and ideally, they should be simple and succinct – that they can actually send very clear messages to everybody that this is a positive project. You might say it becomes part of the marketing of it. [PFS03]

- Engaging with the community is not a one size fits all engagement as each group and individual is different, so they will need someone they trust to work with them. In addition, there is a *'bad history of communication associated with the RPMP cat issue'* according to PFS08 and therefore a plurality of communication or engagement approaches are needed. What works for one community or individual landowner, may not work for another:

They [farmers] are a different group, and again I think in order to develop relationships with them you've got to have people working with them that they trust and like, and a person that might be trusted and liked in Bluff may not be trusted and liked in Waituna. It comes down to personalities really, and how you – and the fact that the community relate to you and feel some sense of obligation or loyalty to what you're doing, they buy-in to what you're providing. And again, there's got to be incentives. [PFS03]

- Interviewees noted that the names 'PF Southland' and 'PF Awarua' may not be 'right' to bring the community together and engender widespread support. There may be an opportunity during engagement to develop a name that reflects the community's vision(s); for example, PF Taranaki coined the name 'Wild for Taranaki'. There may also be the opportunity to ask the local iwi to gift an appropriate name to the project.

3.3 Perceptions of social licence to operate (SLO)

Interviewees were asked what SLO meant to them. Several interviewees described SLO as a proposition generally beneficial to the wider community and the environment. SLO was described as having *'hearts and minds on your side'* [PFS03]. The importance of taking people along for the journey was highlighted, as was building relationships. Building and maintaining relationships is core to social licence and the engagement model:

... you've got to see the relationship building as probably in many ways more important than some of the operational stuff you do, because without the support of the community you're just not going to be able to take it through, you're not going to be able to complete the project as you hoped. I think so much of it comes down to cultivating relationships with key people in those communities and maintaining those relationships with them. [PFS03]

Predator Free Southland needs to ensure their definition and concept of the benefits of social licence align with those of the community. Having a social licence will bring the community along on the PF Southland journey:

I see that [SLO] is very, very important for this project to be successful. I think I have probably said it already with the building the relationships between community groups and also between the government organisations is imperative. [PFS05]

3.4 Key learnings

A number of more general key learnings were derived from the document analysis of Gunn (2020), Stupples (2018), Kannemeyer (2019), and Predator Free 2050 (n.d.), as well as the letter to Omaui residents from ES. Information from interviewees provided additional information:

- Providing early and ongoing information and publicity about the project through engagement personnel. Engaging early is important for building enduring relationships. For the PF Southland Awarua project, it will be important to have the full context and backstory from the Awarua community about previous predator control initiatives and not to make assumptions about what a community will or will not support. For example, the Omaui community misunderstood the legislative process for changing the Southland RPMP and the intentions of the cat policy being proposed. The community did not realise that only ES staff could enforce the predator control policies set out in the RPMP. As a result, there was distrust of the council and their intentions by some landowners who thought that members of the OLT could come onto their properties to carry out predator control:

So there was a lot of people saying, "You can't come on our land, you've got no permission to come on our land". And no matter how many times during the consultation process we tried to explain to people, "No that's not what we're proposing, that's not in the pest management plan proposal. The only people that can be authorised are Environment Southland staff and we would only come on to enforce the rules". That message never managed to quell that unrest around that. We heard it time and time again and it seemed to be that people were really – or some people were really – really angry about. [PFS06]

- Ensuring that there is policy coordination and coherence between the objectives of PF Southland and the SRPMP and these are clearly articulated to the public. Any legislation or policy needs to be clearly explained and provide ways for the community to give input/feedback. Another factor that contributed to the public outcry on cats at the RPMP hearing was that following the distribution of the letter no initial feedback was received by ES from the Omaui community. ES had expected to adjust the RPMP before it went for consultation but there was no feedback. Consequently, ES thought that the site-led policy was acceptable to the Omaui community. Unbeknown to ES, the cat policy had contributed to existing tensions between the Omaui community and some strong personalities in the OLT. Ultimately, a combination of these issues led to the proposed site-led programme for cats not being accepted. In hindsight, ES should have explained the legislative process for getting the RPMP approved more clearly, provided more opportunities for one-to-one conversations with the Omaui community, and emphasised that writing a submission was their opportunity to provide feedback, i.e. the SRPMP was a proposal not a fait accompli:

And we sent it out and we were expecting lots of phone calls. We were expecting to go down and do a community meeting. We were expecting people to have questions. We were expecting a conversation, and nothing happened. [PFS06]

My personal opinion – and I think that’s the way a few of us saw it in the end – that they [the Omaui community] took it as that’s what’s going to happen, rather than their chance to have a say and help shape the final outcome. So you probably could say that as part of the consultation process, rather than just – they relied on a letter going out, there should have been more one-on-one contact perhaps. That’s one of the learnings that probably came out of it. Again, we sort of relied on what was coming out of the community group in terms of that there was a lot more support than what reality provided. [PFS01]

Unfortunately, personalities come into it at the individual level, and some people won’t back down and that’s on both sides, and that can be a problem too, and it’s very hard. [PFS03]

- Individual personalities will continue to create challenges for PF Southland, and therefore to win their trust and bring them on board, the right person needs to engage with these people and to be their champion. Having the ability to recognise and contact a specific person is the key to building relationships and trust. Ongoing follow-up will be important as will hearing the different perspectives:

...one or two within the Omaui Landcare Trust group had very strong dominant opinions and personalities and personas and I think they got offside with some of the other locals, not necessarily all, regarding pest control. I think there was probably other aspects of community life that wasn’t harmonious, and that helped shape people’s views or thoughts on what the community or Landcare Trust wanted to do and therefore they thought ES was onside with them only and not working for the whole community. [PFS01]

So looking back if I was to do it again, we should definitely have knocked on every single door in Ōmāui ourselves and tried to have a cup of tea and talk to everybody. [PFS06]

The good thing that came out of it was lots of conversations started about cats, which we’d never had before. It’s definitely very strong feelings on both sides. I guess I was surprised at how strong and the volume of people who actually have really good reasoning and really strong reasons for putting some rules in against cats. And not necessarily about people not having cats but actually just owner responsibility rules, which is kind of the middle ground, I guess. [PFS04]

- Ensuring that there is a clear understanding of the outcomes that the community wants to achieve, e.g., increasing biodiversity.
- Southland, and many of its small communities, have their own culture. The cultures, values, beliefs, and worldviews of each community should be recognised and accounted for, including age-related differences. This will help ensure that the engagement approaches used are appropriate for the context:

...there’s a certain amount of tribal feeling in Southland and you just have to accept that just comes with small isolated, rural communities, that’s just the way they are, and they tend to go back to that. Even though Southland’s changed a lot in the last few decades socially, the roots of that culture is still there, they don’t change very much. [PFS03]

- It will be important for PF Southland to develop strong relationships so that should issues arise, they can be worked through in a way acceptable to the community. For example, ES has worked with the farming community and has built up good networks and relationships with them. Otatarā has a strong conservation group doing predator control in Bushy Point. In Omaui, the OLT leads an extensive pest control programme but the group does not represent the Omaui community or some of the other neighbouring landowners, including some iwi lands. According to PFS08, the Omaui community is interested in pest control but not with the OLT as they felt '*excluded and not consulted with*'. In comparison, Rakiura and Bluff have strong community buy-in after many years of engagement. The learning here is that each group/community will need to be engaged with in their own way and they may not be interested in what other communities are doing so common values and goals need to be developed that will bring the communities together for a shared vision:

...it's [Omaui] a funny little community down there because people go down there for cheap rent and small houses, some people have got holiday homes there, it's sort of a funny little mixed community really. Some people are long, long-time owners, some people are just transients, really, it's difficult...the Otatarā community is quite different from the Omaui community, it's much bigger, it's more mixed, people just commute daily to Invercargill to work, mostly it's a commuter suburb.... You've got all those different community groups, you've got to try to bring together and just the mere fact that you've got individual groups and they identify as a group and related to a place, you can't just say that one size is going to fit all. Each group is going to have to be dealt with in their own right. [PFS03]

so Rakiura, everybody on Rakiura knows – how special Rakiura is and it's a much easier conversation around cat management when you've got Kiwis wondering through your garden. So maybe if we'd started on the border of Fiordland National Park or in areas that were more obviously special and more obviously significant. Omaui's got a beautiful piece of bush but it's not that different to other bits of Southland. [PFS06]

At the moment we've developed a backyard trapping project down here at Bluff and we've had an amazing uptake from the community. We've rolled out nearly 200 traps in 6 months to community trappers just for rats in their backyards and now we've got people wanting to do possum control and they want to put possum traps in their yards, mustelid traps in their yards, so it's just exploded. [PFS07]

- Rūnanga are important connectors and can maintain some independence from government agencies:

... they're (Rūnanga) very supportive of environmental movements and also, they're not seen to be representing government or council or local or national government. They're a separate entity. I think possibly they could have an important part to play in trying to bring people on board. [PFS02]

- Positive messaging and multiple communication channels and tools will be important to make it easy for PF Southland to connect with communities and individuals, and for them to connect with PF Southland. Consequently, being able to show impact and

how successful the project is will mean that monitoring of pests will be very important. This messaging will help to get the majority of people on-board and " *the naysayers will usually follow*" (PFS03):

It's just about getting the communications right and working with the individuals because it is a very individualistic community in that sense. So, I think whereas in other areas such as Bluff the community is very much on the same page, I think Omaui will take a more individual approach to make it happen. [PFS08]

- Connecting with the decision makers in stakeholder organisations is important. Councillors have a direct link to their own communities so they will play a key supporting role for the Predator Free Southland project and in some cases will also have a decision-making role:

I think you touched on the most important point there of having somebody who can make decisions, because the challenge I think that we faced in setting this up was we had very enthusiastic people at the table, but they weren't necessarily the decision-makers. They didn't have any say about their agency's involvement or their agency's contribution. They were there supportive personally for the project, but if that doesn't have any visibility or pull within the agency that they're representing, then it's pretty useless, right? If you're representing an agency that doesn't know anything about the project and that doesn't really back the project, then you sitting at that table is like any other community member sitting at that table, but you're not really representing the agency. [PFS08]

- Scrutiny from the media will mean that the messaging from PF Southland will need to clearly show the relevance of the project to the Awarua community and to the general public more widely. In the case of the SRPMP hearing, the cat story was picked up internationally by the Protection for Animals Society and this escalated into online trolling and threats to ES staff:

We had media from all over the world starting to get involved. So it all started to snowball, and it got really out of – it got blown up massively. And it seemed – I don't think the press coverage helped, if that makes sense. I think a lot of the emotive stuff that was being kicked off through the press kind of escalated things. [PFS06]

- Having printed and online information in appropriate languages. This may be more relevant to urban areas where residents may not have English as a first language. Providing information in Te Reo may also be important for the Awarua community.
- Continuous learning, reflection, and improvement of current engagement efforts as well as learning from previous efforts is important. For example, in hindsight, PFS06 thought that reaching outside the world of pest control and community volunteers may have alerted ES to a broader public perspective that they needed to consider:

...we thought we were talking to the right people. And sometimes we all act in a little bubble or in the little area that we're involved in. Everybody I know that I was talking to thought it was a great idea. But my bubble is people in the same industry as me. [PFS06]

- The importance of strong leadership with the support and confidence of a good team (including the Governance Team) was identified as essential for the PF Southland project, especially at the strategic level. The Councils have different priorities compared with DOC and the Rūnanga, so the PF Southland project leader must not only have a range of operational skills but also be good at working with and building relationships with key people. Identifying problems and promptly finding effective solutions are also key attributes:

I think whoever manages the project is going to be the conductor of the orchestra. It's going to be quite an act to manage – well, first of all to build a strong governance base and a united governance base who are focused and positive on where the project needs to go and what needs to be done. And then to work with the disparate communities in five or six different locations and get them to again to buy into the concept. [PFS03]

4 Engagement roadmap

The PF Awarua project needs to obtain a social licence¹ to operate but this is only one of the multiple purposes for engagement. Other purposes that are potentially relevant for PF Awarua include:

- 1 Sharing information – begin the engagement process early
- 2 Community development – strengthen the relationships that ES already has with predator control groups and develop new relationships
- 3 Capacity building – ensure skills and knowledge are developed to support the project, especially with the next generation of young people in the Awarua community
- 4 Relationships – build new relationships and strengthen existing relationships with stakeholders and the Awarua community
- 5 Behaviour change – create opportunities for PF Southland to engage with the public in different ways to bring about and lead change around the control and eradication of predators in Southland.

Efforts to gain and maintain social licence should not be undertaken in a vacuum. Rather, the SLO efforts should be carried out in conjunction with the other engagement purposes listed above. Figure 2 maps the engagement purposes for PF Awarua and the 'steps' for social licence (the inner black ring) along with a broader engagement process (as developed by the International Association for Public Participation (IAP2); Fig. 2, inset). The IAP2 Design, Plan, Manage (DPM) model provides a framework for guiding the learning and implementation of an engagement process (IAP2 2018) and can be aligned with other models and concepts such as the SLO framework (Fig. 2). The IAP2 DPM model highlights the complexities and changing levels of connectedness that exist when engaging with

¹ Cultural licence also needs to be obtained alongside a social licence. This report does not address cultural licence as it is outside the scope.

communities. These complexities may increasingly be driven by social media and disruptive technologies (IAP2 2018).

Within the context of social licence, two phases need to be undertaken – a ‘strategic’ phase and an ‘operational’ phase. The strategic phase (red arrows in Fig. 2) is to gain and maintain social licence for the overall PF Southland/Awarua project, while the operational phase (grey arrows in Fig. 2) is to gain and maintain social licence for carrying out the eradication of predators in the Awarua landscape. The steps for each phase follow the framework in Figure 1. Within the SLO framework, these strategic and operational phases can be integrated. The steps towards social licence for the strategic and operational phases have been aligned with the IAP2 steps to show where they may connect. This integration should allow engagement for multiple purposes at the same time so that community members and landholders do not succumb to engagement ‘fatigue’.

Details of each step in the SLO framework are detailed in Section 4.1, along with some questions and ideas to consider when undertaking each step. Tools and methods that can be used in the engagement process are listed in Appendices 2–11. They include: problem framing, outcome spaces, problem trees, programme logic, stakeholder analysis, interest/influence mapping, participatory mapping/modelling, and hui/workshops.

4.1 Details of the engagement process

4.1.1 Purpose

With PF Southland, determining the purpose behind the necessity for SLO; what issues are driving this need for SLO and what criteria can be used to measure success?

For both the strategic and operational phases, being very clear on what the purpose and context are for social licence can help in dealing with the media and show the relevance of the project to the public.

Problem framing (Appendix 2) can be a useful way to analyse and visualise the causes and consequences of complex problems and help avoid incorrect assumptions. An Outcome spaces framework (Appendix 3) provides a structured way to discuss and agree on the preferred outcomes for a project. Programme logics (Appendix 4) allow you to set out what a project will do and how it will do it.

Strategic

Information that can be useful in determining the purpose behind why social licence is needed for PF Southland was gleaned from some of the interviews. One area highlighted by interviewees was that PF Southland is not a formal entity, and thus with the involvement of different entities and their different decision-making processes, decisions that the governance group may need to make may be delayed or hindered by different or competing processes within other organisations. Also highlighted was the need to manage or balance the dual advocacy and compliance roles that some organisations have, e.g., ES.

A question that may be appropriate to think about at this stage for a discussion starter is "What are the draft or possible strategic/5-year goals or outcomes that PF Southland thinks they may want to achieve?"

4.1.2 Context

Identifying the level of commitment and which stakeholders are considered important are key aspects of this step e.g., identifying what engagement has taken place. Leadership support is also essential, as is considering the scale at which SLO is being sought and any power imbalances or contestation over rights that may exist (Le Heron et al. 2019).

Stakeholder analysis (Appendix 5) allows you to identify and understand your stakeholders. Interest and influence mapping (Appendix 6) is one of several tools included in stakeholder analysis. This mapping allows you to determine which stakeholders may be more important and how they can influence your project.

Strategic

At a strategic level, questions for the governance group to consider include 'Who should be engaged at the strategic level?', 'What is their level of commitment to the project?', and 'What networks already exist?'

Operational

Operationally, PF Southland should consider the question, 'Who are the additional stakeholders/organisations/groups/people/whanau that should be engaged with on an operational basis to achieve the goals of the PF Awarua project?'

4.1.3 Engagement & aspirations

An engagement plan with a clear purpose and criteria to measure the impact or level of success with stakeholder engagement should be designed. This plan will enable levels of influence/interest and engagement to be determined for each stakeholder (see Appendices 5 & 6). Iwi and stakeholder aspirations will be identified to ensure the right questions are being asked in relation to SLO and to identify a goal or vision for PF Awarua to work towards. During both phases, consider engaging with the media and developing partnerships with them. Using tools such as Problem framing (Appendix 2), Outcome spaces (Appendix 3), Programme logics (Appendix 4), and Problem trees (Appendix 7) with community members can help identify the problems and issues they see, as well as the outcomes they desire.

Ways in which community members can be engaged in groups include hui (Appendix 9) and focus groups (Appendix 10).

Strategic

When engaging with stakeholders and iwi on redeveloping the strategic plan, questions to consider include 'What are the aspirations of key stakeholders, iwi/hapū in terms of an overall plan or strategy to control/eradicate predators from the Awarua landscape?' and 'What benefits/trade-offs are acceptable to key stakeholders?'

Interviewees noted that there was a lack of representation from the Southland District Council (SDC) and the community on the governance group. Including SDC and community representatives on the governance group could be a further way to gain community support and buy-in, as would the engagement of young people in the Awarua area. This involvement could be of particular importance, given the long-term (intergenerational) nature of predator free programmes in general (and specifically PF Awarua) and when considering volunteer succession planning.

Operational

At the operational level, PF Southland should focus on building trust and maintaining relationships and networks within the affected communities. Working with the local communities and individual landholders to establish acceptable predator control methods

is critical. When discussing the acceptability of predator control methods, questions to consider could include 'At what scale, local or regional are different predator control methods acceptable?' and 'What are the benefits/trade-offs PF Southland should consider when deciding on predator control methods to use?'

As an adjunct to the engagement plan, monitoring and evaluation criteria that measure the impact or level of success with stakeholder engagement should be designed. These will help determine influence/interest and engagement for each stakeholder or iwi, and enable the engagement plan to be adapted based on how well the current plan is meeting these criteria.

When engaging, you should be aware that different engagement techniques and potentially different people will be needed for different groups. Groups need someone they can trust to get buy-in.

4.1.4 Partnerships

Partnerships is about working collaboratively with stakeholders, building trust, and maintaining on-going relationships and connections, not only about the PF Awarua project.

4.1.5 Synthesis, implementation & future planning

Synthesising involves collecting and evaluating data so that stakeholders' views can be integrated into an organisation's processes and procedures. Analysis of the data will contribute to a more in-depth understanding of the stakeholder – organisation relationship. The findings from this analysis will enable stakeholder views to be implemented (or applied) in PF Southland's processes and procedures in more participatory ways that encourages mutual learning relationships.

PF Southland cannot assume that SLO has been gained with the Awarua community and that trust will hold over time. Rather, SLO exists at different scales and time frames so the process of gaining and maintaining social licence needs to be continually managed. An element of future planning is therefore required to ensure the ongoing process of managing the cycles of SLO is sustainable and a plan is in place to maintain continued and meaningful engagement.

Communication channels (Appendix 11) is important across all steps, including synthesis, implementation, and future planning phases (which are outside the scope of this report). These different channels should be tailored to communicate the outcomes of the engagement, development of partnerships, how the project will be implemented, and future steps.

5 Conclusions

The findings from the document analysis and interviews, along with the proposed engagement roadmap provide context and a framework for PF Southland to move forward and to develop an engagement plan for PF Awarua.

- ES and PF Southland need to ensure early and open information sharing, communicated through multiple channels with communities.
- Face to face interactions between community and engagement staff to build trust, particularly when taking into account different values, beliefs and worldviews as one size doesn't fit all. The engagement plan must be adaptable and flexible to cater for these different values, beliefs and worldviews.
- Community aspirations and perceived barriers to predator free implementation provide an opening for PF Southland engagement staff to start conversations with community members.
- Developing trust and credibility with Southland communities are core concepts to obtaining and maintaining a social licence. Having a tailored, flexible approach to engagement, along with an understanding of the communities' aspirations can help build credibility and trust.
- Key concerns were raised by interviewees that without ongoing funding there are risks to not only the project, but its social licence.
- Using the MWLR SLO framework will give PF Southland a greater chance to develop SLO for both the overall PF programme and the use of specific pest control methods,
- MWLR's SLO framework, being aligned with the IAP2 DAP model will allow PF Southland to conduct engagement for multiple purposes without duplication.
- Ongoing monitoring and evaluation will be key components of determining the success of the project and the cohesiveness of community groups:

Success will be multiple community groups working together not in isolated pockets and sharing their knowledge for the greater good of eradicating pests. That the public are positively engaged with the pest control methods and processes and are asking how they can help; that there are too many volunteers, i.e., the volunteers are out of job because there are no more possums or mustelids to catch. [PFS01]

6 Acknowledgements

From MWLR, we would like to thank Dean Stronge for his valuable suggestions and review of this report, and Cissy Pan for developing the roadmap graphic. Without PF Southland Coordinator Ini-Isabee Gunn this research project would not have happened, so we are grateful to Ini for initiating the research project and helping to secure the funding. We also appreciate the help that her replacement Alana Bensemman gave us in ably picking up the project coordination role. We would like to thank the interviewees who willingly gave us their time and shared their insights. We appreciate the PF Southland Governance Group supporting us in this research and in particular Dave Burgess (ES) and Kate Gough (ICC) for

providing historical and relevant documentation and overseeing the project. We thank Chris Mene for his valuable input into developing the roadmap and ensuring it is aligned with the bigger engagement picture.

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Appendix 1 – Interview schedule

- 1 Please tell me about the past Omaui project? How was the experience for you or your organisation/group/team/iwi?
- 2 Can you share with me some specific examples of what worked and what didn't work?
 - What would you or your organisation like to see done differently next time?
 - What are your aspirations for the PF Southland Awarua Landscape project?
- 3 What does success look like for you?
- 4 What do you think are the barriers to succeeding?
- 5 Who are the stakeholders/people/groups/organisations/iwi that we should talk to?
 - Who is missing from the current conversation?
- 6 Who are the connectors or communicators in this project?
 - Where/Who do you get your information from?
 - How do you share information?
- 7 Are you familiar with the term social licence to operate (SLO)?
 - a What does SLO mean to you (or your organisation?)

[Q 8 & 9 will only be asked if the participant is outside the government agencies.]

- 8 Which pests are you or your organisation aspire to control in Awarua?
- 9 Do you have any aspirations about how the following pests are controlled?
 - Possums
 - Mustelids
 - And at what scale - local, regional
- 10 Is there anything else you would like to share about the PF Awarua project that we haven't talked about yet?

Appendix 2 – Problem Framing

Problem solving ideally begins with an agreement between all the parties on what problem you are trying to tackle.

Because of the complexity of the problems, we will never know all the relevant information, nor be able to see the problem from all the relevant perspectives. Because of this complexity, and the inevitable incomplete view we all have, when we describe what we think the problem is, or why it is important, we are 'framing' it. Some things seem more important to us than others, some things seem related, and some opportunities seem clear. But this isn't necessarily the same for others – who may see very different things.

We want to get as good an understanding of the problem as possible to avoid us tackling the wrong thing – and so we need to pay attention to problem framing.

It is important because the way we describe the problem will influence what is researched and the approach that is used, and even the solutions that are envisaged.

There are several elements of framing that can be useful to consider from a range of perspectives. These can be found in the template below.

Possible elements	Some sub-components	Example Keanly et al. 2013, cited in Leith et al. 2018
The nature of the problem (inclusion/ exclusion of issues and what is at stake)	Interpretation or analysis of issues/data/evidence (what is important and why); what is considered in and out of scope (what is the criteria for inclusion/exclusion); What is important context for this problem.	The river mouth silts up causing flooding across the hinterland. Artificial opening causes large fish kills.
The stakeholders (who is it a problem for)	The type of stakeholders, how many of them, their status	Stakeholders are farmers, fishers, state government agencies, environmental advocates and recreational users of the river.
Dynamics or interactions among issues		Opening the mouth or not will have economic implications as well as impacts on protected species and fish stocks.
Goals or outcomes sought	Range from vague goals to precise, measurable, time-bound objectives	We need to work out a system where opening mouth can achieve protection, regulation and landowner rights.
Uncertainties	Probability and risk; contingencies and precaution, ambiguity and ignorance.	There are likely to be winners and losers in the artificially opening the mouth, as there are through not opening it. Some risks are known other are uncertain.

Possible elements	Some sub-components	Example Keanly et al. 2013, cited in Leith et al. 2018
Timeframes	Urgency of dealing with the problem; time it will take to deal with the problem; timeframe of impacts on stakeholders.	These risks are affected substantially by the timing of any artificial opening. The better we can program the timing, the more likely we are to get a win-win outcome.
The culprits (who/what is responsible for the problem, or can be blamed)	Individuals, groups, corporations, governments and any others who have contributed to the problem	Historically, local farmers and recreational fishers have artificially opened the mouth, these openings sometimes cause fish kills and damage to local fauna and flora.
The solvers (who can address the problem)	Methods that are needed to address the problem, agencies or individuals who have an important role, type of expertise, skill, knowledge or technical capacity needed.	Therefore, we need to involve all actors in defining priorities for artificial opening, then rate the priorities, including the scientific understanding of the systems to find consensus about the best way to do mouth opening.

Appendix 3 – Outcome spaces

The outcome spaces framework provides a structured way to discuss and agree on preferred outcomes for a project.

The outcome spaces framework helps project teams identify what they want the project to achieve (it outcomes) in four important areas:

- 1 improvements in the situation (this is actual change on the ground),
- 2 generation of relevant knowledge 'stocks' (this is new knowledge),
- 3 helping knowledge flow to the right people and places (this can be through journal papers, huis, blogs, field days, conferences, articles in the popular press, and building new or enlarging networks)
- 4 creating social learning experiences (where people learn new things or learn to see things differently, think of these as 'aha!' moments).

Defining upfront what you want to achieve helps to make the project more purposeful and this framework, allows the project to negotiate between potentially competing outcomes and decide, as a project, the specific outcomes to be targeted.

The framework is best developed in a workshop with the project team and stakeholders lasting at least 2 hours.

Ask individuals to list all the things they want to project to achieve (e.g. improved knowledge on pollination by wasps, better connected leading farmers around biodiversity on farms, improved water quality in Silver stream).

The facilitator then clearly explains each outcome space (situation, stocks, flows and learning).

- People read out their desired project outcomes and the group decides which 'outcome space' they sit in.
- Then ask each participant to indicate how much of the resources available (time/\$) they would spend on each of the four outcome spaces. Display these on a whiteboard.
- Discuss tensions and trade-offs around the resources and decide on the proportions between the outcome spaces. Then return to the list of project outcomes for each outcomes space and discuss what the project could achieve with the allocated resource.
- It is useful to reference your project goal when deciding where to prioritise resources and which outcomes to include.

Capture diagram and associated outcomes and notes. Write up and distribute for comment.

Appendix 4 – Programme Logic

In a programme logic you set out what a project will do and how it will do it. This involves specifying steps that need to occur for a project to meet its desired outcomes. Programme logics generally consist of identifying a project's:

- inputs
- activities
- outputs and
- outcomes (from short to long term) that you intend to arise from your project.

An important aspect of programme logics is the identification of assumptions at each stage.

It is useful in its development as it encourages discussion within the team about how outcomes will be achieved. It allows the logic of the project to be tested and questioned and helps identify some key assumptions that the project team are making. It can also guide ongoing project evaluation, assessing whether you are on track.

This method can be used for different sizes of project or programme. However, the larger the programme, the more synthesis will be required to communicate the whole programme concisely.

How to create a programme logic

A programme logic is created through a back-casting approach. The project team describes what outcomes they want to see and works backwards to the present moment (e.g. template from AgResearch, 2021).

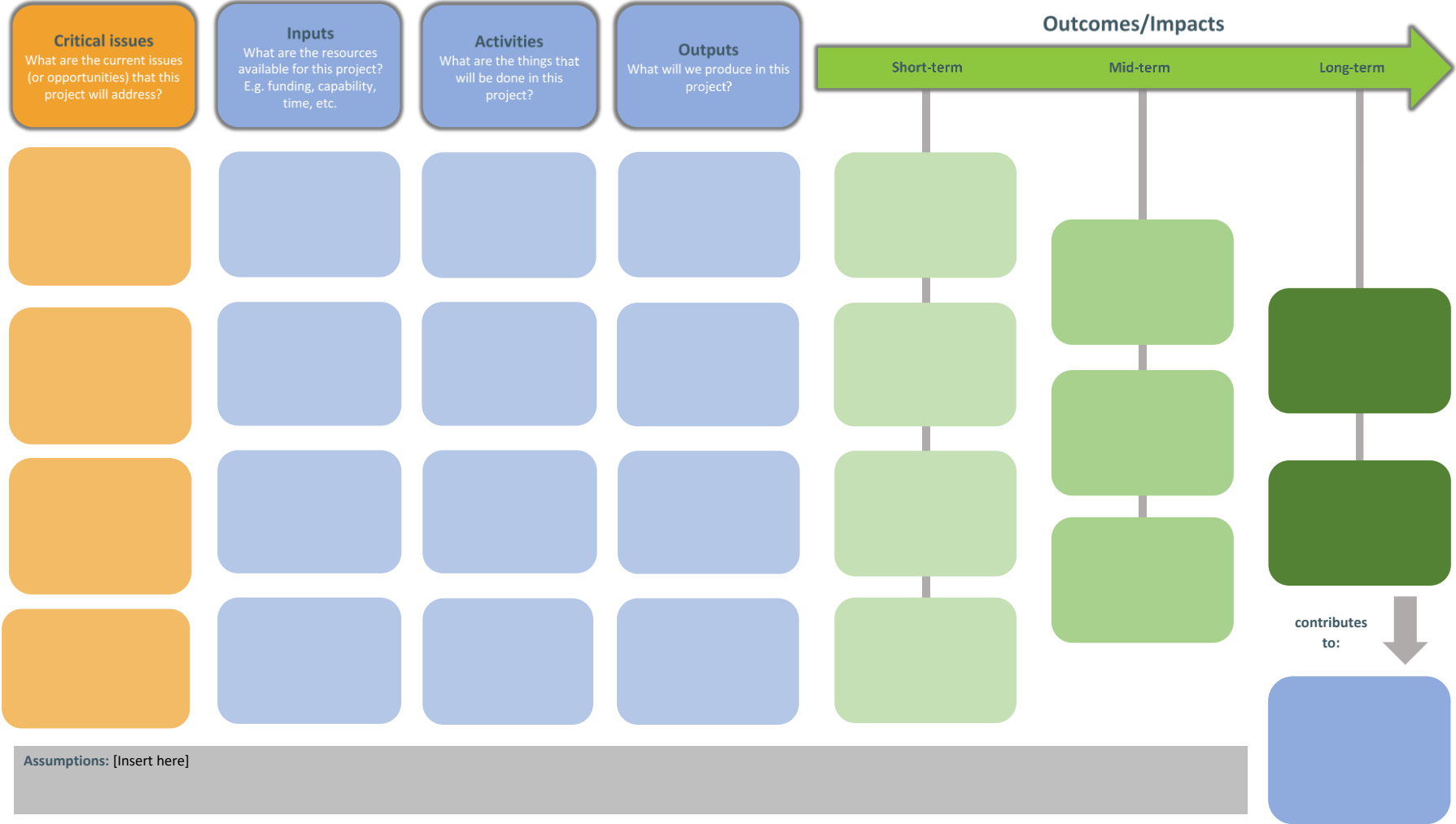
This exercise is best done in a workshop, taking about 3 hours. It needs someone to facilitate it.

- 1 Get the group to decide on a project vision.
- 2 Ask the group to discuss the critical issues or opportunities that this project will address.
- 3 Participants are then able to determine the gap or need(s) between the current situation and intended goal. The need is then responded to with agreed actions or activities that would allow the need to be met and the goal to be realised.
- 4 Using the template below, ask individuals to identify the **long-term outcomes** of the project and the timeframe. These are often beyond the project timeframes.
- 5 Continue working through the programme logic diagram discussing and agreeing on: **mid-term outcomes**, which could be the actions or practices or policies that lead to the long-term outcomes being achieved.
 - **short term outcomes** that lead to the mid-term outcomes being achieved. These could be changes in knowledge, attitudes and skills. The short-term outcomes should be achieved within the life of the project.

- **outputs** such as knowledge, services, products that need to be delivered to achieve the short-term outcomes.
 - **activities** that lead to those outputs and the inputs needed to complete those activities. Discuss and agree as a group.
 - **inputs** are resources needed for the activity.
- 6 We strongly recommend working through the diagram's components in this order (i.e., from right to left). This is the back-casting.

Write the agreed programme logic on a white board and as a group identify and document the assumptions around each step e.g., what are you assuming will be in place for these inputs to deliver these activities (e.g. the staff with the right skills will be available).

[Title]
Vision: [Insert impact statement]



An **output** is the immediate result of an action, service, product or event that documents implementation of an activity
 An **outcome** is the desired changes or accomplishments that result from activities (has directionality e.g. increased, decreased, enhanced etc.)

Appendix 5 – Stakeholder Analysis

A stakeholder is an individual, group, organisation or a political entity with a specific stake in the outcome of a policy, project or operation. In order to build or maintain social licence to operate, it is critical to know and understand your stakeholders. Stakeholder analysis is a useful tool that can help.

First you need to identify who your stakeholders are. Interest/influence mapping is one useful way to identify potential stakeholders. Remember that there may be both internal and external stakeholders. Identification of stakeholders should be inclusive and collaborative, involving not only the project/operation team ‘brainstorming’, but all internal stakeholders to ensure that minor (and potentially influential) stakeholders are not overlooked.

Assess support and resistance

After interest/influence mapping, the next step in the stakeholder analysis for building or maintaining Social Licence to Operate is to determine the level of support or resistance to the project or plan for each stakeholder. The level of support can be categorised using a five-stage continuum from unaware-through to leading.

Table 2. Continuum of support for an organisation, operation, project or proposition.

Level of Support	Description	Social Licence to Operate
Unaware	Stakeholder unaware of the project/operation/plan and its consequences	
Resistant	Aware of the project/operation/plan, but opposed	<i>Withheld/withdrawn SLO</i>
Neutral	Neither supportive nor opposed	<i>Acceptance of project, no SLO</i>
Supportive	In favour of the project/operation/plan and would like it to succeed	<i>Approval of project, SLO present</i>
Leading	Active engagement in project/operation/plan success	<i>Psychological identification with project, SLO present</i>

Level of impact

A final step in the stakeholder analysis for building or maintaining Social Licence to Operate is to describe the level of impact on the project of each stakeholder. If any of your stakeholders moved from resistant to supportive, or supportive to resistant, what impact would this have on the project.

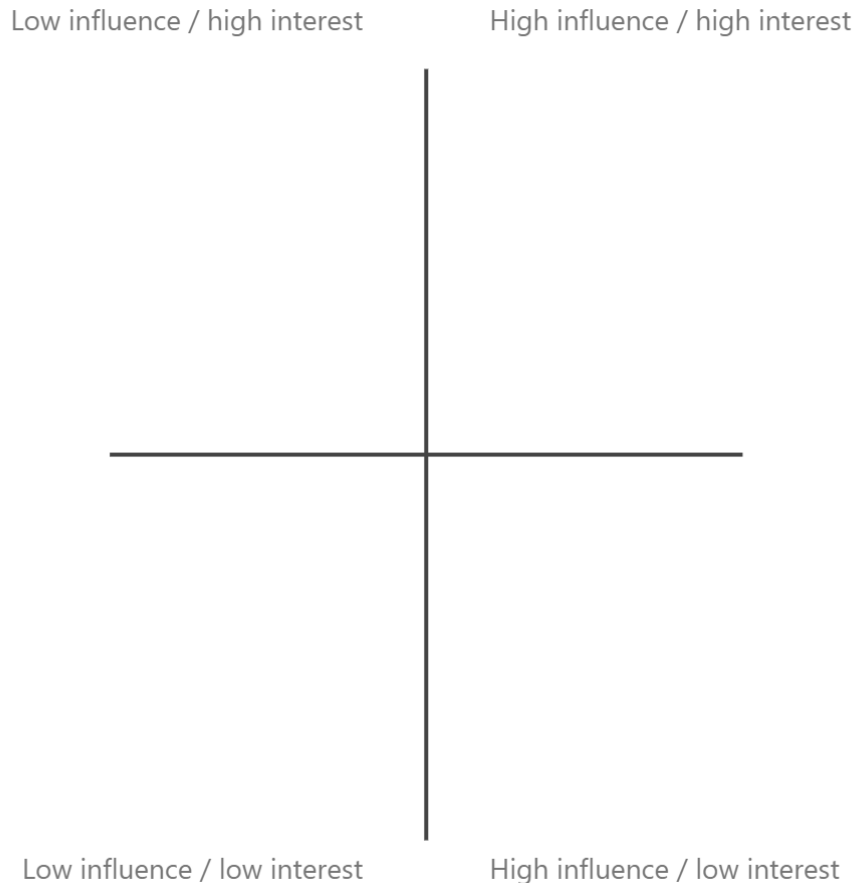
The stakeholder analysis matrix below (Table 2) provides a place where information and details of each stakeholder can be consolidated and from this information an individualised engagement strategy can be drafted for each stakeholder.

Table 3. Stakeholder Analysis Matrix (Adapted from IAP2 Engagement design manual)

Stakeholder	Contact(s)	Role/ Connection	Benefits of involvement	Level of Interest (L/M/H)	Level of influence (L/M/H)	Level of impact	Current/ desired support

Appendix 6 – Interest/Influence Mapping

Interest/influence mapping is best used at the start of a project to help determine who to work with. Those chosen are likely to be in the top-left, top-right and bottom-right boxes. Periodically, and especially if there is a significant change in context, revisit the map to test if there are any changes.



Matrix in which to place stakeholders/iwi in terms of their interest and influence.

- Who has relevant knowledge?
- Who will be affected?
- Who has power to influence? (consider not just decision-making power, but also peers and with the public)
- Who are potential allies and opponents?
- Are there people whose voices may not be heard?
- Are there people are not currently in positions of power or influence, but who are necessary in the solution?
- Who will be responsible for managing outcomes?
- Who can facilitate or impede?
- Who can contribute financial or technical resources?

The ongoing nature of a Social Licence to Operate means that all of your potential stakeholder are relevant. Low interest and low power stakeholders may simply need to be monitored for any changes in their level of interest or power so that they can be engaged appropriately so they do not frustrate, stop or change a project or operation at a later stage (**Monitor**). High power and low interest stakeholders should be engaged and related to in ways that keep them happy so that they do not derail a project or operation (**Keep satisfied**). Low power but high interest stakeholders may often be satisfied with being kept informed of the project or plan as it progresses (**Keep informed**). High power and high interest stakeholders require close, strong relationships to be built or maintained (**Relate closely**).

Appendix 7 – Problem Tree

Building a problem tree with other stakeholders can reveal differences in perspectives on what the 'real' problem is and its causes. It is useful for refining what problem needs solving, highlighting what knowledge and disciplines you might need in a project, identifying key stakeholders and helping see your pathways to impact.

The problem tree is best developed in a workshop with a medium sized group (up to ten people) and lasting at least 2–3 hours to leave time for discussion. The following steps are a guide for developing the problem tree.

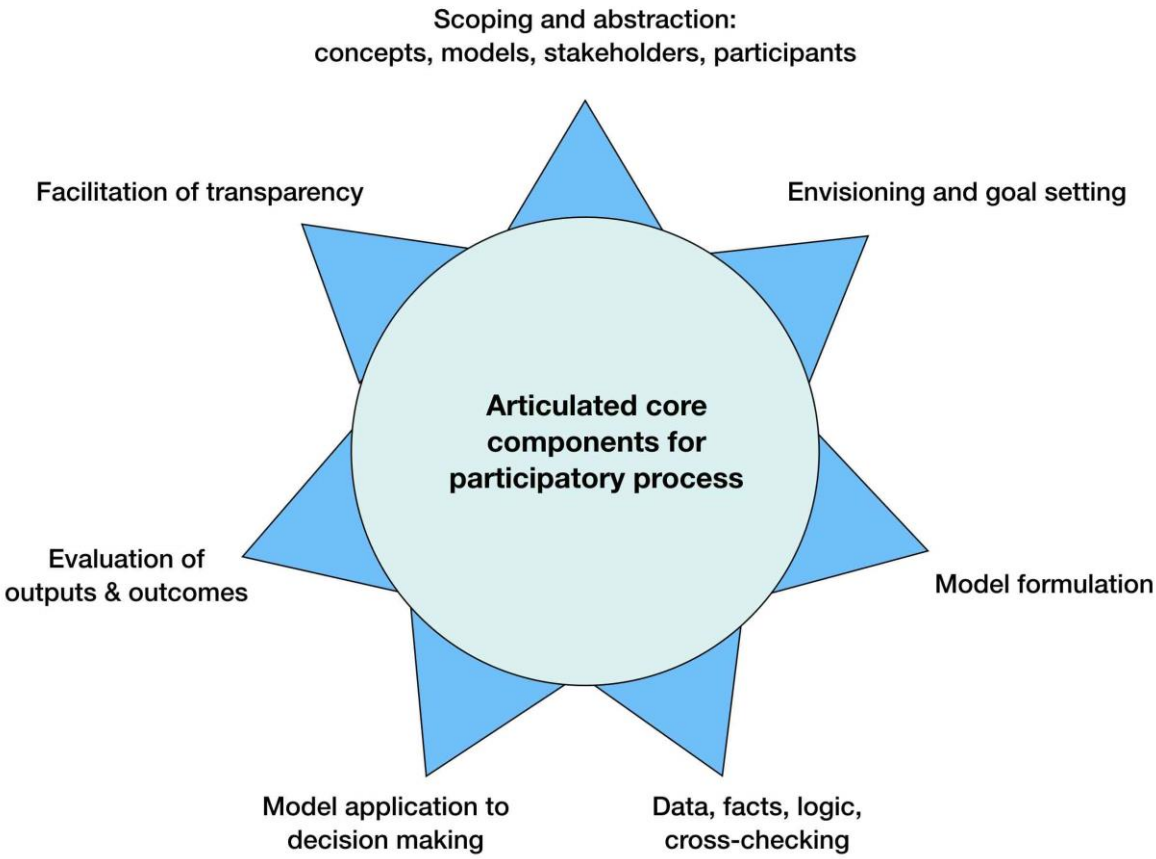
- 1 Ask participants to write down what they think the core issue is that you are trying to solve.
Share and discuss these and decide on a **central problem**. This will form the Problem Tree trunk.
- 2 Ask participants to pair up and discuss 'What are the impacts or consequences of the core problem?'
Record one **impact** per Post-it. Arrange the impacts on the wall branching out from the problem. Remind participants to consider social, political, and economic consequences.
- 3 Ask the participants, 'What are the impacts or consequences of your previous answers?'. Repeat a few times.
Consolidate and group closely related consequences.
- 4 Switch the focus to the **root causes**. Ask participants to record 'Why has this problem occurred?'.
Consolidate the new Post-it notes and position them below the trunk.
- 5 Discuss the causes and then ask the participants, 'What factors underlie your root causes?'. Repeat a few times.
Consolidate and group closely related causes.
- 6 Based on the problem tree analysis and discussion, refine your problem definition.

Appendix 8 – Participatory Mapping/Modelling

There has been a real increase in involving stakeholders in resource management, both in terms of policy development and in terms of the development of the supporting information. Decision-makers realise that policy recommendations are less likely to be acted on if stakeholders are excluded from the policy development process, and modellers realise that the public can provide considerable knowledge and skills. It can also help to create relevant models, that stakeholders need.

Participatory modelling can be thought of as a form of citizen science, where people are involved in the development of new knowledge.

There are seven general domains in the modelling process where stakeholders can engage.



General domains of participatory mapping and modelling (Voinov et al., 2016).

Things to consider if you are embarking on participatory modelling

- Who benefits? You need to be really clear why you think participatory modelling is of benefit both to you and the other participants.
- How much influence can people have? Are you building a model from scratch or augmenting an existing model?
- Where can people be involved? What are your modelling steps and what involvement people are going to have in them?
- Does working with some stakeholder groups facilitate or prevent you working with others, or affect how the project is seen by other groups?
- What is the level of time commitment? (This is somewhere the stakeholder matrix can be really useful)
- What is the urgency of the project? (Participatory modelling can be more time-consuming)
- How are people going to continue to be involved? How will they stay updated?

The stages of model development have 'core components'. These core components establish the rules of engagement and cover topics such as: mechanisms for exchanging and sharing; approaches for respectfully managing differences (e.g. political, ideological, ethical); approaches for managing power relations; ensuring representation of perspectives; commitments to supporting outcomes of modelling; and agreement on evaluation.

Appendix 9 – Hui/Workshops

An interactive workshop aims to stimulate creativity through collaborative working.

An interactive workshop may be suitable for activities such as:

- Identifying stakeholder issues
- Gathering ideas
- Problem solving
- Deciding project priorities
- Interpreting and making sense of data in a group

Here are some tips to help with preparing and running an in-person workshop:

Be clear on the goal or purpose of workshop

What will you and your participants get out of it? Let your participants know what the purpose is – this will help them prepare.

Choose participants carefully

Consider the purpose of the workshop when you choose participants. Aim for diversity of participants, If the participants are already chosen, try and find a bit about them – where are they from, what is their experience with the topic of the workshop, do they all already know each other.

Plan the workshop

The ideal size of a workshop is between about 8 and 14 people, because you want interaction between the participants. You can scale up but are more likely to need to break out into smaller groups and therefore may need additional space. If the group is too small individuals can dominate, so you may need to use activities that allow everyone to contribute.

Planning the activities in a workshop carefully is really important. If your workshop is longer than a couple of hours, vary the activities, the methods of presenting or the ways that people participate. Breaks are really important – so plan them in advance but remember that they usually take longer than planned. Also, if material or approaches are new to people there may be questions of clarification. There will be workshops where different activities take longer – you will need to decide on the day whether letting an exercise run on is more useful than getting through all the activities. It can be helpful to ask the group this question if you find yourself in that position.

Interactive workshops generally have three phases: an opening phase, a creative phase, and a closing phase. The creative phase is when you are most likely to have the most interactive activities.

Whether you like or don't like icebreakers, it is important that everyone knows who else is in the room – so find a way for people to introduce themselves.

Balance different types of activities (individual, paired and group working) and different types of interaction (discussion, use of sticky notes), and try and keep slide presentations to a minimum.

It is important to schedule time for participants to discuss the outputs of each of the activities, and after the 'creative' phase.

Remember that some people are more reflective or introverted, so allow participants to brainstorm ideas on sticky notes individually before sharing with the group, this can help generate ideas and ensure everyone participates.

Consider logistics

Consider the location and venue; is it easy to get there, is there public transport/parking?

Think about water, tea/coffee, food, dietary requirements.

Don't assume that materials and equipment will be on site. Check or bring them with you – like pens, flip charts, projectors, connectors and leads.

Get to the venue early to arrange tables and chairs to best suit the activities you are using (e.g. tables for small groups to work around, or a U shape, for predominantly individual or paired working).

Recording and following up

Consider how you are going to record the information that comes out of the workshop. Are there artefacts that are being created from the workshop, such as a programme plan, a systems map, or a list of research question. Is someone taking notes or writing on a white board during the workshop?

Plan when you are going to synthesise the workshop outputs with the other organisers or facilitators, and when you will follow up with the participants.

Give people a chance to feedback – so either make an evaluation form, or use another event evaluation method to capture what worked and what you could do differently.

Appendix 10 – Focus Groups

Focus groups provide a means to explore different points of view on a topic with smaller groups in the community, enabling the researcher to draw out a range of views and understandings (Cameron 2005). Focus groups are small, and data have been criticised as not being applicable to the wider population (Cameron 2005). Goss and Leinbach (1996), however, describe focus groups as an established way to follow up survey findings, providing a useful way to overcome the criticism above. The richness of the data gathered through focus groups helps explain some of the dissonance that surveys identify but do not explain.

There are a number of principles involved in designing good focus groups (Krueger 2002; NOAA, n.d.):

- 1 Preparing for the focus group:
 - a Focus groups usually follow a standard structure so that information collected in one can be compared to information collected in others.
 - b You usually want between 6 and 12 individuals participating in each focus group.
 - c Have an effective moderator or facilitator. They should have the ability to manage time, some knowledge of the topic, the ability to probe deeper into topics that arise, and the ability to manage diverse personalities.
- 2 Developing effective questions:
 - a Revisit the project goals – what information will specifically benefit the project? What are the high priority areas where information is needed?
 - b Determine what information is already available. This will help minimise redundancy (i.e. asking participants questions where the information is already available).
 - c Draft preliminary questions and get feedback from others.
 - d Revise questions – here are some key suggestions for creating good questions.
 - i Use only open-ended questions.
 - ii Avoid dichotomous questions – they only elicit a minimal response.
 - iii Avoid asking “why”; ask about specific components of the project.
 - iv Use a variety of questions to encourage participant involvement.
 - v Order questions from general to highly specific.
- 3 Session planning:
 - a Organising venue – should be somewhere convenient to participants and provide a point of neutrality.
 - b When inviting participants, provide general information. Too much specific information can sensitize participants to the subject matter.
 - c Create a process agenda as a schedule. Could include:

- i Room and supplies preparation.
 - ii Welcome participants on entry.
 - iii Focus group formally begins.
 - iv Moderator begins focus group questions.
 - v Session debrief.
- 4 Data analysis:
- a Categorise the information – identify trends, general themes, and patterns, including ideas, concepts, behaviour, terminology or phrases used.
 - b Identify patterns.

Appendix 11 – Communication Channels

There are many different ways you can communicate your project. It is important to think about who you are targeting and the best way to reach them when you are designing and doing the project, not leaving it to the end.

The Beyond Results [Communication Channels](#) resource examines each of the following channels, noting what they are good at, potential downsides, and things to think about.

- Media release
- Placed article
- Field day/workshop
- Conferences
- Brochure
- Email
- Websites and email newsletters
- Video
- Text message
- Webinar

Additionally, different communities may need different types of messaging. The Frameworks Institute provides the following information on elements to consider in framing messages. Framing is a set of choices about:

- What to say
- What to emphasise
- How and what we explain
- What we leave unsaid (or, what not to say).

Table 4. Twelve elements of a message frame (Frameworks Institute).

Values	Tone	Messenger
Numbers	Order	Explanatory Chains
Narrative	Explanatory metaphors	Examples
Solutions	Visuals	Context

The elements in Table 1 of this Appendix should be considered, e.g. What is the tone of your message and how does that affect your audience? Who is the messenger? What value appeal are you using? Are you presenting solutions? If you are using numbers, how are you using them? What is/are the strength(s) of your explanations?

Further details and examples can be found on the Frameworks Institute website (Frameworks Institute 2021).