It is worth returning to the scenario framework at regular intervals following a scenario project. This can be done to address two separate goals.

First, periodically (e.g., annually) assessing the current state of conditions is useful for tracking change and determining if conditions are moving toward an identified scenario or in an unexpected direction.

Second, the scenarios can be used as a "wind tunnel" to assess how different management options being considered in a regulation could play out across the already identified plausible future scenarios.

1. Monitoring Changes in Conditions

In many cases, a scenario project concludes with the creation of a strategy or action plan. The scenarios have been used to help generate ideas that are then included in a document that spells out recommended changes. The scenarios have 'done their job'.

But in some cases, it is valuable to think about continuing scenario conversations, or 'keeping the scenarios alive.' Scenarios are not only a **platform** for idea generation; they can also be a **map** to help groups assess changes happening in the external conditions.

To use scenarios in this way, it is important to look methodically at those changes in external conditions. This can be done in a number of ways:

- A dedicated team can identify several indicators to monitor to assess change. For example, the ECSP scenario framework used stock productivity as the vertical axis. If there is greater evidence of healthier stocks/replacement etc., then this would indicate that the scenarios in the upper half of the framework might be emerging. If evidence is of stock decline, then the opposite is true, and it is more likely that scenarios in the lower half of the framework are emerging. A core team could look for indicators that would provide such information and assess change over time. It is likely that publications such as State of the Ecosystem Reports would be helpful for this purpose. The same can be done with the horizontal axis: the degree of uncertainty and the ability of science to predict. If, over time, there is more evidence of surprises, and science seems unable to accurately assess, then we can surmise that the scenario on the left-hand side of the framework is emerging. If our science gets more accurate, we can assume things are moving in the opposite direction. There is also an opportunity to monitor other factors that might connect to the scenarios, such as the scale of aquaculture activities or the number of wind installations over time.

- Assessing change doesn't always involve monitoring pre-set qualitative indicators. A dedicated team can engage in a regular 'scanning process' to look for changes that are more qualitative than quantitative. For example, scanning

for news articles over time might indicate whether there is more or less collaboration and trust between different groups of fishery stakeholders, or whether coastal communities are becoming more or less prosperous. This type of scanning is often particularly helpful to assess change at a local scale.

- If a dedicated team collects such information, this can be shared in a report with a leadership team, which can then be used to structure a conversation about what is changing, and whether the existing strategy needs to change. Maybe there is an opportunity to implement an idea that was raised a few years ago when the original scenario work was done.

- One simple approach is to get a leadership team to repeat an exercise that was done with each Council in the original scenario planning work in 2022. After presenting the scenario framework to each Council, we asked members to answer two questions:

    o Which of the four scenarios is closest to today's experience?

    o Which of the four scenarios is most likely to play out by 2040?

- Repeating this exercise every couple of years and comparing results can give a useful indication of how things are changing, and how leadership teams perceive change happening. This can be particularly helpful when done at a regional or local scale.

The following provides an example of a similar exercise completed by Morgan Stanley in some scenarios for the future of Japan. After creating a scenario framework, executives reviewed the framework in the following year, and completed a 'dot-arrow' exercise. They were asked to locate on the matrix the spot that they think best represented the present day (the dot), and also the trajectory of change that they thought would play out in future (the arrow). When all the results were collated and placed on one framework, the result looked like this:
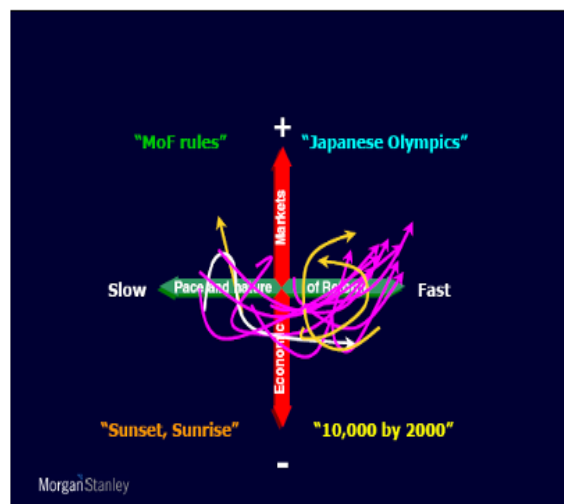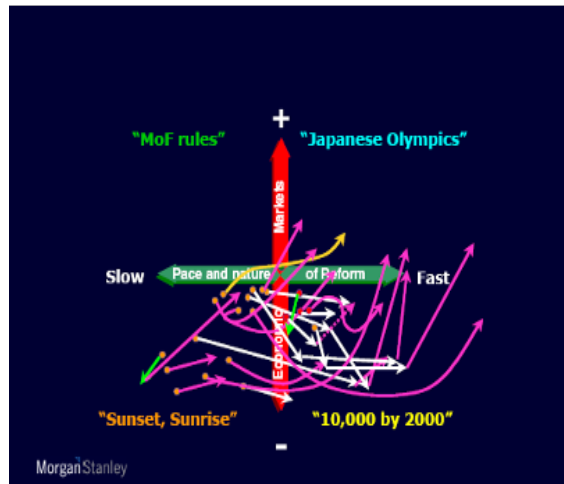
Source: HBS Case Study, Morgan Stanley Japan.

2. Testing new regulations via "wind tunneling"

When new regulations are being considered, groups could discuss how the alternatives being considered would play out in the existing scenarios. Assumptions of environmental stationarity (i.e., expectations that future conditions will be similar to the past in their average conditions and/or levels of variability) are no longer valid. The existing scenarios can be useful for considering potential future conditions and thinking through the consequences of the proposed management actions.

Potential questions to ask are:

- Are there management alternatives that would be more successful in the existing scenarios than others? Re-look at the Step 6 slide on "placing bets" (see slide 30 of toolkit slide deck)

- o Do any management alternatives represent a robust opportunity? Represent a "bet the farm" option?
  - o Do any management alternatives help us prepare for, or prevent, a worst case scenario?
- Do any of the management alternatives limit or increase future management adaptability?
- Do any of the management alternatives limit or increase the adaptability of the fishermen, fishing businesses, or fishing communities?

3. Assessing When to Undertake a New Scenario Exercise

Scenario review exercises like this are also an opportunity for observers to identify any new developments that might not have been thought of in the initial scenario work. If conditions change so fundamentally over time, then it is often worth considering creating a new scenario framework – but an existing framework should be useful as a guide for conversations for at least five years.