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Radical Incrementalism: Systems Design in the Public Sector

Justine Pivac Solomon

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Radical Incrementalism: Systems Design in the Public Sector

Justine Pivac Solomon

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the requirements for a Master of Design at
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Abstract

“A new approach is required to make a real difference for the most disadvantaged New Zealanders. This approach will require a major shift in thinking and structures. It is both achievable and realistic, but implementation will take time and persistence.”

(Productivity Commission, 2015)

Across the globe, governments increasingly struggle to address wicked and complex issues such as climate change and rising inequality alongside challenges of the 21st century such as COVID-19. In Aotearoa/New Zealand, public sector transformation projects rarely meet expectations as we work to solve these challenges with traditional solutions from our past. Over the past decade, human centred design and similar practices have emerged, and in the intersection with systems thinking, these tools have created opportunities to imagine different futures. With the desire in the public sector to innovate, the challenge remains in effective implementation which require significant evolution in mindsets, capability, and ways of working.

This exegesis aims to add to the knowledge base of public sector innovation by providing insights and reflections on the bringing about radical but incremental change through using design and systems thinking methodologies.

The exegesis describes and reflects on four public-sector design projects that sought to make change for and with communities. The first three case studies provide a snapshot of the evolution of the projects with challenges, supports and reflections from each. The fourth case study documents the design of a new strategic investment approach. The exegesis culminates in collated lessons learned from all four case studies to provide an annotated checklist that will provide guidance to others embarked in these vital but challenging ways of working in the public sector.

Transformation of systems and structures require solutions with the agility to adapt to cultures, timeframes and lessons, and to be responsive to the needs of the people they serve. These case studies demonstrate the challenge of innovating in the public sector, and while radical transformation isn't always the result, the incremental processes documented here offer examples of how to move towards the vision of the public sector working in a different way for the benefit of children, whānau and communities in Aotearoa/New Zealand.



Figure 1: The three-year timeline of the evolution from Budgeting Services to implementation of Building Financial Capability. The reflection session in early 2018, documents the critical decision points, insights from high and low points for the team and what we learnt over the implementation.



“It will require a change of mind and heart as much as a change of structure. There will of course be difficulties: such transformations must confront the implacability of a power unjustly taken. It will require courageous wisdom to change... **courage is simply the deep breath you take before a new beginning**”

(Moana Jackson, 2020)

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Elizabeth Goodwin for handing me a book on human-centred design in 2015 with prompts and tips along the way.

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Introduction

“Innovation should not be only about creating something new within the confines of existing social systems, we need innovation to transform the systems themselves.”

(Matheson, 2020)

With growing awareness and practice of design across Aotearoa / New Zealand over the last decade, design-led methodologies have created opportunities to think differently about how to design and deliver public services. Design methodologies challenge traditional policymaking processes and hierarchies by starting and ending with the human need (and more recently in the Aotearoa/New Zealand context, the whānau need) in a ‘doing with, not to’ approach. These practices drive innovation, make public investment and services more customer-centred, and enable more effective services for the people they intend to serve.¹

Design evolves beyond traditional methods by deliberately seeking to surface user needs, co-create new ideas and options, experiment and test to learn designed approaches and democratise decision-making through bringing “the ‘outside in’ perspective” (Allio, 2014). The process in itself is innovative in that it requires different mindsets, capabilities and ways of working across organisations and systems. Stickdorn et al propose that “design is the process of making sure something fits its purpose [and] can be potentially applied to the shaping of much of human activity. At the very least it has a place in incremental and radical service development, in innovation... in empowerment of government.” (2018)

In Aotearoa/New Zealand design has created innovative concepts and prototypes, yet often these fail to integrate, translate into fundamental system change or impact on the dominant paradigm of how public services are designed and delivered. Even with the rise in customer-centred practices, there has been no discernible shift in outcomes, particularly for Māori. This is evidenced in the state care system (Reid, 2019): the overhaul from Child, Youth and Family to Oranga Tamariki, built from voices of children and whānau whom this new organisation was supposed to help (DPMC, 2017), has resulted in the opposite effect, with more Māori children being uplifted by the state than before (Duff, 2018).

All New Zealanders will benefit from a more equal and just society, and it is generally agreed that much needs to change to reach the outcomes that we seek. There is no silver bullet, as Eppel & Karacaoglu argue that “it is time to acknowledge that continuing a pattern of episodic search for the holy grail of a perfect policy intervention will continue to be fruitless” (2018). Rather than ‘out there’ as separate to ‘us’, as system designers in the public service, we must recognise our role, and that we are part of, not different to, the systems and communities we design for. As Senge et al noted in the Dawn of System Leadership, “real change starts with recognizing that we are part of the systems we seek to change...the fear and distrust we seek to remedy also exists within us...our actions will not become more effective until we shift the nature of the awareness and thinking behind the actions” (2014).

In Aotearoa/New Zealand, we have an opportunity to transform our country by truly enacting Te Tiriti o Waitangi, the guiding foundational partnership between te Tangata Whenua (Māori, indigenous population) and Tangata Tiriti (non-Māori New Zealanders). Māori perspectives are often sought in design and policy making, and Te Tiriti o Waitangi is often cited, yet its true value can only be realised if we imagine a radical future that truly embeds Te Tiriti in design and policy-making, and implement it with integrity for the benefit of all New Zealanders.

In this exegesis I reflect on three public service design projects that informed the design of the fourth case study, a new strategic investment approach within the Accident Compensation Corporation (ACC). This exegesis explores the methods, beliefs, and assumptions in the projects, particularly on the impacts of assimilation, colonisation, and institutional and structural racism from a Tangata Tiriti perspective. The dominant and pervasive nature of colonisation has privileged Pākehā (such as myself) and all four of these projects have supported me to learn new ways of working and how to improve my practice. I have collated the key lessons learned into an annotated checklist that can guide others who wish to use similar approaches within public sector organisations. See page 97.

As Tangata Tiriti, a Pākehā New Zealander with Croatian and Irish ancestry, born and raised in Te Whanganui-a-Tara / Wellington, I represent a mix of migrant travellers from other lands who now call Aotearoa / New Zealand home. My connections to my Dalmatian roots are to the steep Biokovo mountain ranges, the blue waters of the Adriatic Sea, and the small town of Podgora between which my grandparents were born and raised. With my husband (Ngāti Porou / Ngāti Kahungunu) and three tarara² children, we now live between Gisborne / Tolaga Bay on the East Coast and Peka Peka on the Kāpiti Coast just north of Wellington.

With a background in health sciences and public health, I am not a designer by trade. However, while in the public sector in 2015 I learnt about human centred design (HCD) and found a refreshing framework to step beyond public policy practices.

-
1. The terms client, customer and/or whānau are used to describe the end user for whom the services were designed. These terms are often used interchangeably in public service design processes.
 2. Of Māori and Dalmatian whakapapa (www.croatianclub.org/history/ngati-tarara/)

Design

Design practice has largely evolved from physical objects through to a range of social challenges. Design tools presented new ways of thinking about challenges to enable deeper insights, and mechanisms to move swiftly from thinking to action. Service design is “all about making the service you deliver useful, usable, efficient, effective and desirable” (Miller, 2018) . Furthermore, “design thinking principles have the potential to be even more powerful when applied to managing the intangible challenges” (Brown & Martin, 2015). In New Zealand, the Department of Prime Minister and Cabinet states that “design thinking can help public service providers get closer to customers, uncover their unmet needs, and develop innovative products and services to meet those needs. It is particularly useful for addressing ‘wicked’ problems, for being more person-centric and for encouraging innovation.” (DPMC, 2017)

With commonalities across the disciplines, design can be understood and described in many ways ranging from a process or a tool, to a mindset or way of thinking. Now applied in the public service as an emerging practice to develop high quality and efficient public services, the tools are often integrated in service design to influence behaviour change. While design has been applied in both small scale and large interventions, transitioning from the design process into successful implementation remains the challenge, and using design thinking to influence systems change in the next step in the evolution of design. “[T]o design such systems and environments requires that you understand the big systems, in ideological, practical and pragmatic terms...these are often very much related to culture, time, place and individuals.” (Schaminee, 2015)

Over the past six years, I have expanded my practice (through projects described in this exegesis) and I acknowledge that while valuable, design is not the panacea. This exegesis shares my experiences of design and implementation and culminates in a set of prompts for public service change-makers.

Query your own power, have brave conversations, step back and create space for others. **Look back to go forward. Launch with an optimistic vision of the future, then plan for the long game.** Prepare the hearts and minds for the road ahead. Remember innovation is ahead of evidence. **Seek people who can flex their aspiration muscles and nurture them on the journey. Invest in connections, leverage strategic relationships, create ripples.** There is no silver bullet or rulebook, work under the radar for as long as it takes. Don't shy away from the natural tensions, recognise that tensions spark inspiration. **Balance the tightrope of sitting with complexity and finding clarity to move forward. Be aspirational but realistic. Get clear on what really matters and let the rest go.** Show, don't tell, your vision and inspire with stories to get there. Propagate and embed roots so the work grows beyond you.

*Your passion for change will drive you.
Always fly with others as they will
uplift and sustain you.*

— JUSTINE PIVAC SOLOMON

“Instead of looking for a single solution to a plethora of diverse issues, **governments must think outside of the box, combining problem-solving tactics in order to develop adaptable solutions.** We live in an extremely fastpaced society, making it possible for incremental change to be lethargic and easily outdated. However, we also live during a time of extreme division within governments, making it difficult to reach rapid agreement to allow for radical changes to occur.”

(Schroedel, 2019)

Case Studies

1. Redesigning budgeting services into building financial capability

Ministry of Social Development (2015–17)

This project highlights using the voices of clients, services, and communities to drive innovation. The case study explores the redesign of Budgeting Services from a reactive hardship grant driven service into a suite of preventative and proactive tools and strengthbased services.

2. Ngā Whiriwhiringa Whakapakari Whānau — Whānau Safety Assessment/ Perpetrator Risk and Needs Assessment

Ministry of Justice (2017–18)

Working with one process from two perspectives, this case study features the design of an assessment and service for users of violence, to meet new legislation and the aspirations of whānau from two world views, Māori and non-Māori.

3. Whānau Resilience

Ministry of Social Development (2018–19)

In this case study, a new funding and procurement approach was designed for the Ministry of Social Development as a way to create strong, resilient communities where whānau are supported to live violence free and to eliminate violence for the next generation.

4. Manini tua: a safe and inclusive 2040

Accident Compensation Corporation (2019–21)

This case study provides an overview of the development of the theory of change and approach intending to invest in the unique relationship the Crown shares with Māori in Aotearoa. The process involved designing an investment approach to create large scale, long term sustainable change in the behaviours and norms that cause harm.

When you get into a tight place,
& everything goes against you, till it
seems as though you could not hang
on a minute longer, never give up then,
for that is just the place & time
that the tide will turn

Harnet Beecher Stowe

Criteria 4 product

- quality closure
4 BFC
- useful to sector
- sets us apart

Reason →

passion →

were
we right
with our
initial
hunch?

Knowing
what we
know now,
what could/
should be
different

budgeting
is a "dog"
so we were
under the
radar

FV was
the priority
ministerial
group formed

Show all
parties the
"why"

Securing
a room
L3 Bowen
legitimate, c
space, need d

up was
Budget
new con
with tom
up.

Found
key people
who supported
from outside
Colab, Jim
Connolly

1st
Stakeholder
Workshop
@ w-lab

Helps connect
or start exploring
to system.

created
"tribe"
of noble
passionat

Paper to
Murray
signed off

Set the Scene.
Nothing came out
of this or
Did it?

Creates a shift
in "this is somewhat
different."

Call To
ACTION -

Research
- Chch (31)
- Hunt
- Auld
- Retama

Sensing
System
checks
CPFC services

learned
about
co-design

Built
case for
co-design
+ Minister
changed

negotiated
timespace
co-lab
agreement

exploration
- Fam 100
tool
I have no money
to budget

Minister
who wanted
"profile"

Started thinking
of the
people to bring
in.

"couldn't see why
Procurement
resistance
to engage

user m
+
Synthe

innovat
lost
JM
Searching 4
like minded
people

constantly
adapt
in building
case

Imagination
+
policy writing
for sign off

talked
to Kristin
+ procure
re- getting
involved + mapping

Internal
debate about
value of
budgeting +
process

Took 6
months to
get initial
paper out
of MSD

CRITICAL
NETWORKING
JFS / minor
JM

extensive
consultation
+ engagement
rather, expectations
can we meet them?

2015
March

May June
2015

May Sept
2015

Nov Dec
2015

CASE STUDY 1:

Redesigning budgeting services into building financial capability

Using the voices of clients, services, and communities to drive innovation, this case study explores the redesign of Budgeting Services from a reactive hardship grant driven service into a suite of preventative and proactive tools and strength-based services.

The Opportunity

Since the 1990s, budgeting services have provided advice, total money management and financial education to those experiencing hardship. Facing more complex client needs and increased demand for their services, the sector called for Ministry of Social Development (MSD) to increase investment in 2013. In 2014, funding increased from \$8.9m per annum to \$14.9 million for 164 providers across the country.

Despite the funding increase, rising housing costs, reduced benefits through welfare reform changes and the relentless availability of predatory products from third tier lenders resulted in more clients seeking help than before. People could self-refer to access services, however the main driver of service demand was referral from MSD following a range of one-going hardship grants.

In early 2015 as the new leader of the Strong Communities team in the Ministry of Social Development (MSD), I was given the Families 100 report (Auckland City Mission, 2015) which used a tool to explore the experiences of 100 families through eight domains. The report then represented the families' lives through a composite story of 'Charlotte' and her three children living in South Auckland (Auckland City Mission, 2015). Charlotte's struggle to provide for her children resonated with me, and I heard the powerful message that the current Budgeting Services didn't work and compounded her life experience. Inspired to improve the services by this research, I sought and gained approval from MSD in mid-2015 lead the redesign process.

The journey to redesign Budgeting Services into Building Financial Capability (BFC)

Starting in early 2015, I led the design and implementation process in partnership with ThinkPlace (a Wellington design agency), the budgeting sector, key government organisations and partners with an interest in financial capability. My role as the leader was to hold the vision, form the project team, be the public facing representative and champion the work through the organisation to Ministerial level.

Over a six-month period, a core design team interviewed 32 people including 18 clients of budget services, as well as budgeting advisors and financial capability experts. From these interviews the team gained insights, created client profiles and journey maps, and refined these through feedback sessions with over 350 people, including representatives from 85 providers and umbrella groups through walkthroughs in MSD's national office design hub. The latest evidence and research around financial capability and wellbeing from a range of perspectives including Māori, Pacific and refugee and migrant peoples, informed a set of principles, areas of opportunity and new services. A total of 363 ideas were generated and through a selection process including prototyping, and matrix voting, ideas were narrowed down to 11 concepts across a continuum from improvement to transformational impact.

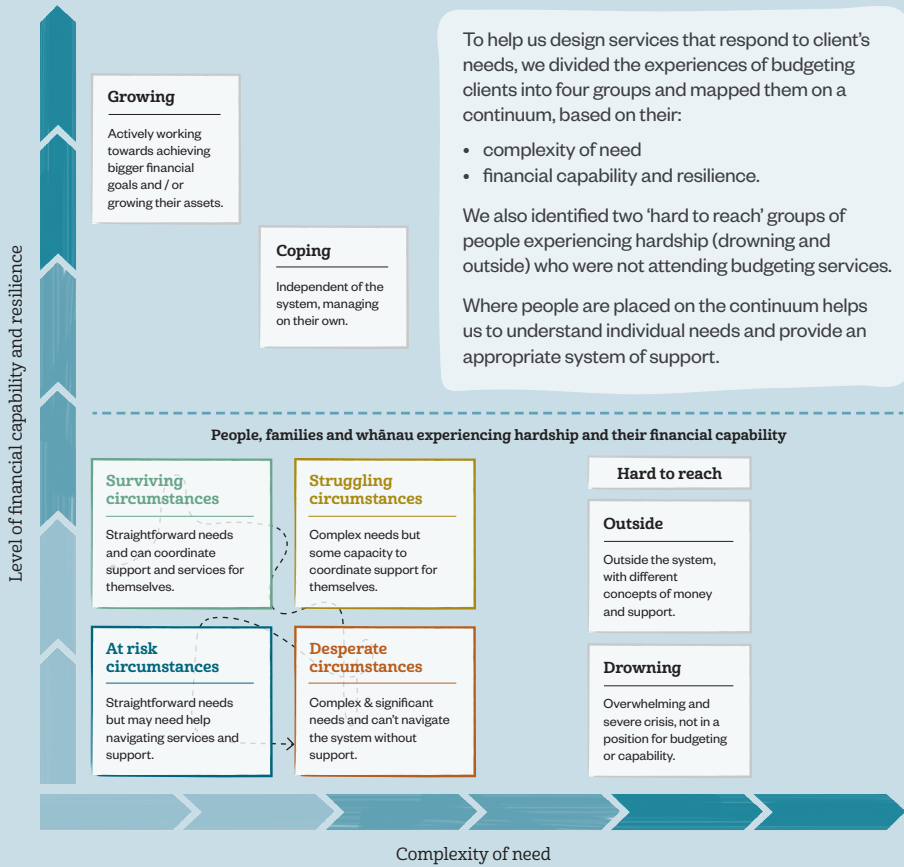
Phased rollout of the new way forward with Ministerial approval in March 2016.

Following Ministerial approval, in March 2016 a phased approach to the development, funding and roll out of the new services occurred. The first five concepts were selected based on immediate priority and level of complexity as these were more closely aligned to the current service model at the time. The first five concepts were a strengths-based financial plan (now called a financial action plan), the financial mentor role, MoneyMates (group sessions), and a new Work and Income referral practice.

Throughout 2016 the seven remaining prevention focussed concepts were tested with over 100 people including clients and experts in partnership with the Auckland Co-Design Lab. This unearthed more complexity impacting on clients' financial capability, and while largely outside our remit, our insights offered opportunities to connect across the financial system.

The Financial Capability continuum

Understanding people's needs



Definitions

Financial hardship

Financial hardship is having insufficient resources to meet basic needs, and thus being excluded from a minimum acceptable way of life in one's own society.

(Derived from Perry, MSD)

Financial capability

Financial capability is 'the ability to make informed judgements and effective decisions regarding the use and management of money'.

(Commission for Financial Capability, 2015)

Financial resilience

Financial resilience is 'the ability to access and draw on inherent capabilities and appropriate and accessible external resources and support in times of financial adversity'.

(NAB and Centre for Social Impact, 2016)

Figure 2: Budgeting Services client experiences mapped to the More Effective Social Services Framework by the Productivity Commission. We quickly learnt that we had not fully captured the client experience in the first synthesis and needed further exploration of other client experiences as articulated here. [bfc-overview-of-services.pdf \(msd.govt.nz\)](https://www.msd.govt.nz/bfc-overview-of-services.pdf) accessed July 2021

To support implementation and establish the workforce development for the sector, six workshops in late 2016 with more than 220 provider representatives were held across the sector. Simultaneously, work began to establish a new national entity (following the closure of the NZ Federation of Family Budgeting Services) to deliver the national and regional support functions including the on-going training, communities of practice, setting standards, management of the client data system and support operations and advocacy. A five-year evaluation was commissioned to document and support the long term roll out of the new programme. Over a two-year design and implementation process, and by engaging with over 500 people, a comprehensive view of the challenge reframed the problem and led to a fundamental change in framing from deficit focussed budgeting to building financial capability.

From Budgeting Services to Building Financial Capability

The Ministry of Social Development (MSD) has redesigned budgeting services through a co-design process to better meet the needs of New Zealanders experiencing hardship.

Our co-design process started with interviews with clients and providers of budgeting services, Work and Income case managers and financial capability experts. We talked with people who are experiencing financial hardship, but do not access budgeting services. And we have reviewed the literature about what works.

This has created a basis for better understanding people, families and whānau experiencing hardship. Our co-design process has involved creating client change stories and journey maps

that we have refined through feedback from well over 500 people – in group discussions, workshops, intensive interviews, design sessions and via email.

We heard that people’s needs have increased in complexity and diversity, and that financial capability is about more than “just having a budget”.

In response to this, Building Financial Capability services are taking a new approach that puts the client at the centre and supports them to build their financial capability and resilience.

Key insights from our co-design process

What we learned about people experiencing financial hardship

- People have complex lives with a range of family, cultural, health, and financial needs.
- People often have entrenched behaviours, cultural obligations, and patterns of living that can mean they spend more than they have.



People often feel powerless, depressed, and out of control.



Accessing the right support, knowledge and tools at the right time can help people in hardship to get on the right path.

What we learned about supporting people experiencing financial hardship

- Even a great budget can't make up for not having enough money to survive day-to-day.
- Strengths-based approaches empower people to manage their finances, set goals, and achieve long-term, sustainable change.

What we learned from budget advisors, Work and Income, and financial capability experts

- A balance is required between prevention and crisis intervention with a client.
- The system lacks flexibility and needs to recognise the complexity of a client's situation.



A strong relationship between Work and Income and budget advisors increases client engagement.



Peer supports often influence behaviour and decision-making, particularly around money. People who have more social connections are more likely to receive help in order to cope with a crisis.

Arnold and Rhyne, 2016.

The literature on building financial capability told us

- Becoming financially capable is hard. Feelings and fears influence financial judgements and decisions. People make trade-offs between the present and future.

New Zealand Financial Markets Authority, 2016.

- Reaching people at the right time is important. Effective financial capability interventions recognise that each contact with a client is a learning opportunity.

Arnold and Rhyne, 2016.

Understanding hardship in New Zealand

At least twice in the last 12 months around 12% of New Zealand's population has:^[1]



not been able to pay rent or mortgage on time



been unable to pay utility bills on time



received help (food, clothes, money) from community organisations

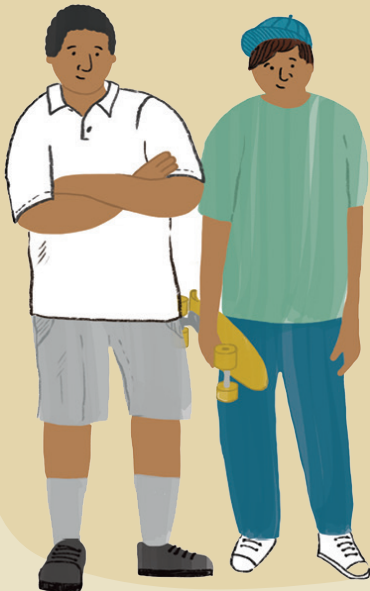


borrowed money from friends or family to meet everyday living costs.

Who is experiencing hardship?

Those affected are primarily Māori and Pacific people, sole parents (who are mostly women), children, people living in rental houses and people with disabilities.

Percentage of children of different ethnicities living in households experiencing severe hardship in 2012-2014 were:^[3]



33% MĀORI
28% PACIFIC
5% PĀKEHA

ABOUT **12%**

of households report not having enough money to meet their everyday needs.^[6]



[1] MSD analysis of Statistics NZ 2015 Household Economic Survey [2] MSD Social Report, 2016, p141 [3] MSD/Pasefika Proud, Pacific Peoples in New Zealand, 2014

Percentage of people of different ethnicities experiencing material hardship in 2013/14:^[2]

35% PACIFIC

20% MĀORI

5% EUROPEAN / PĀKEHA

4% OTHER ETHNIC GROUPS



Of the 272,257 people receiving hardship grants in 2015/16:^[4]

59% FEMALE

41% MALE



Women are more likely than men to lead a sole-parent family, which is one of the high risk factors associated with persistent poverty.

In 2013 there were 201,804 sole-parent families in New Zealand. 84.2% were female-headed.^[5]

1 IN 4

households report having only just enough money.^[7]

PREVIOUS PAGE:

Figure 3: Insights from the design research in 2015, available online at [BFC Co-design and research — Ministry of Social Development \(msd.govt.nz\)](#)

THIS PAGE:

Figure 4: Insights from the Literature Review on the complexity of the lives of many New Zealanders in a pamphlet describing the overview of the changes [BFC Co-design and research — Ministry of Social Development \(msd.govt.nz\)](#)

Challenges

The following sections outline the challenges encountered in redesigning reactive system to a strengths-based service:

Complex system challenges highlighted through one service lens

Poverty and financial capability are complex and evolving issues which must be addressed by a whole range of financial, institutional, and social levers. Early on it was clear that this one service alone would not address the systemic causes (Auckland Co-Design Lab, 2018). Through the user research, we heard from clients that the ‘tick box’ process to access hardship grants contradicted their needs. People wanted to learn how to manage money at time points in their life when it made sense — starting a job, losing a job, having a baby, ending tertiary training — not when rent is overdue, the car breaks down or there is simply not enough food for the weekend.

Creating change with limited levers in a large organisation with multiple priorities

There was limited capability and capacity at all levels to deliver, support and govern this project given multiple competing priorities within the organisation at the time. When Ministerial approval was granted for the change in March 2016, senior stakeholders did not have the detailed understanding or governance in complexity experience and made decisions that impacted on implementation. In the end, Executive and Ministerial decisions around the client level data, the funding and pricing, and the procurement process ruined the trust that had been built through the design process. This in turn impacted on the implementation (Privacy Commission, 2017).

Sector distrust in Government

There were differing views amongst providers on what needed to change, along with strong distrust in government as over the years many working in the sector felt unheard, underpaid and alone in facing the complex challenges. The voice of the clients provided a strong rationale for change as they demonstrated a complexity that a budget sheet could not change. For example, it showed that many people on a benefit managed their money, they just didn’t have enough. Yet for some providers, the strength-based approach conflicted with current operating models and the view that all clients needed was more funding.

Transitioning from design to implementation

In early 2015, design projects were not common and projects typically applied waterfall project management methodologies. This design process offered a bubble to think deeply about a complex issue impacting clients and design possible solutions. The challenge was to engage decision makers in the change, gain their support and then to integrate changes across the organisation. Timeframes were determined at ministerial and agreed at executive level, resulting in a trade-off between the shortened timeframes and quality of implementation. Without integration across the organisation and bringing others along the innovation journey, the funding, pricing and procurement models had to be completed in a very short timeframe and subsequently did not fit with the designed service.

Figure 5: Inside the Design Hub at MSD with the project team and insights from the empathy research with clients, budgeting advisors, Work and Income service managers and key stakeholders around New Zealand. The Design Hub was a valuable resource and enabled over 500 people to be involved in the design process.



Figure 6: Prioritising service concepts with the project team into four key categories based on the matrix of level of impact vs level of investment required.



Supports

The following sections outline factors that provided support and enabled change throughout the redesign of Budgeting Services:

Strong relationships help mitigate and navigate complexity and hierarchy

Outside partnerships such as the Auckland Co-Lab (a public sector innovation lab based in South Auckland and seed-funded by Treasury) alongside other public sector frameworks and research provided assurance of the future direction for decision makers. This also mitigated risk for the organisation. Guidance and support from key people in leadership roles helped both personally and professionally navigate challenges, make decisions and pulled levers.

Ways of working: spaces, voices, and evidence

Working in a different way is required to get a different result. In this project, examples included using client stories, having a dedicated work space where people (including the Minister) could be visually engaged. The 2015 documents, More Effective Social Services work and National Strategy for Financial Capability provided frameworks that helped to align insights and validated the change.

Compelling communications to bring others on the journey

Constant communication tailored to each audience's needs was key. For example, storytelling kept stakeholders on the journey, built relationships outside and excited people about what was possible. Early on, while the project was emergent, it was important to communicate the journey through monthly sector email updates and the website for external. The dedicated email address was a way to manage queries, feedback and respond immediately to angry or disgruntled stakeholders.

Managing design projects in the public service

Using current organisational risk management tools, processes and people helped to manage risks to ensure the organisation was comfortable with the direction, investment, and expectations. External consultants provide advice and subsequent reports to advance projects in public sector organisations but often aren't there to support the implementation. I played the key translation role between design experts and the organisation and bridged the gap between the BAU and innovation to ensure the project and outcomes were fit for purpose. As an innovation project it was also important to establish evaluation to guide, support, and document how the project was implemented, where it worked and where not. An evaluation by Malatest International commenced in 2017 and was intended to run for 5 years to support the implementation of BFC Unfortunately, it was ceased by MSD in 2019.

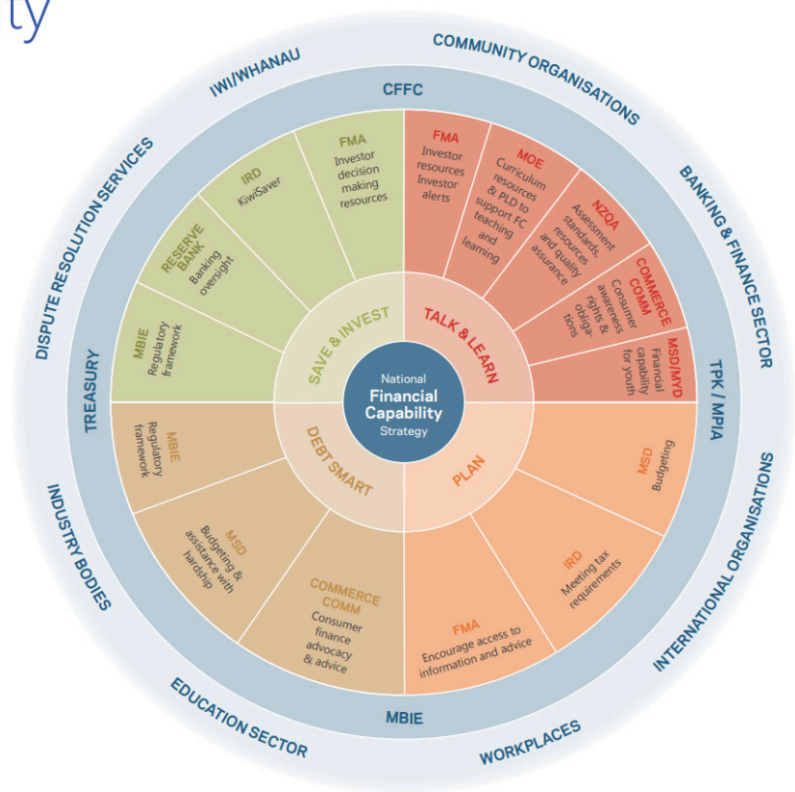
"I always think of my job initially to throw a huge net over a massive, dynamic, creative process and slowly start hauling in the harvest and seeing how it could be structured using a simple traditional project management frame — to help bring the project 'above the radar' and 'acceptable' within the mainstream bureaucratic process/environment."

(Project Manager, 2017)

the cross government financial capability network

Building financial capability of New Zealanders is a priority for the Government. It will help us improve the wellbeing of our families and communities, reduce hardship, increase investment and grow the economy. A cross government group focusing on financial capability is in place to build on the work already being done within the community.

Figure 7: National Strategy for Financial Capability cross government network to work across the financial system for the benefit of all New Zealanders. This visual articulates Ministry of Social Development’s role in a wider financial system approach.



KEY DOCUMENTS FOR THIS PROJECT:

Families 100 Project

An Auckland City Mission research project of 100 families which demonstrated the complexities of being poor. The Empathy Tool highlighted the complexity of budgeting financial issues and inspired the design journey.

Productivity Commission More Effective Social Services

Inspired the Financial Capability Continuum from their social service spectrum provided a framework to connect our insights to, and an evidence-based lens to view the future innovative services and connect to other parts of the system. This report provided guidance on the system in which budgeting services sits, the complexity of the social service system and how we might improve these.

Commission for Financial Capability: National Strategy for Financial Capability

Inspired the framing from Budgeting to Financial Capability to align to the system and strengths-based focus.

“We cannot know in advance the precise nature of the specific knowledge, resources and solutions that will work.”

(Eppel & Karacaoglu, 2018)

“Beware of judging new ideas against the standards of old ones. If it is original, what has worked in the past is irrelevant.”

(Source unknown)

Reflections

Reflection 1: Innovation is ahead of evidence: if it is new, there isn't an evaluation to prove it... yet.

In 2015, the evidence-based requirements of the public sector felt very real. There was significant expectation at a political level with the social investment approach under the National government, and MSD was undertaking 'line by line' reviews of funding and contracts to determine effectiveness. While there was a desire to innovate, there wasn't a clear pathway of what the change could look like and how to do it. Human Learning Systems Collaborative, a collaborative enterprise in the UK, articulates the dehumanising elements of this approach as fundamentally dominated by the paradigm of control, punishment, and reward (2021). This approach often demands evidence of effectiveness and requires levels of control over the services and delivery before investment is made. This project broke significant ground in policy making — particularly due to concept testing with over 500 people. The resulting range of products provided more comprehensive and nuanced options than before. While the approach was initially controversial to the sector, an evaluation in 2018 by Malatest International found that “community stakeholders felt building client's financial capability and resilience was a more effective approach than budget advice alone” Further, the “BFC product line-up had enabled providers to implement and/or strengthen a holistic, client-centred approach to support clients to set goals and take control.” The challenge of working in this way is that we often do not know how it will work before we start, and often an absence of evidence to 'prove' that it will. Over time, more evidence builds about the way of working and learning and improvements continue to evolve. The value of this project was transforming the paradigm of how MSD services can be designed with. In doing so, it created the space for new opportunities, ideas, and ways of working.

Reflection 2: Whānau voice and storytelling are powerful hooks to leverage change

While there is increasing support for working in new ways in the public sector, the challenge going forward is how to retain the essence of innovative elements of the work and to resist the temptation to translate and then implement into a business-as-usual (BAU) model.

Some of the techniques that helped move beyond BAU involved holding the voices of the humans at the centre: Dust and Prokopoff suggest that “putting human sensibilities at the centre of the solution for scaling influence” allows people to reconnect with the human element of the design “as opposed to becoming cogs in the system” (2009).

Storytelling is a relatively new tool for public services but it is a powerful hook for the imagination of users and can invite new behaviours and actions (Lupton, 2019). It also helps decision makers to empathise and understand the potential changes needed. Lupton states the stories provide an exchange of energy, where “perception is

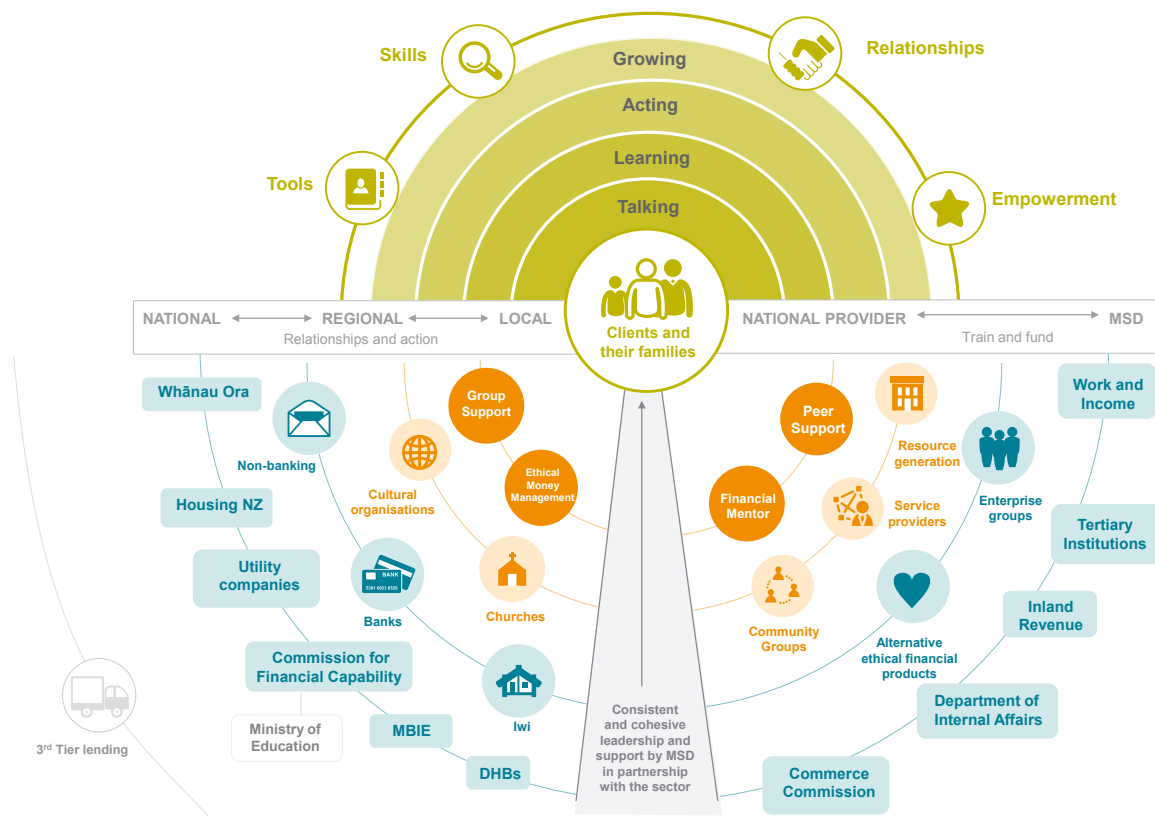


Figure 8: Visualisation of the future tools and products mapped against the existing system (Visualisation created by Think Place).

active and transformative, the people who see, touch and use our work participate in its realisation” (2019). Compelling narratives visioning the future are critical to enable senior public servants and Ministers to agree to proposed design innovations which may appear to be counter standard ways of operating.

The annotated checklist (page 89) summarises the specific lessons learned from this project.

Designed products

The end result of the project was a range of strengths-based services and products for MSD funded services that aim to ‘empower people to get control of their money, set goals and achieve sustainable change’. The insights gained also provided a basis for MSD to engage in wider system relationships to influence outcomes for people experiencing hardship including the Ministry of Business, Innovation and Employment, the Commerce Commission, and Commission for Financial Capability, banking services, third tier lenders and long term saving schemes.

Building Financial Capability S

Financial Capability Providers

Training and support
for a capable
provider sector.

Financial Mentors

Empowering people
to achieve their
goals, and making
connections to
support.

MoneyMates

Peer-led support –
people learning and
sharing together as
a group.

MoneyMates Fund

A contestable
fund to support
innovation around
MoneyMates.

Financially Inclusive Products

Ways to pay, save,
borrow safely,
and insure.

Financially Inclusive Savings

Building savings
to buffer from
financial crises
and to grow.

Services, Products and Support

Financial Plan of Action

A resource for clients to document their financial goals and progress.

BFC Plus (interim)

Intensive support for people who are hard to reach or with complex needs.

The Generator

Generating income and resource opportunities in communities.

MoneyTalks

First response service to help people make good decisions under pressure.

Community Finance

Affordable credit to people at risk of unsustainable debt and hardship.

Work and Income

Strengthened and consistent communications and referrals.

Figure 9: Overview of the BFC products mapped on the ecosystem framework. Above, the 10 highlighted concepts progressed to investment stage in the first three years.

The Building Financial Capability Ecosystem

Building Financial Capability products and services sit within a wider ecosystem of support for New Zealanders experiencing hardship.

Resources (financial & non-f

- Saving retirement
- Carpooling
- Starting a small business
- Using a food co-op
- Owning a bike

Community Finance

- Low cost credit
- KiwiSaver
- Savings - iwi, whānau eg. Whānau

Inclusive financial products

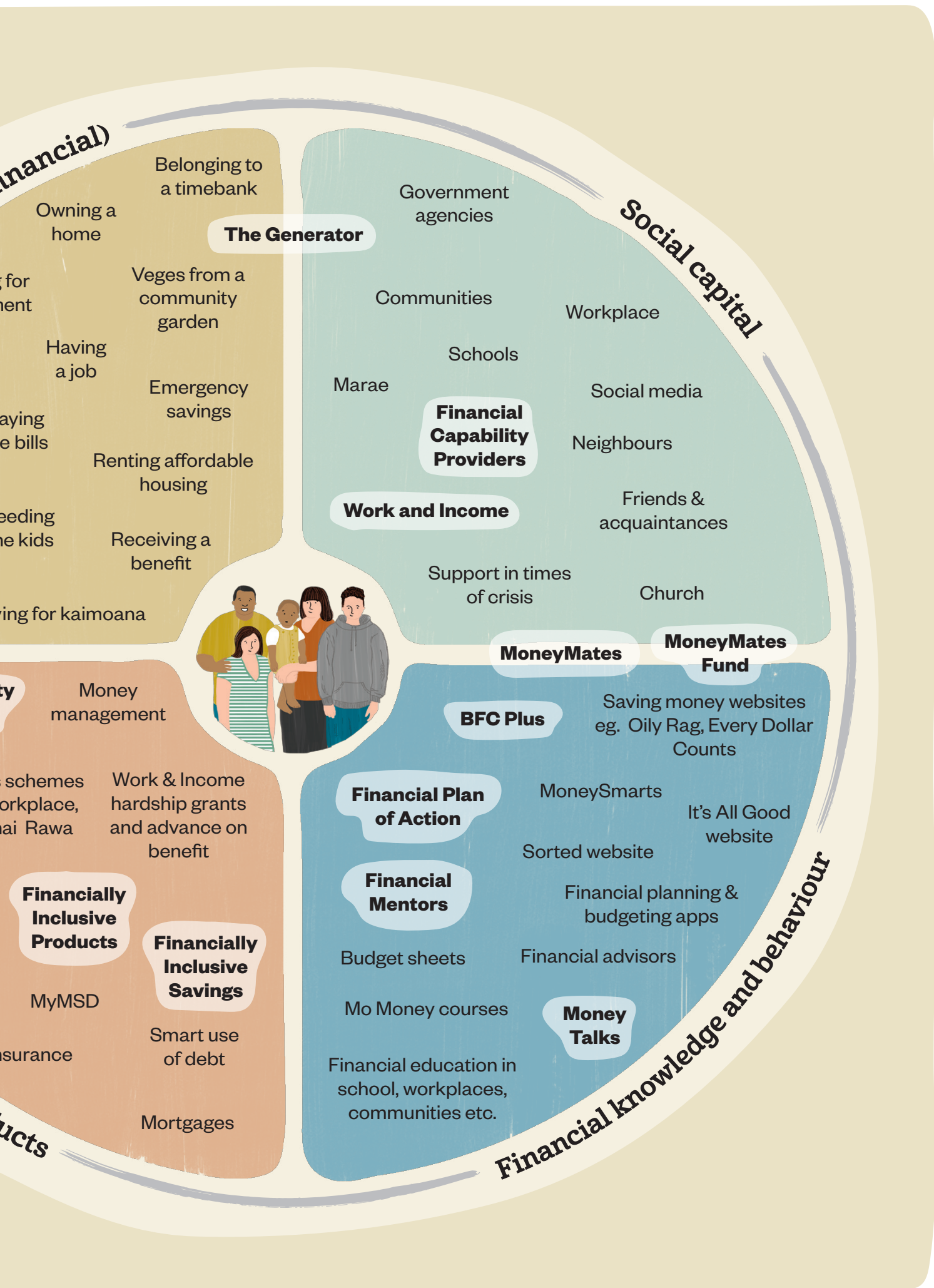
- Low cost bank accounts

THIS PAGE:

Figure 10: A visualisation outlining the range of services, products and supports catalysed from the process.

FOLLOWING PAGE:

Figure 11: Justine Pivac Solomon alongside Rachel Jones from the wider team holding a prototype of the new budgeting tool.



“Great design doesn’t always generate impact... innovations attempting to scale and create systemic change often hit barriers to change, sending them catapulting to square one...innovations for public good are susceptible to the ‘system immune response’.”

(Conway et al, 2017)

KEY LEARNINGS

A good kaimahi is = men talking to men / lived experience
whatawhanaunga tanga

Safety happens in and amongst hopes + dreams

Bringing ppl together is a crucial part of new service

This service takes into account both aggressor + home life / partner + children

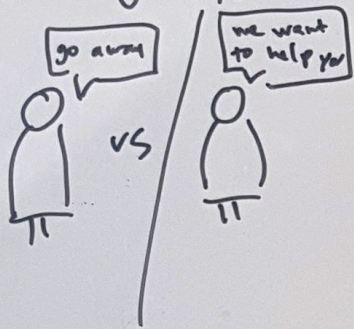
Info is indepth first time + shared + used. appropriately going forward. useful for whānau

What are expectations of what are outcomes expected?

What about S.P. expectations.

What are values of S.V. "providing"

Services — eg. expectations are very different.



Lack of communication about what is happening

Assessments are predicated on values of person doing the assessment + client views those values to be (its not a one-sided judgment).

→ BUT also a power imbalance

Aggressors don't want to be violent — a symptom of system

Whānau having choice — who, when... at every opportunity

We are over-assessing, but

Power + control exists in relationship

at risk in Police are with Aggressor? kaiti

balanced with kaimahi for safety

Product of assessment + analysis summary

Support JD who might it be & what might they do?

prioritising services... how can he be empowered to choose what he needs

Start of a very long process

CASE STUDY 2:

Ngā whiriwhiringa whakapākari whānau – Whānau Safety Assessment, Ministry of Justice

Using the voices of clients, services, and communities to drive innovation, this case study explores the redesign of Budgeting Services from a reactive hardship grant driven service into a suite of preventative and proactive tools and strength-based services.

The Opportunity

In 2017, I was contracted by the Ministry of Justice to lead the design of a new risk assessment and brief intervention service to be implemented as part of the incoming Family Violence Act 2018 (Ministry of Justice). The new legislation increased the maximum duration of a Police Safety Order (a cooling-off period in which a perpetrator must leave the house) which provides an opportunity to support perpetrators to stop using violence.

As the design lead for the project, my role was to establish a process to design and prototype a risk and needs assessment tool, a brief intervention service, and a connecting pathway to meet this new requirement.

In partnership with ThinkPlace, a Wellington design agency, I established a core team of 10 representatives of Government agencies, sector experts and kaumātua to design and prototype and test the new assessment and service. The process involved the core team working together over five months to design two distinct future pathways with associated tools and services, one from a Māori worldview and the other non-Māori.

“Designing a new service for perpetrators to stop family violence is likely to be hard and uncomfortable. Therefore, undertaking a whānau-centred design approach AND this to explore a new service for perpetrators to stop family violence by its very nature is going to be hard and uncomfortable. Doing things differently should be difficult — and Ministry of Justice should feel some levels of discomfort because it is new and difficult.”

(Harry Walker, Ngāti Porou)

The journey of one process, two perspectives

My role was to lead the design and navigate between the design process and requirements of the Ministry. Guided by our kaumātua, the design process was modelled on He Awa Whiria (Macfarlane, 2009), or braided river approach, which creates separate spaces for Māori and non-Māori world views. Each is recognised for its own respective value and has time and space to connect and collaborate to create new knowledge. To bring this approach to life, two distinct but connected design teams were established, te taha Māori and te taha Tauwiwi (non-Māori), to design their respective pathways for users of violence and their whānau. Space was created for both views to weave back in together as time and process allowed. The intention was for two options to test with stakeholders, one to support a distinctive Māori experience, and one designed from the dominant western paradigm.

Between July and November 2017, drawing on shared literature, personas and high profile stories in the media at the time, the Taha Māori and Taha Tauwiwi each developed their own potential future pathways of how the assessment and brief intervention service could look and feel for the users of violence, their whānau and other stakeholders. These future pathways came to life through the stories of the personas and the imagined future experience.

Between January and March 2018, we tested the concepts in the two groups and were aware of each other’s progress yet had limited opportunities to influence each other to ensure the space for key features to emerge distinctively. The two groups scripted interactions to be able to show participants how a new service might look and feel. Role plays were filmed using the personas and storyboards showed the scripted interactions.

Through engagements in Tairāwhiti, Counties Manukau and Lower Hutt, we tested both prototype services to learn about what resonated with potential users of the new services, referrers, and assessors. The engagements surfaced relevant and insightful information that helped us to better understand what might work for perpetrators of family violence, their whānau and the communities in which these services will be delivered. Both prototypes were tested out in the three locations with 64 whānau, more than 37 people who use violence, more than 20 people who experience violence and 44 sector providers.

My role concluded with the design concepts, a roadmap for testing with communities and the implementation plan.

KEY DOCUMENTS FOR THIS PROJECT:

Puao-Te-Ata-Tu (Daybreak)

At the first establishment meeting in November 2017, the Ministry was challenged on its cultural expertise and ability meet the needs of Māori who may use this service.

Puao-Te-Ata-Tu was shared as a seminal document to guide the Government to meet its obligations under Te Tiriti o Waitangi. Written in 1988, Puao-Te-Ata-Tu, meaning the 'light of a new dawn' sought to enable an equitable share of resources, sharing of power and "ensure that legislation recognises social, cultural and economic values of all groups especially Māori". The intention of this document is guided by both taha Māori and taha Tauwiwi.

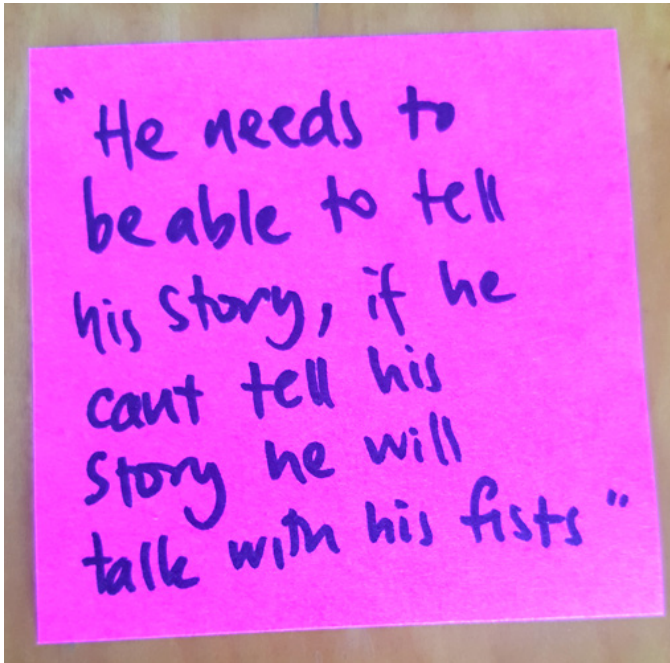


Figure 12: Quote from a participant at whānau sessions in Lower Hutt.

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Figure 13: Hearing the voices of people and whānau across Aotearoa/New Zealand New Zealand. Insights from the design research in Tairāwhiti, Auckland and Lower Hutt (Think Place).

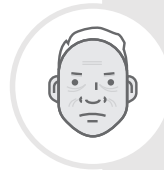
A service that creates lasting change needs to be working and not working for people experiencing violence

Through the engagements the core design team heard from perpetrators of violence, family members, victims and service providers. Generally, the core design team heard about the need for perpetrators and stopping the violence. More specifically the core design team

Couples want the violence to stop but don't always know how.



Yes we always argue, this is always happens, we don't know what to do



Some are whakamaa about whānau knowing your business so you don't go there to stay

Perpetrators are often ashamed and embarrassed of what has happened and there isn't always a safe place for perpetrators to go.



If you've witnessed your parents', your grandparents' violence.... then you know



Our house is the safe house, my uncles are always here to cool off

The complexity of their situations can make it difficult to effect change.

Whānau want to know what is happening with the PSO



We aren't telling them what to do, we are listening to what they need

There is no time to pack your bag when you're PSO'd



Whānau expressed a desire to engage when the language is aspirational and offered hope to change, this doesn't mean risk or reality is ignored.

Needs to take into account what experiencing family violence

family violence (male and female), whānau
heard that the service was unique as it focused on
I am heard that:



Police plant the seed of change, we are here to water it, and support

People want to sort their own issues, yet some whānau recognised that Police intervening forces them to make different choices.



The safety plan is big for me. If I don't keep to it, I keep the cycle going.

Perpetrators' own safety plans are useful tools, and they need to be shared so everyone understands.



We all are on the same page about what's next



I will tell them what they want to hear. I will do what it takes to get through it and out

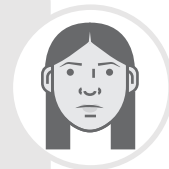
The right person, at the right time can make a huge difference in how the bound person and their whānau engage.



Safety first, something to eat... shower... and then we can start talking about an assessment

Changing behaviours takes time and key support people and networks are vital to making this happen.

He needs to be able to tell his story, if he can't tell his story, he will talk with his fists



“While design thinking has proved itself to be successful in the realm of creating new products and services, the challenge is how to support innovation to enter and actively shape the complex systems that surround wicked social challenges.”

(Conway et al, 2017)

Challenges

The following sections offer insights to address the challenges and barriers:

Challenges of design project management in a policy environment

This initiative was designed under pressure within a large programme of policy work. While the manager was supportive, it was difficult to integrate this piece within the wider programme and the organisation’s priorities. Being a contract design lead/project manager was both beneficial and challenging. As a contractor I could not mandate participation, so relied on influencing others with capability and capacity to come on board. While there was external consultant support, there was a ‘hard exit’ with the contract ending and handover of the report, I needed to translate the designed components for implementation. As my contract ended a new person came on board with no knowledge of the history and integration was not achieved, impacting the implementation as the service was not able to be tested and delivered as developed.

Designing in complexity

There were tensions in delivering on one small project within a large policy agenda and with different perspectives within the project. There were expectations on what should be produced and there was significant pressure. Throughout the process other family violence issues were raised outside the remit of the work.

Acknowledging bias in design and policy making

A common tool was required for all agencies, but the underpinning philosophies of the core team and other agencies differed. Within the team, there were strong views on what accountability for users of violence should look like, even when this conflicted with what we heard from people in communities. Experts came with their own specialities and needed to be open to understanding what change looked like from the perspective of those who use violence. Getting everyone on the same page was difficult. The inherent tension between the worldviews and perspectives of risk and safety for whānau proved insurmountable to integrate.

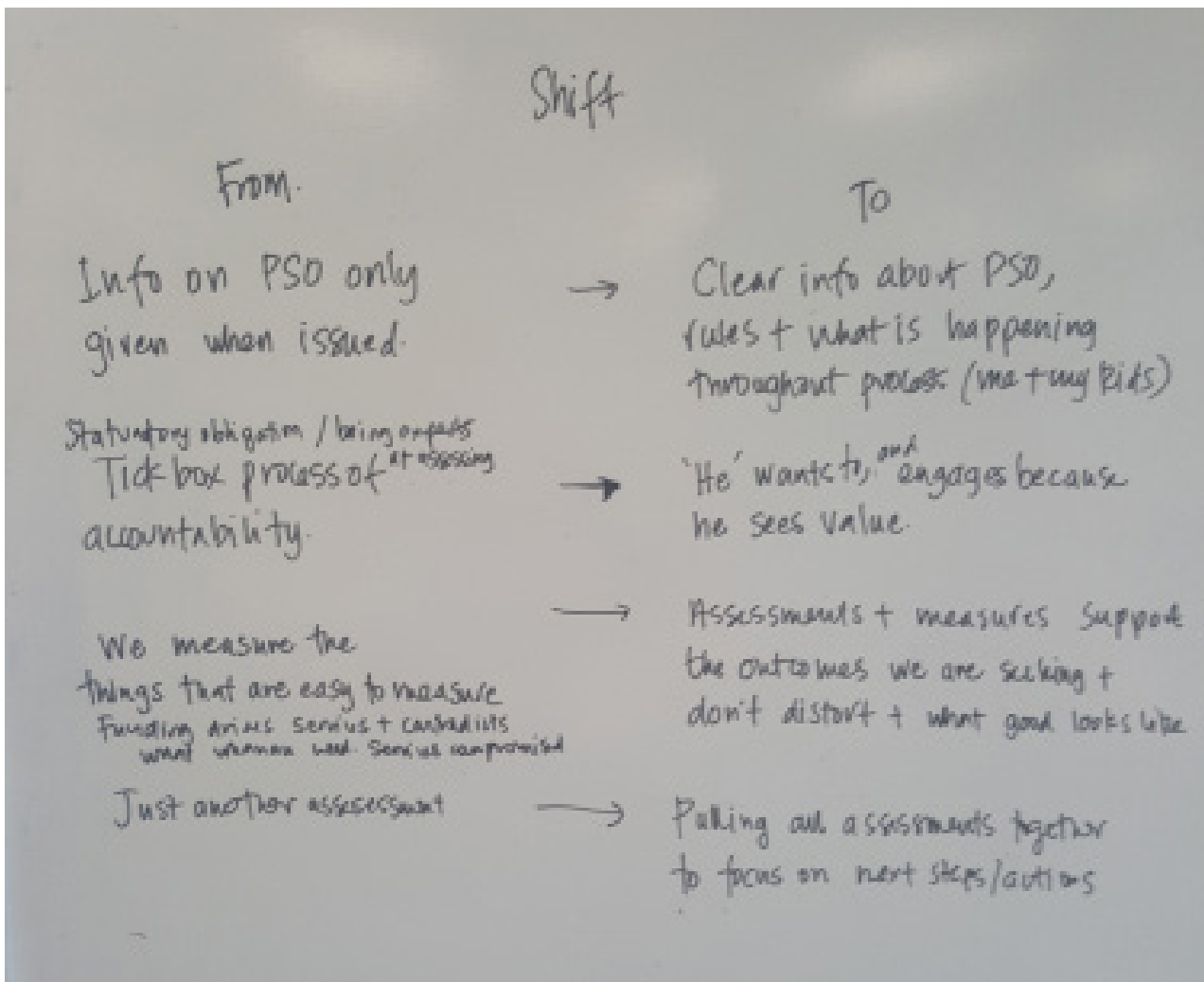


Figure 14: Early whiteboard session on the system 'shifts' required for the Assessment Service.

Engaging with communities

Participants gave not only time and energy but also their deep and rich insights that we would never normally have access to. Some people considered paying the whānau \$50 for half a day expensive, however It was important to recognise this and we budgeted for paying people appropriately. Building in time to share back with communities what we heard and how their stories were used was critical, particularly to ensure that we had interpreted their voices appropriately. External personnel such as third-party workshop facilitators need to fully understand what is happening and why, without the right context they could not coordinate the right venue and participants. We found it was important to be flexible and ready to respond on the day as things changed. for example, have additional koha prepared if more people turn up than expected.

“People tend to believe that a good idea will automatically lead to the desired change. But that’s not true.”

(Schaminee, 2015)

Supports

Getting the right people to do design — core team capability and capacity

The core team was relatively cohesive by the end of the project because we took the time to build the relationships, understand each other side’s perspective. We were able to build a shared intent to develop a product that worked for our intended audience. Our kaumātua had the knowledge, skills, experience, and pragmatism to guide us on the work and set a critical path of the future design. Without this level of expertise, we would not have been able to create a safe space for the Māori design team. The manager was open and willing to a different service offering. As the lead between the process and the Ministry, it’s important to understand the Government rules, understand the complexity and opportunity to design and navigate between the two.

Using local connections to engage and find the leverage points

We sought a mix that included people who have used violence, those who work with those using violence and different experts in the design team to triangulate insights. The ability of the kaimahi to establish trusting respectful relationships with whānau was a necessity. One of the kaimahi in Gisborne was able to access a range of participants for the process and hold the space safely. We recognised that there were different leverage points for participants; for some it was their children and not wanting the same for them — for one of our kaumātua, that connection point was their cultural identity as Māori.

“The men’s sense of their Māoriness whether at a subliminal level or an overt expression of their whakapapa appears to be the mechanism which overcomes intense rivalries as gang members.

The use of language, of tangata whenua forms of greeting, the recognition, however superficial, of their ancestral spirituality and not system-imposed solutions are the tools for liberation.

One of the men was a Minister of religion but I noted in our meeting he made reference to the deity Io Matua Kore signalling for me at least the duality within Māori of Christian religion / Māori spirituality.”

(Harry Walker, Ngāti Porou)

Reflections

Reflection 1: Human-centred design often conflicts with policy making

This project required the design of a service to implement incoming legislation that was effective for Māori. In this process, we heard clearly that whānau wanted violence to stop, but couples did not necessarily want to separate (as was often required). The language of ‘perpetrator’ and ‘victim’ didn’t resonate with whānau, and there was no shared understanding of ‘risk’ and ‘safety’ across the board. The Whānau Safety Assessment Service design process created the space for the Māori world view and resulted in a final product that shifted the focus from individual perpetrators to people within the context of their whānau, starting from the base of strengths and reframing the concept of risk to a focus on safety.

Alio states that “design thinking challenges traditional public policy formulation and decision-making” by “bringing in new skills, breaking down silos and contesting hierarchies” (2014). In the public sector, policy changes are predominantly led by the dominant paradigm of western world views. The new legislation provided the opportunity to reframe how to support users of violence, yet for some of the policy makers in the team the proposed design conflicted with the draft legislation. In *Imagining Decolonisation*, Amanda Thomas asks Pākehā “how we might sit with our discomfort” and further to recognize the “importance of discomfort as an emotion as Pākehā work at decolonization... yet rather than trying to get rid of these feelings, its useful for us to think about why we’re feeling them and what they can teach us” (Thomas, 2020).

If we are to uphold Te Tiriti o Waitangi, we must design and implement effective services and options for Māori, as noted by Tā Mason Durie, “more than simply acknowledging the Treaty as a founding document, the challenge is to implement the promise of the Treaty by tackling inequities through policies, programme and services that are biased towards Māori” (Health Quality & Safety Commission New Zealand, 2019). This would require significant mindset shifts of intent, approach and language. In addition, it would require testing the effectiveness of Māori- and whānau-led solutions designed and delivered at scale with the same level of investment as with holding perpetrators to account.

Reflection 2: Integrating a design process and transitioning to implementation takes significant resource, commitment, and courage

The design process often starts with enthusiasm for innovation, yet there is often limited understanding and ability to integrate the designed concepts with the current agency operating model. For future projects, it's important to engage governance and leadership and ensure the intention for innovation and doing things differently is consistent with the structures and ability to continue in this way of working. Commissioning innovation will always be challenging if there are no mechanisms to integrate innovation into implementation.

As a contractor within the Ministry my role was to bridge the design process and prepare for implementation, however as I was not a permanent employee, I had limited remit to guide the work beyond my contract. In this particular project while my ability to act as bridge between the consultants and the Ministry and to hold the space for the te Tiriti-led design process was useful, it limited implementation. My aim was to build capacity in wider team members to support the work going forward. Space must be built into the work to integrate the design to implementation rather than a hard exit or dropping the work for someone with no knowledge to pick it up.

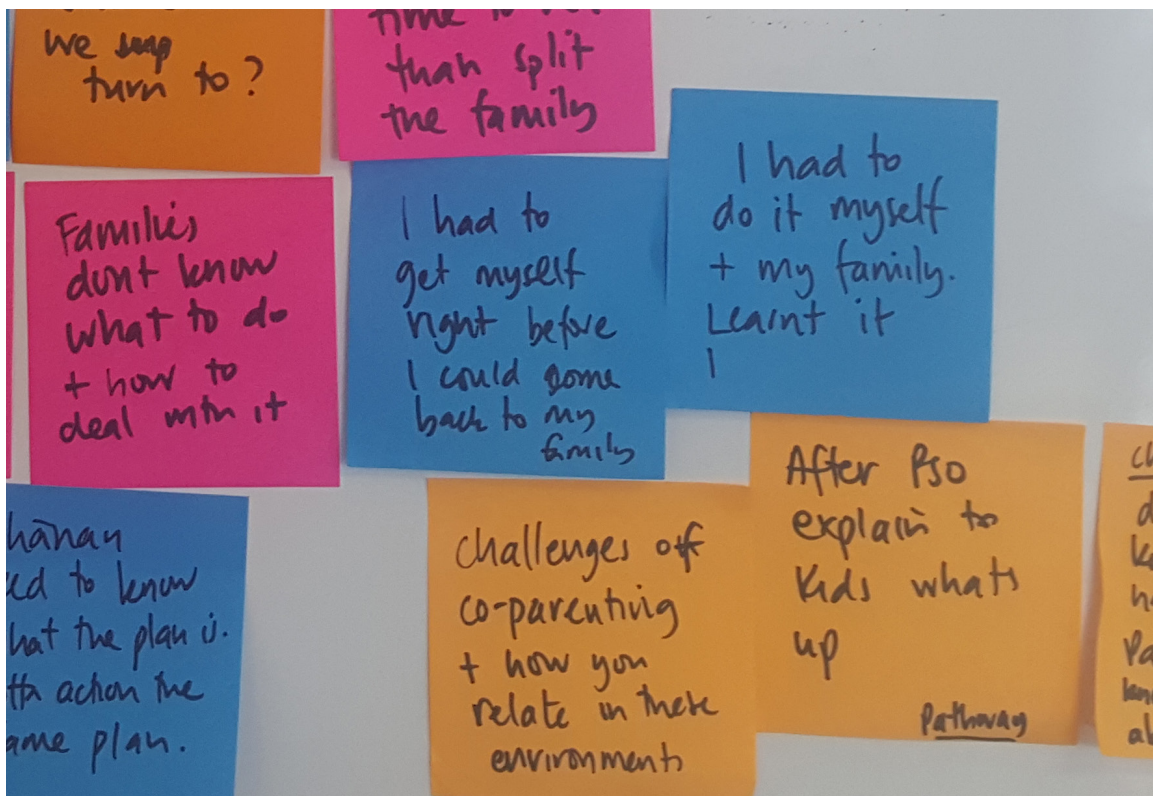
The annotated checklist (page 91) summarises lessons learned from this project.

Figure 15: Participant quotes from the design research interviews.

FOLLOWING PAGES

Figure 16: An Overview of the Whānau Safety Assessment Service model and components. The final product was draft service elements to take to live testing and tools to support the service testing and transition. The intention was a cohesive package that together provide a service to support the beginning of a journey of change

Figure 17: An overview of how the planned Whānau Assessment Service process might work



Whānau Safety Assessment Service – t

The Whānau Safety Assessment service *Nga Whiriwhiringa Whakapakari Wh* needs of the bound person at a crucial time. The service engages people in aim of keeping families safe. The service is the culmination of eight key ele

1. Kaitakawaenga

An empathetic person who builds rapport, gains buy-in and establishes relationships. They are responsible for assessment and transitioning to other services.

2. Whānau Safety Assessment

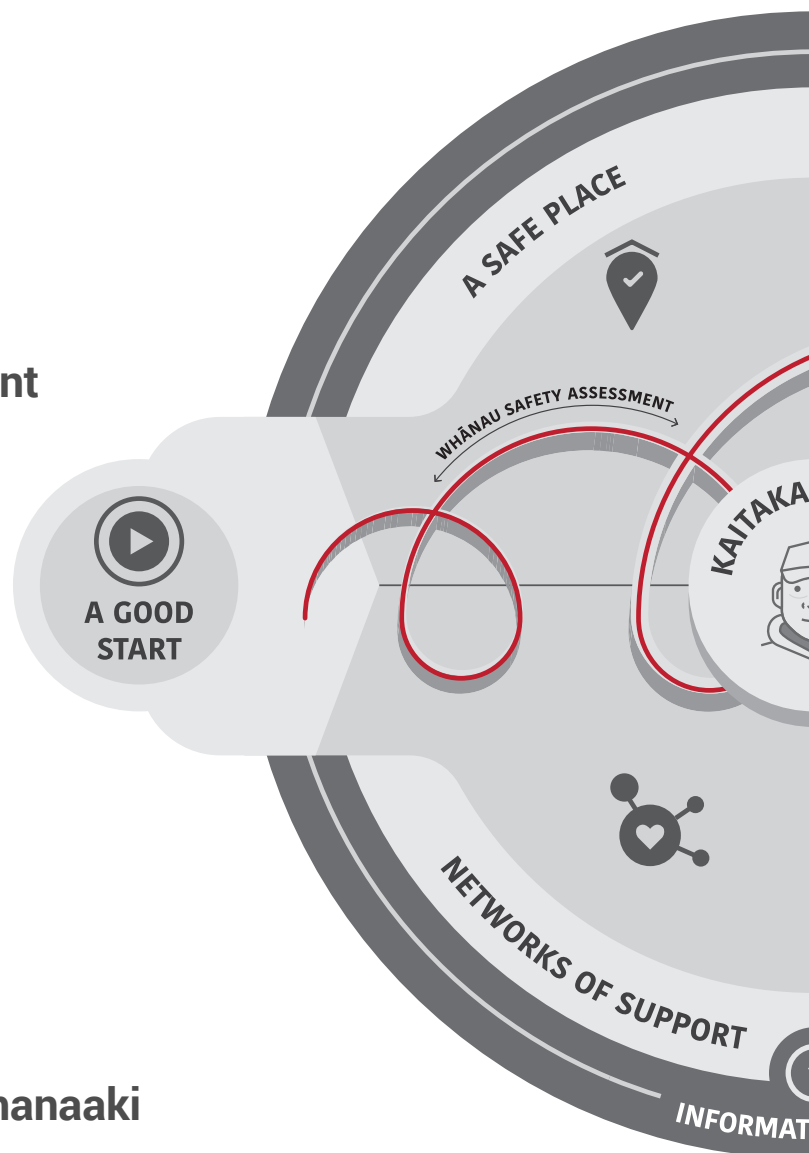
A strengths-based and dynamic assessment that builds, appraises and evaluates safety of the person and is whānau-inclusive.

3. A Good Start

Clear information provided and pathways offered to the bound person from all entry points. This requires regional alignment of processes.

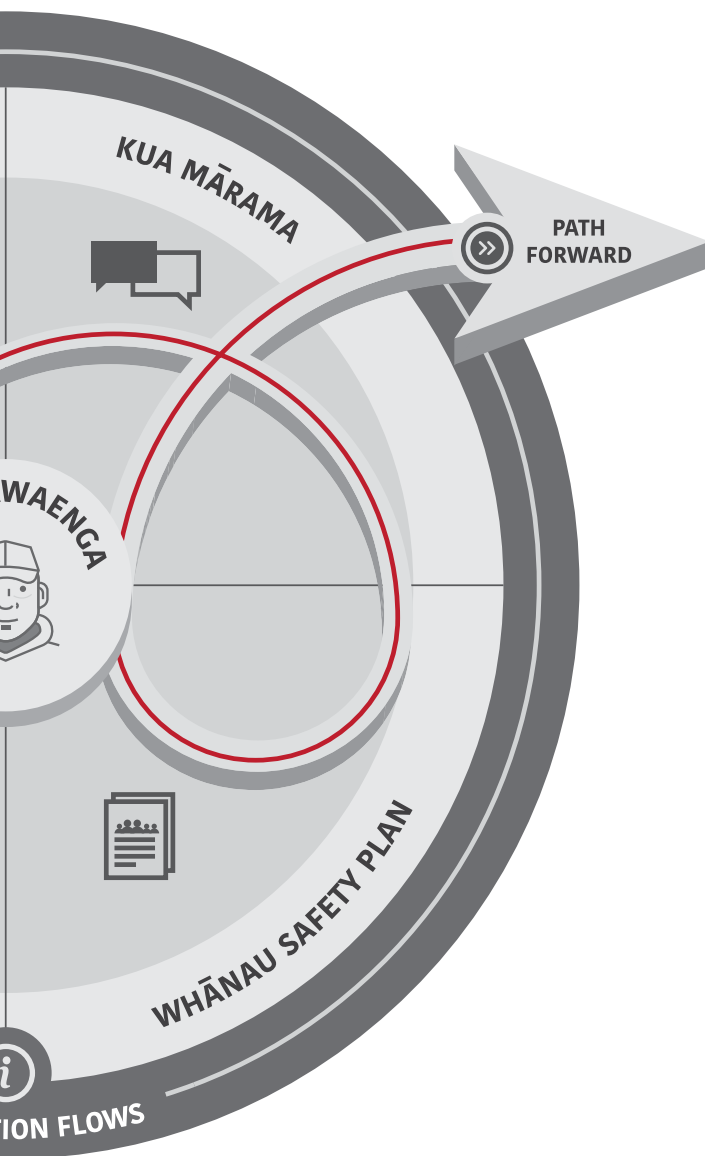
4. A Safe Place / Te whare manaaki

Assurance that a physical safe place has been found, with supported information.



the new model

Whānau intervenes early and is responsive to the needs of the bound person in a way that works for them, with the ultimate goal of achieving their goals and dreams.



5. Whānau Safety Plan

Iterative and generative safety plan co-developed by the bound person and their whānau, with the support of the Kaitakawaenga.

6. Networks of Support

Intentional naming and establishing of the individuals, and other people that will support the ongoing behaviour change.

7. Kua Mārama

Ensuring the shared understanding of the Whānau safety plan by bringing networks of support together to establish collective responsibilities.

8. Path Forward

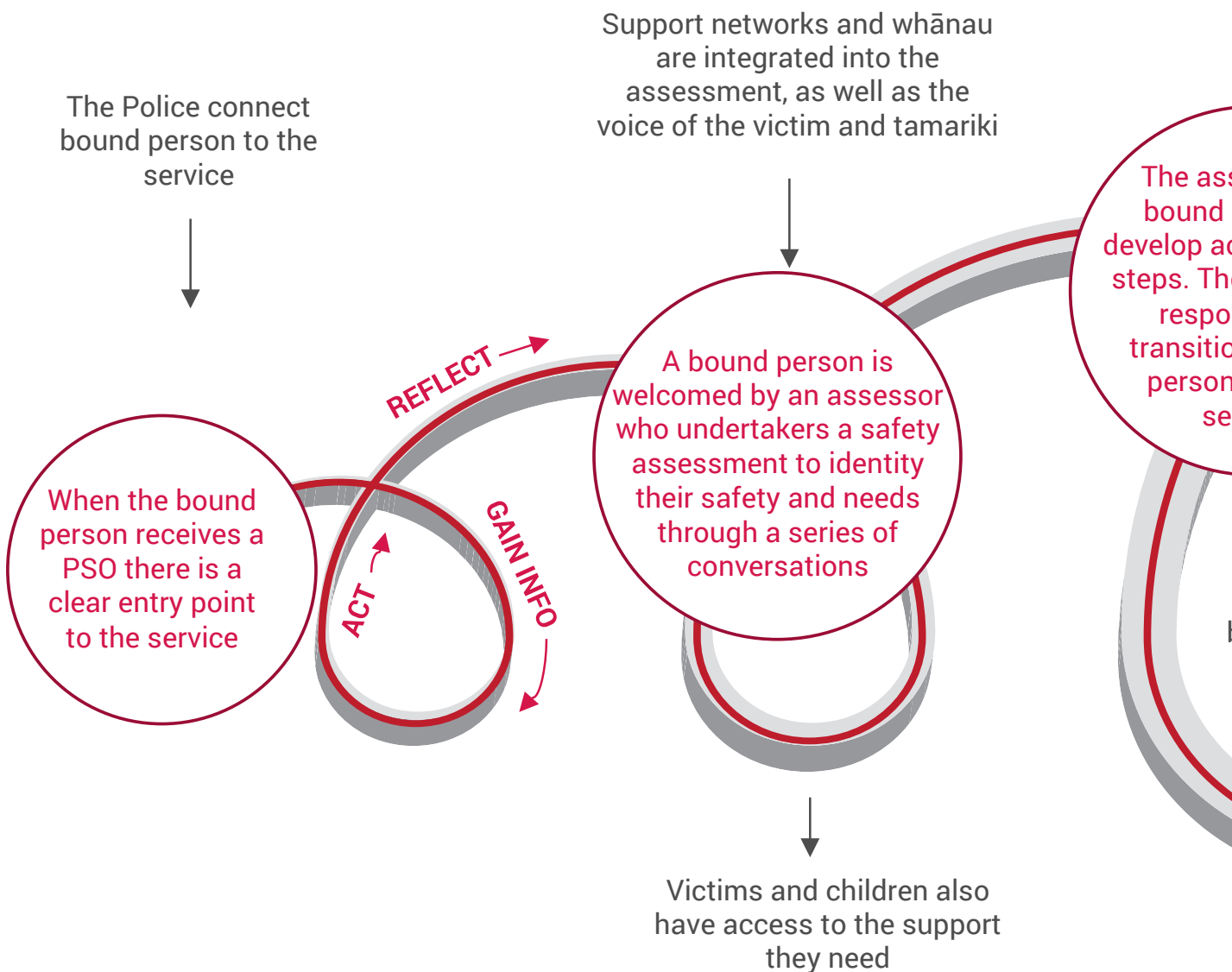
Co-developed actions that lead to the Kaitakawaenga transitioning the bound person to the further standard or non-standard services.

Supporting this model is the ongoing sharing of information between bound person, Kaitakawaenga, service providers, agencies and whānau.

A generative model that makes the inte

A more realistic model for a risk and needs assessment that increases the likelihood of the outcomes of reducing family violence, is one that builds and grows between the assessment is responsive to the needs of the bound person, and is generated continually gains information, acts on the information, and reflects on it with the (as required) inform the plan and are aligned in order to keep it alive.

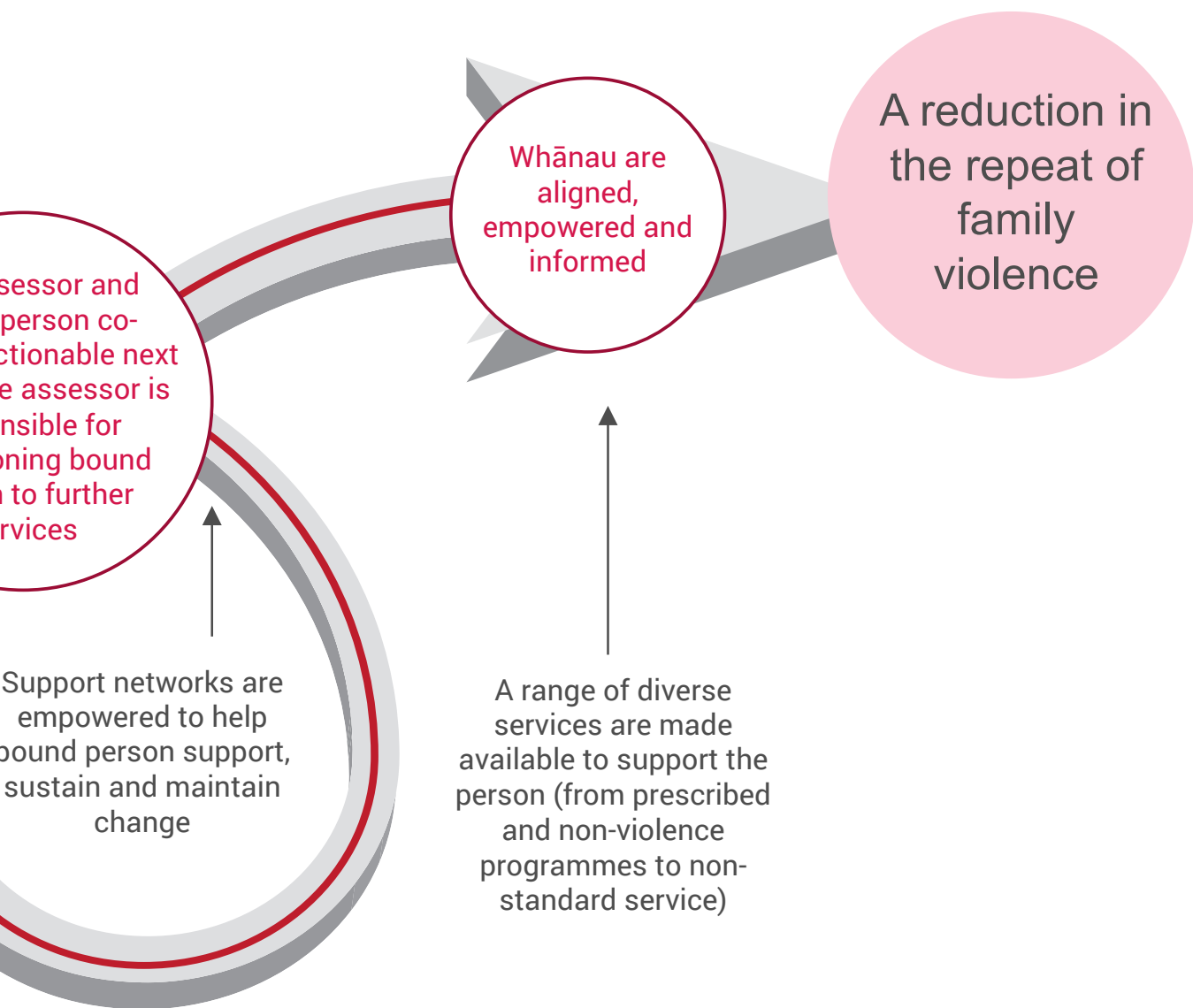
The assessment is therefore depicted as a growing and deepening spiral. It moves forward, and one step back and that family violence happens in a context of a spiralling process that acts to strengthen the intention of the legislation.



Impact of the legislation real

likelihood of a bound person engaging in it, and therefore increasing the connection between the bound person and the assessor. Here, the risk and needs are identified through a series of conversations with an assessor who works with the bound person. The whānau, victim and tamariki (with advocates)

acknowledges that behaviour change can feel like two steps forward and one step back, due to wider trauma and complexity. It is not a linear process – it is a

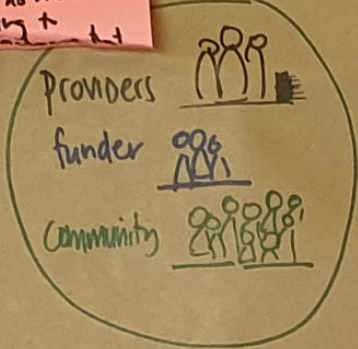


Region works together to implement the co-design plan

→ undertake exploration + action on whānau voice

What will we achieve together
What do we each bring to the table?

Define what wellbeing looks like for the community



Identify

Engage

CO DESIGN

EVALUATE

REFINE

IMPACT

Who is missing - what else have we got

Whānau input to community wellbeing

owned by community + providers

"wamples" track record of making things happen with limited resources

* Leader
* draw out ideas/insights
* drive change

Build trust relating more in the direction

Facilitation design support action budget

Shared accountability + ownership steps

connecting & conversing - clarify the how + why

capacity negotiation (set buildings reflective practice)

Based on criteria including... + outcomes

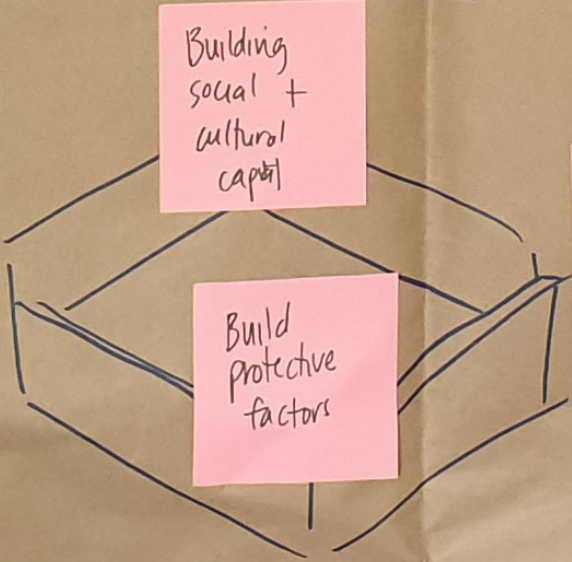
Building healthy relationships

Building social + cultural capital

Helping & Healing

Build protective factors

changing mal...



CASE STUDY 3:

Whānau Resilience, Ministry of Social Development

A new funding and commissioning approach for the Ministry of Social Development to support long term recovery and healing from family violence, Whānau Resilience, an investment of \$15.4m per annum, funds services and initiatives to create strong, resilient communities where whānau are supported to live violence-free and to eliminate violence for the next generation.

The Opportunity

As part of Budget 2018, Government allocated \$76.157 million over four years to support the stabilisation and strengthening of MSD-funded family violence services (Ministry of Social Development, 2018). A discovery phase with providers and people experiencing family violence identified funding is predominantly focused on crisis with a large gap in long-term healing and recovery services. The resulting MSD Family Violence Funding Approach committed \$15.4 million towards healing responses. MSD's report also identified the need for services to be "procured in a way that values collaboration, innovation and reflective learning" (MSD, 2019).

My role as design and procurement lead was to design a new commissioning approach. Typically, MSD would procure providers to deliver a national service based on standardised service guidelines. This often top-down process largely specifies exactly how services will be delivered, how funding can be spent and the outcomes to be achieved. These processes often work at a fast pace, with requirements that disadvantage smaller (often Māori and Pacific) providers with limited resources.

In this experimental process, complexity was built in, not designed out. The levers of change were procurement, contract management and locally-led service design. The intention was to meet the respective needs of communities with national coherency, but not consistency. At the same time, they should provide a relative level of equity in funding, reporting and measures.

“Too often, those who hold power – and resource – attempt to dilute complexities. They have looked to make the challenges come to them, to fit their model and to tick their box, to define their work on the basis of what they want, rather than what is right for the community.”

(Knight-Davidson, Lowe, Brossard, & Wilson, 2017)

3. As the opposite of a postmortem which investigates what went wrong after an event, a premortem process looks forward, assumes the project failed then works backward to understand why and how the potential failure can be mitigated (Klein, 2007)

The journey to develop a new commissioning approach for collaboration, innovation, and learning

Starting in late 2018 I reviewed national and international literature on healing from family violence, ‘commissioning in complexity’ and effectiveness of approaches for Māori and other priority populations. The insights I gained informed cross sector workshops to imagine the future possibilities, the priorities, potential outcomes and prototype options and scope of the new services.

The sector workshops condensed insights into three levers of change:

- Multi-stage procurement: initial national Registration of Interest process to shortlist providers followed by face-to-face regional presentations (oral scenarios) assessed by a local panel.
- Service design at the regional level: providers were selected to come together for a one-year design process to build their collective knowledge of whānau needs, gaps in the region and opportunity to build on strengths to co-design the services.
- Contract redesign and relational management: five year, FTE funded contracts with round table reporting for accountability, to share learning, insights and make improvements.

Insights and a proposed approach were then tested with key stakeholders with an interest in long-term healing through regional workshops around the country. Feedback from the sector was incorporated into the procurement tools and communication materials, culminating a national panel to shortlist providers in early 2019.

Further design work conceptualised the regional design process, identified capability building requirements for locally-led design (this became the pouwhakataki role, an independent design support role for each region), and built the evaluation framework. With clarity of the high-level process going forward, I completed a premortem process³ which identified the potential failures ahead based on similar public sector approaches and how to mitigate these. Through the middle of 2019 I chaired regional panels around the country as providers presented case studies of their work in an open forum and then answered standardised questions in a closed forum. My role ended as the project transitioned into the first year of design and capability building.



Figure 18: Roles and Responsibilities in the new way of working

“The Public Service is not working well for everyone and struggles in responding to complex needs and issues, and the longer-term opportunities and risks facing New Zealand. It has created incentives for risk aversion, inhibited innovation, reduced the ability to respond rapidly, fostered silos through vertical accountability and created a focus on the short-term.”

(Te Tai Ōhanga: The Treasury, 2019)

Challenges

The following sections outline the challenges and offers insights to address these:

Premortem predicted challenges ahead

Through the learning from other similar projects in the premortem, the predicted challenges eventuated, including management of timelines, clarity of roles and responsibilities, and the importance of relationships. The complexity of working in new ways was a challenge we predicted, as were the power dynamics and lack of trust in MSD. These required an understanding of how to navigate around the established ways of working at institution and sector levels. It was vital to have people with the appropriate cultural competency to assess, negotiate and manage contracts are required. Pouwhakataki (capability support) needed to come from the community but they also needed the right skills and supports to lead a process.

Public sector capability at all levels to design and implement

In the context of the Joint Venture for Family Violence and Sexual Violence, significant agency pressure and competing priorities, it was a challenge to determine where best to invest. Initial intention was to devolve the full suite of funding to Māori communities however at this time MSD was developing its strategic vision and had limited capacity to engage and support the process.

Working differently with communities

Design was a new concept for many of the providers who were successful in Whānau Resilience. The design process needed flexibility on how regions worked, but guidance on what was possible. In addition, trust in MSD was low and some communities/providers didn't participate in the process as intended as they didn't understand or trust that this was different. There were limited incentives for change and low trust that it could and would happen.

Sector mindsets, ability, and readiness for change

In hindsight, many people did not understand the change we were seeking. The constant competition for limited resources meant many providers were resistant and hesitant to collaborate, this process demonstrated that many do not but are also not encouraged and supported to. Communications needed to go deeper that this was not a typical service, and throughout the process there were opportunities to better support working in different ways.

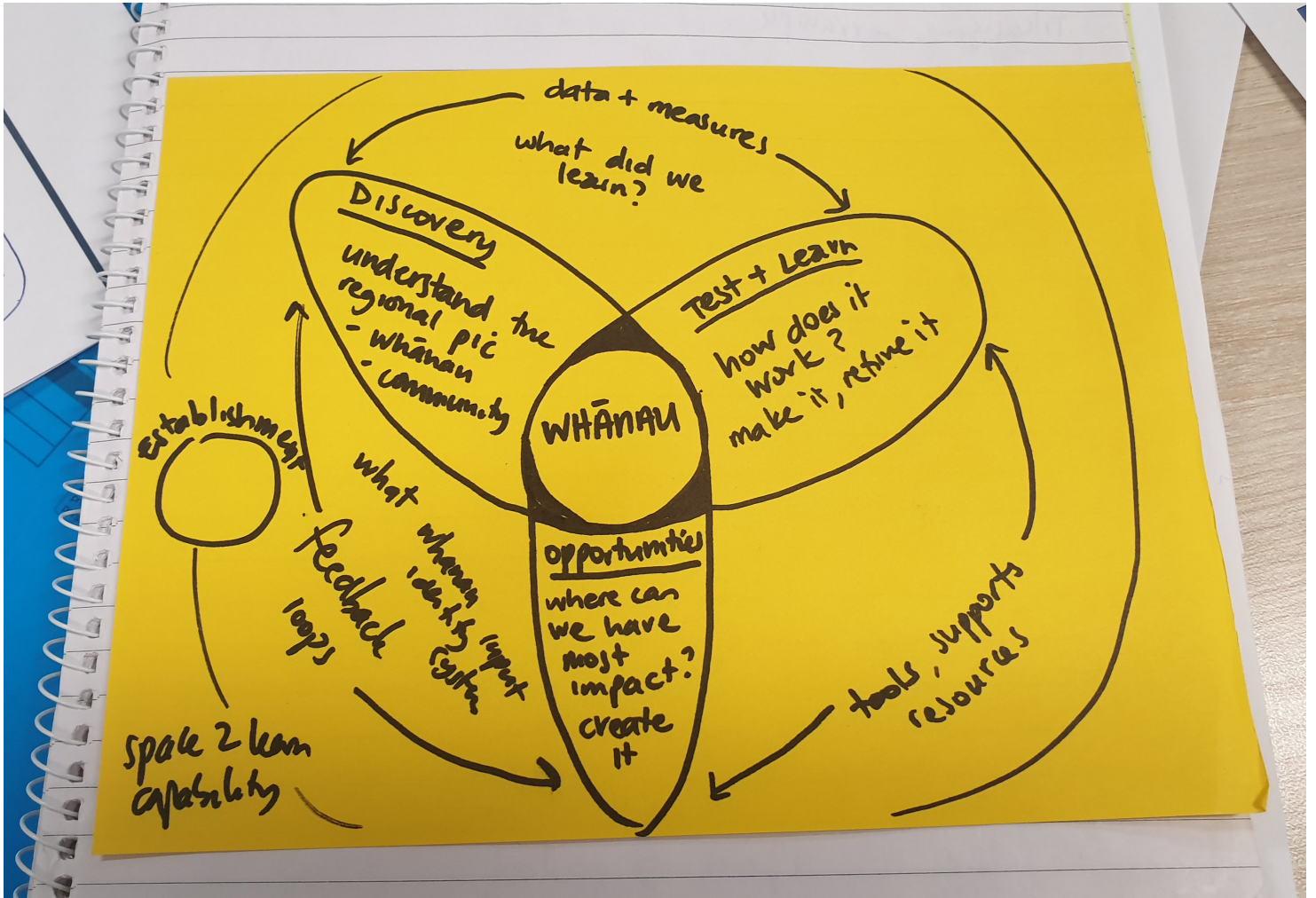


Figure 19: An early prototype of how the local design process could work, with whānau in the centre and learning and improving throughout.

Figure 20: Prototypes of the whānau resilience design process including plan, tools, roles and timeframes.

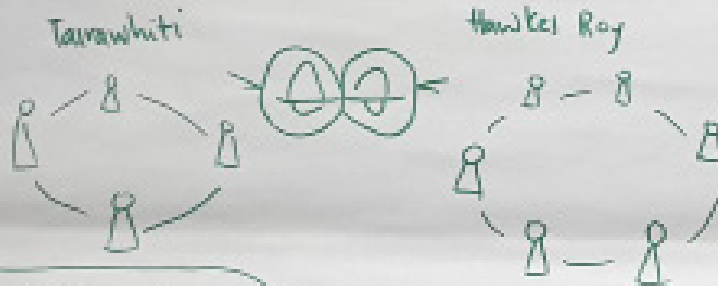
KEY DOCUMENT FOR THIS PROJECT:

A Whole New World: Funding and Commissioning in Complexity

This report provided a new paradigm to consider complexity and how to frame commissioning in new ways to build relationships, to learn and ultimately achieve better outcomes.

Understand / Discover / current state analysis

Intent: Understand what is happening in each region, as a whole incl. for response + recovery, identify gaps + where would have best impact. Build baseline for the region.



Activities

- 1 understand object + what required now/negotiables
- 2 context, environment (place + process)
- 3 behaviours, motivation needs of whānau

- 1 Each group work together to understand the need, whānau voice, data by:
 - Environmental Scan of what is - map the terrain *landscape*
 - Develop the 'story' for the area
 - collect whānau voice / insights
 - use nationally provided data - find local

facilitated by Kawaranga come back together to share across region

Deliverables

Generated insights

Provide the 'story'

Initial baseline of 'what is now'

Include who is target group

Research findings

Journey maps / client studies

Identified opportunities by comparison in delivery

Access to all the research + intelligence to develop the response

What are the unmet needs of whānau?

5 POU who is doing what to address these across the region

get clear on the 'WTO' target for the work

May differ for providers. Don't have to be the same but needs to be clear + articulated

Affinity grouping, Themes

3 Analysis + prioritising

1 analysis learnings - mapping & reporting

2 prioritise where to go next - decided by whānau

3 Formulate the baseline measures

4 Map out the Service Experience journey map

5 Identify opportunities, gaps potential improvements

provision framework

capture initial measures + ongoing insight

Log opportunities

Set of opportunities + strategies

understand what long term really means

Log client voice - tell the story of current clients client / case study

Cultural narratives + ways of working

multiple interviews / fieldwork co-design workshop client studies / personas journey mapping - current state visits / observations, observation / shadowing

Recording in different ways - audio, video, notes

2 Continue capability building

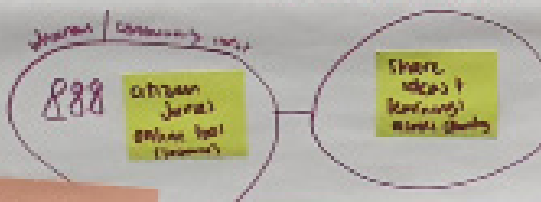
- training modules (local/national?)
- measures + outcomes
- identify critical success factors
- design principles
- change management process

Data national + local

Relevant Research

Identify qualitative impact from whānau + opportunity + other services

merge phone behaviour outcomes data



Round table reporting

Generate insights understand needs Post track - quick win

Outcomes -> Baseline data + story -> Deep understanding of region - needs + what is not the thing for whānau of... + what is not the thing for whānau of...

Create / opportunity space

Intent: Explore opportunities for new ideas, ways to address gaps or for improvements to existing. Establish strategic direction for immediate action. Build on learning & identify new capabilities required.

Capture opportunities along the way - what are the future options?
 incremental changes → radical solutions

Generally

- ① Surface opportunities from research
- ② Build capability / frame the problem, challenge + broad opportunities based on insights
- ③ Generate ideas / how or not
- ④ Select + prioritize
- ⑤ "Blueprint" - how to make it real



The Whānau Resilience design phases

Here is a process to help you along through the year if you need it. We've broken it up into four main phases so you can see the kind of things that we think will need to happen so you can get a good end result. Everyone will be at different stages, so the process may not be this linear for some of you, and the pace you work at will vary too.

Stage 1: Get established

Build a strong foundation of working together with a shared vision and understanding of Whānau Resilience.

Includes:

- Sign contract, recruit kaimahi, commit to on-going active participation
- Agree MoU and develop an action plan between everyone involved

Stage 2: Discovery

Discover the needs of Whānau, challenge own assumptions, understand the baseline story of the region, what is already happening in terms of the 5 pou & gaps in your collective knowledge.

Includes:

- Do regional data walk/ asset map
- Get ready and build baseline community level data
- Capture whānau voice

Stage 3: Identify opportunities for change

Explore insights and generate opportunities and ideas for where the biggest gains might be. Opportunities may be brand new ideas, building on or refining existing ideas and/ or some quick wins or ideas you could try and test before going further

Includes:

- Define opportunities within 5 Pou, prioritised by whānau
- Identify how each provider's ideas or services fit to benefit whānau
- Tell and share a compelling story
- Start to develop measures and feedback loops
- Test ideas with whānau



ROUND
TABLE



ROUND
TABLE



ROUND
TABLE

3 months

6 months

9 months

At the end of the design contract, an ideal outcome is a clear service concept that specifies:

- A service or concept that fits within the Whānau Resilience scope and within funding or FTE you have available to you, ensuring it is a fully funded service
- The vision and aims of the service
- Which of the 5 Pou the service aligns to
- How the service is evidenced to contribute to long term recovery
- How the service will work evidenced by whānau voice and data gathered throughout the year
- The geographical coverage of the service and how it links to other services in the area or the gap it fills
- Who the service is targeting and how they access the service
- The shorter term measures and the longer term outcomes that this service is working towards
- A plan of how you intend to live test the service, and refine and adapt the service over time, including the support you need

In order to move to an Outcomes Agreement, providers must meet the above and have actively participated in all round tables, networking and training/capability building opportunities and worked collaboratively to design over the year

Stage 4: Test & learn

Make your ideas real. Test your thinking in low cost ways before it goes live, use data to confirm you are on the right track. Start thinking about the next stage and how you intend to refine and adapt services over time.

Includes:

- Determine how services will operate, for whom and when, links, entry and exit points
- Confirm measures and feedback loops



12 months

Phase 1: Design contract ends

The Five Pou

The pillars, or service areas, supporting Whānau Resilience

Strengthen cultural identity and whakapapa

Support whānau to develop their sense of identity within their whānau, hapu and iwi and within te ao maori, and whakamana whānau to take charge of their own destiny

Strengthen social capability and community connection

Grow community capacity and capability to support and sustain change

Support behaviour change for men and people using violence

Respectfully challenge men and those using violence to take responsibility for their behaviour, and provide on-going strengths-based, culturally responsive support which helps people heal and chose to not use violence



Figure 22: The five guiding pou / pillars of whānau resilience were drawn from evidence of what works to recover from violence and how to strengthen whānau. These five pou guided the local service design process.

Support trauma healing and recovery from violence

Use a trauma-informed analysis of family violence which acknowledges the intergenerational nature of family violence and the devastating impacts this has on those directly affected or exposed to it

Create healthy relationships and skills

Create opportunities to build skills, knowledge and experiences to enable strong, positive and respectful relationships in parents, partners, whānau and communities



Regional workshops to:

- update sector on approach
- re-engage in work prog
- co-design elements of Procurement + design

Iwi / Māori engagement
MPC / Te Kōwhiri

Draft EOI,
procurement +
design processes

Informed by
whānau insights
& evidence

Infographic
for
ROI

make it
look nice
+ easy
to understand

Refine EOI, criteria
outcomes + process

Tell us an
assumption you
have about your
EV since you
made

Finalise EOI, confirm
process + communicate with sector

“Creating legitimate platforms for whānau to be heard and work alongside those with power and influence within the system has emerged as a powerful opportunity for healing and whānau empowerment, and systems change.... [yet there is] a significant gap between agency intention and capability for working [with] whānau centred and whānau led innovations. This highlights a significant challenge in supporting systems capability for change from status quo.”

(Tangaere, 2019)

“Whānau Resilience has been valuable planning process. Often, we have people designing services in Wellington from research and data without understanding the people they are designing for. This is a more collaborative approach that has more integrity to it, a more robust process to get the results we all want.”

(Ministry of Social Development, 2021)

Supports

Procurement as a lever for change

Through the change in procurement processes, the provider service mix was more diverse than previously with 54% of successful providers kaupapa Māori, 24% mainstream services, 17% Pacific and 5% refugee and migrant. Trialling a different procurement approach enabled a more equitable and diverse provider mix to better serve the community. The consultation process tested and confirmed that the sector was open to innovative procurement approaches. The open presentation forum highlighted unique skills and strengths in presentations using role play, waiata and karakia, a range of mediums and a large amount of te reo Māori. Provider roadshows and face-to-face interactions were valuable communication tools. We challenged the typical funding process by allocating investment to areas of need which typically experience the most inequity (typically high Māori populations and high deprivation areas). Investment was tagged to these areas before providers could apply and providers were only able to apply if they were based in that area. This meant investment could not be inadvertently moved to other regions.

Building in mechanisms to support capability, innovation, and equity

Working in Government, you often have the luxury of a bird’s eye view of the problem, and we have typically designed from that perspective. Design offers a balance between the bird’s eye view of the problem solutions designed from the worm’s eye view. Increasing levels of capability inside and outside government made it easier to drive new approaches and learn. Changes such as a new manager with fresh thinking and open to new ideas, combined with shifts within the organisation hierarchy meant there was a willingness to innovate and try new ways of working.

Coherency not consistency in service guidelines

Rather than a specified national service, five pou (or guides) were drafted from evidence to give clarity on what would be funded. Providers could use any or all the five to conceptualise their vision and design services for their local community. The five pou were: strengthen cultural identity and whakapapa; strengthen social capability and community connection; support behaviour change for men and people who use violence; support trauma healing and recovery from violence; create healthy relationships and skills (figure 22).

Reflections

Reflection 1: Those with a significant stake in the status quo have a natural inclination to resist change.

Numerous government reviews have identified that substantial change is required to bring about better outcomes for whānau and communities. The Productivity Commission argue that innovation itself isn't enough and the willingness, readiness, and ability of the public sector to change is imperative. Two relevant reviews, the More Effective Social Services and Improving State Sector Productivity, give specific insight to public sector capability and capacity as either an asset or inhibitor. In their review, they note that “successful reform requires active commitment from both government and non-government organisations, and creating the conditions that unlock the potential of the many leaders across the system” (Productivity Commission, 2015). Similarly, Mulgan & Leadbeater argue in that “at least 50 per cent of [public sector] innovations cut across organisational boundaries. But for precisely that reason many of these innovations remain small scale and don't get taken up: they threaten too many vested interests and jar with the siloed structures which still predominate in the public sector” (2013).

Great ideas alone are not enough to supersede entrenched beliefs and behaviours. Implementation is as much about changing provision of services as it is about building the capability of the people designing, commissioning, and delivering them at every level. The public sector workforce is impacted by constant restructures, staff turnover and limited support for new ways of working, while the not-for-profit (NFP) sector has been significantly underinvested in over time. Together the stymied capability and capacity building in both the public and NFP sectors has resulted in stagnation in service design and delivery. The opportunity now is to invest in growing the capability and capacity of the public sector, our NFP partners and communities to conceptualise, design and implement new ways of working at scale in partnerships.

Reflection 2: There is no rulebook on what choices will bring about the best change — go radical or incremental?

The 2015 Productivity Commission review called for “a major shift in thinking and structures” in the social service system and made a range of recommendations recognizing that “implementation will take time and persistence” (2015). Mulgan & Leadbetter propose that “the full value of innovations may only be reaped by reshaping the architecture of the system: how money is organised, knowledge, professional formation, targets” (2013). Whānau Resilience, while a \$15m per annum investment, was a relatively small project within MSD and the wider social sector and alone this investment could not solve the challenge.

“The problem is many of us are unable to cleanly see the causal lenses that shape our perceptions and habits, let alone take the brave and humble steps of being able to adjust them... so we try to get to new places through old routines.”

(Rowland, 2019)

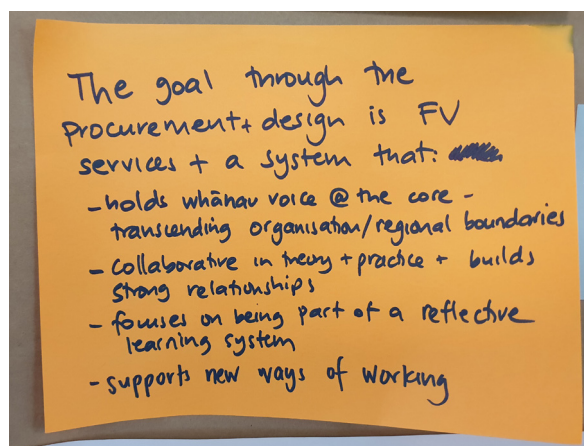
This project took a significant risk in that it shifted multiple factors all at the same time, and the project sought to “learn what a more collaborative, transparent and community strengthening process could look like” (Gamble, Hagen, McKegg, & West, 2019).

For the Whānau Resilience project, there was a mix of small and large fixes across the procurement, contracting, negotiation and design phases, but the sum of these added to the complexity alongside the expectations and capabilities of providers. Government is not hardwired to take the requisite time to build strong relationships, nor invest in capability and capacity building at scale impacting on successful design and implementation. On reflection, either maintaining tighter control from the national level and minimising the complexity may have been easier to undertake, or staging the multiple changes over a longer period of time could have better supported the implementation process.

Reflection 3: Acknowledge privilege and power, question your role, and create space for others

Guided by and in partnership with my tangata whenua colleagues in the team, we learnt it was possible to deliberately challenge institutional racism and the bias in procurement processes. This work challenged the privilege in the funding process by allocating investment to areas of need that experience the most inequity (typically high Māori populations and high deprivation areas), tagging investment to providers based in that area so investment could not be inadvertently moved to other regions, and changing the tender process to make it more accessible to Māori, Pacific and refugee/migrant and often smaller providers.

The annotated checklist on page 93 provides a summary of lessons learned from this project.



Pre + post mortem for Whānau Resilience is informed by:

- Pre mortem: our teams thinking
- MOJ/DOC procurement lessons learned documentation
- Healthy Families NZ - summative evaluation + moti feedback
- Lifescape Youth design initiative summative assessment + lessons learned
- TPK NC design learnings evaluation report
- Procurement (ROI → eval panels)

Timelines

- Resources allow only 1-2 panels to evaluate @ a time (3-6 mths overall)
- Panels take longer + are harder than we thought
- MOJ/DOC tender opened 23 Jan is too early in year for some providers to prepare
- DOC/MOJ have critical providers so needed to use a different procurement process for current critical vs new players in market
- Need contingencies built in to time lines + resources
- allergic to some providers - regional based on that

Relationships

- Community iwi panel members aren't representative don't engage
- Too many relationships to manage from nat office
- Cultural competence varied in the evaluation panel meaning they scored + challenged.
- Iwi leaders should have been consulted during planning + procurement
- X - Rigid RFP process trusted more than good current providers need space for questions/clarification
- guidance to eval panel is req

Resources

Human (capability/capacity)
\$\$, tools, support

- Too many panels to resource effectively we drop the ball (time equity)
- being explicit we are looking for kaupapa Māori helps understand our priorities
- Justice/corrections rec - prefer regional procurement over national as they have better @ making provider make up + relationships in
- timelines - resources - cultural competency - MAIN ISSUE MOJ DOC

The Process & Effectiveness

- Unclear expectations on what we want, need good providers miss out
- PFOs, MSD National office don't support well enough relationships/process
- essential providers made errors but were needed in final mix - needed work arounds to keep in, market assessment on who is critical
- Only Q+A process through GETS/MBIE... is there another way?
- Current providers should have needed more info / consideration
- need procure "right" ready to go

Comms + Information needs

- Providers haven't understood criteria, expectations - don't apply or make mistakes
- Complicated criteria - providers didn't understand rec to have presentation or interview ✓
- MOJ/MOJ rec better communication + agreement from outset for resources req'd - time resource intensive
- MBIE guidance on how to present a joint or collaborative tender would have been good

In Summary - MOJ/DOC found that

- they didn't build in enough time/resources to complete an effective process. Management didn't free up resources
- lack of cultural competency - panel, questions, process
- Didn't map out market effectively - current, critical providers didn't understand requirements - too complicated

How can we mitigate these?


- Dedicated project manager - needed
- may need Q+A ability on how to present what we are looking for?
- Need iwi support @ panels, voting + poss in negotiations
- Maybe easier review of case study info to ensure easy reading
- Consider our moderation to include going back to providers on PTEs
- Scope realistically - activities needed - realistic time resources - impact on providers/w
- Map out Regional panels + negotiations be realistic about timeframes/resources
- Be prepared to extend timeframes / - up resources
- Develop theory of change then prototypes or simultaneous
- map out critical points in design + early delivery

Tangible

- BUILT ENVIRONMENT


easy sunbath Bars
clean well lit.

Bar owner saying it's not ok here ill do something

 good housing, schools




good healthcare

 Roads + well run public services



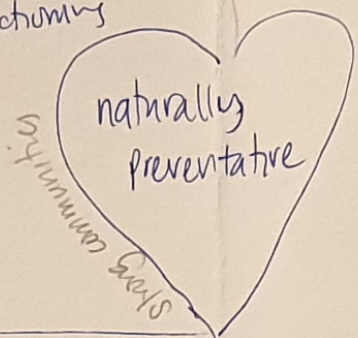
green parks playgrounds

 shops, cafes, churches
Places to meet socialise, connect



support networks well functioning

Libraries + institutions to build knowledge connect

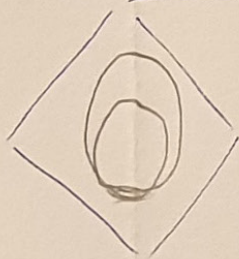


COMMUNITIES

SOCIAL INFRASTRUCTURE & SOCIAL CAPITAL

vacant shops, houses

Heavy Policing



"communities left 'impoverished'"

unemployment

services tackle crisis services offer what they

roadway, parks & other built components in various states of disrepair

Effective change requires leaders who want to change, are trusted & supported
Superu 2015

homelessness

Schools & community buildings vandalised

© Caroline S

CASE STUDY 4:

Manini Tua: A safe and inclusive 2040, Accident Compensation Corporation

Designing an investment approach to create large scale, long term sustainable change in behaviours and norms that cause harm. A theory of change and investment approach capturing the unique relationship the Crown shares with Māori in Aotearoa.

The Opportunity

Injury Prevention (IP) is a core business unit within the Accident Compensation Corporation (ACC) charged with delivering initiatives to prevent harm and injury. “[O]ur success in injury prevention goes a long way towards improving the quality of life in New Zealand while ensuring the long-term sustainability of the Scheme (Accident Compensation Corporation, 2020) . In 2018, IP set out a new strategy with a set of principles, strategic objectives, and a new structure to implement the strategy. The ACC strategy sought to build on the platform of existing programmes and accelerate the way of working and scale with an increased investment of \$110 million in injury prevention programmes in 2021/22 (2020).

In 2019, I commenced a new role at ACC as Manager, Strategic Investment, with a mandate to lead the Strategic Investment portfolio within Injury Prevention, with responsibility for the areas of violence prevention, child and youth wellbeing and Māori cultural capability. The purpose of the portfolio, as articulated in the IP Strategy 2018, is to prevent harm and promote wellbeing for whānau, families and communities through:

- Creating large scale, long-term and sustainable societal change in behaviours and environments;
- Using injuries as an entry point for exploring and addressing broader social issues;
- Unlocking new opportunities for innovation, strengthening prevention infrastructure, and testing variables with potential for scale and impact.

From 2015-18, the ACC violence prevention team seed-funded a range of initiatives across the prevention continuum. There was limited investment logic and/or plan for scale across the range of initiatives. My focus was to move away from small, discrete programmes and to explore preventions before harm occurs. The opportunity was to lead and drive a new way of thinking about prevention.

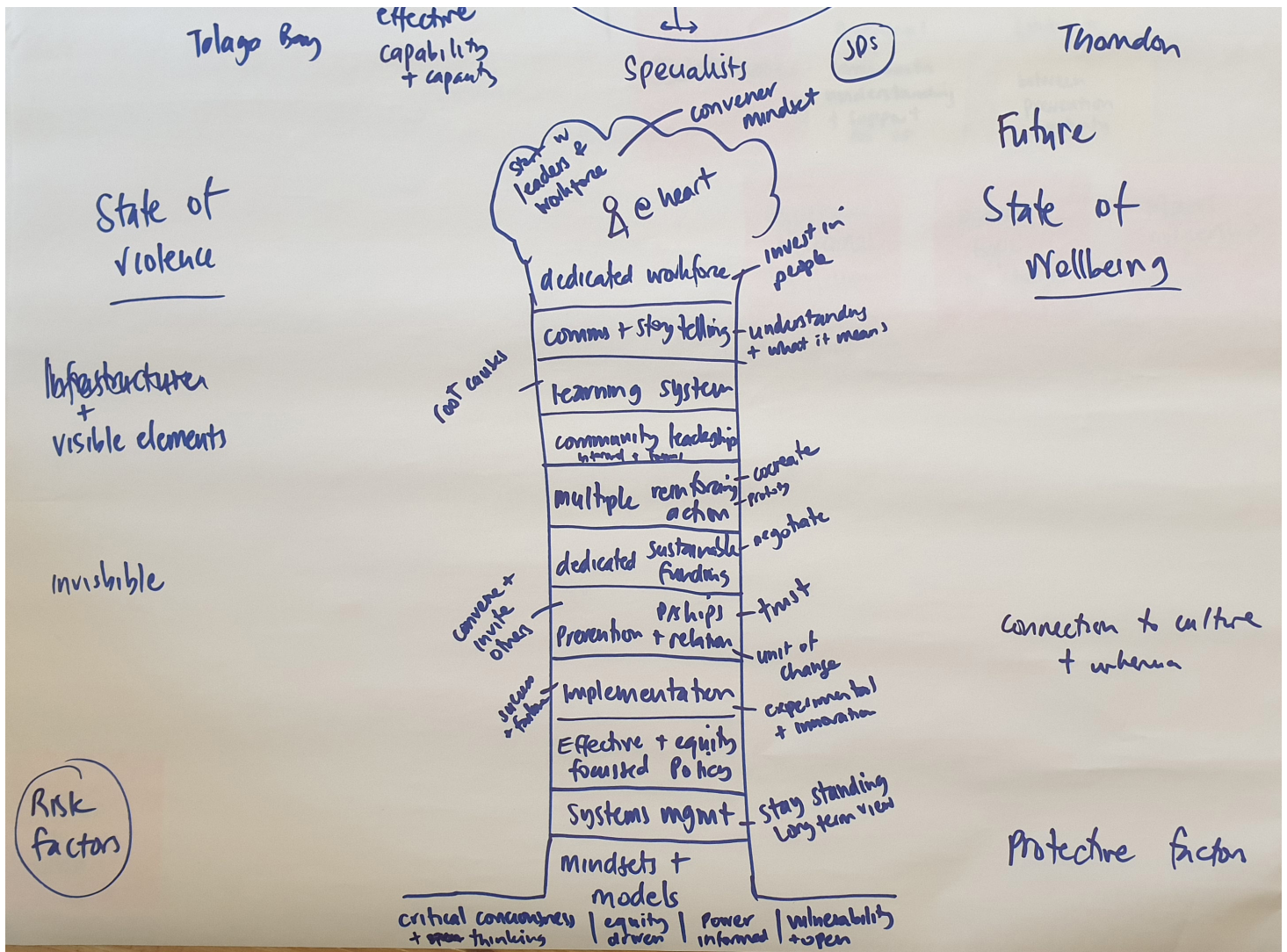


Figure 23: Early prototype using a tree metaphor for the prevention infrastructure for Aotearoa.

“Change is disruptive and inevitably threatening for some. Barriers to change include those with a significant stake in the status quo have a natural inclination to resist change.”

(Productivity Commission, 2015)

The journey to a new horizon: Manini Tua

The development of two separate but intertwined theories of change (using He Awa Whiria for a Te Tiriti-led approach) started with a set of five high-level outcomes in early 2020. This first step created a long-term vision with a focus on 2040, two hundred years since the signing of te Tiriti. The team drafted a long-term vision of “safe and inclusive communities” and “mokopuna ora” as mutually reinforcing and complementary Te Tiriti approach, underpinned by investment into the system itself for sustainable outcomes. Drawing on key strategic documents and in collaboration with other government agencies working in prevention we developed the outcomes framework.

While a Pakehā (Tangata Tiriti) planning methodology was used to plan future investment, the intended outcome was to enable equitable outcomes for Māori. To guide our investment approach, we drew on the models of He Awa Whiria (Macfarlane, 2009) (Macfarlane & Macfarlane, 2018) and Waka Hourua/ waka taurua (Maxwell K. R., 2020) and have used waka hourua to represent the approach. The waka hourua consists of two hulls, a tangata whenua hull and a tangata Tiriti hull, with equal but distinct basis for indigenous knowledge to inform, guide and drive forward our investment approach sit alongside western paradigms

During this time, I also undertook a review of all the existing violence prevention programmes to determine the logic behind each and their fit with the future vision. As COVID-19 hit the shores of Aotearoa / New Zealand in 2020, we, alongside our Joint Venture partners working in prevention, came together to explore ways to support whānau across New Zealand. Together we committed to invest in preventing child sexual abuse and supported our partners to mobilise and find ways they could deliver contracts in the COVID-19 context. Through the second half of the year, we commenced development of a business case to seek investment for the first set of outcomes in our theory of change (Healthy Consensual Relationships/ Oranga Whakapapa). In early 2021, we refined the concepts for bringing the Te Tiriti led approach to life. The work culminated in a business case to the ACC Board in July 2021. On October 3rd, 2021, Minister Carmel Sepuloni announced that ACC would investing \$44.9 million over four years to establish a fit-for-purpose sexual violence primary prevention system.⁴

4. ACC Launches Family Violence Prevention Initiative | [Beehive.govt.nz](https://www.beehive.govt.nz)

Challenges

Steering in a different direction

My intention was to fundamentally shift effort, mindsets and expectations from secondary prevention to systems and community-led prevention. This required starting in a different place; rather than with the problem we are seeking to solve, start with imagining a vision for the future. There was an inherent tension between the focus on wellbeing of the ACC Scheme and the wellbeing of New Zealand. These are not mutually exclusive; however, the framing does change the emphasis and approach of the investment. This approach was fundamentally different from the way prevention work had operated to date and as such required translation into the many different languages of the organisation to help people understand in their own context. There was initial tension with people who expected certain investments and certain ways of operating, and multiple repetitive approaches were required to ensure the message was understood and supported.

Managing expectations when moving from strategy to action

It took time and energy to build the new direction, while also delivering on current initiatives and exiting ineffective partnerships, particularly during the COVID-19 context. It was challenging to hold off expectations in an organisation that was used to delivery, while taking the time and space to think deeply about the new way of working. Designing a new approach in the COVID-19 context added to the complexity as lockdowns severely impacted the programme development as the team were deployed to support COVID-19 related work such as the child sexual abuse prevention work programme. Additionally, it was challenging to provide certainty on what was expected of staff individually and how to do their work with a new team, new managers, and a new work programme.

Decision making in complexity

Social change takes a long time. Designing for scale, stepping out into new spaces and investing in them is inherently challenging for any organisation, even further when this is a complex multi-staged and multi-level programme of work. Internationally there is a lack of data / systems and shared measurements and we typically measure causes not symptoms. In the absence of clear data and insight, the programme needed to build confidence that, while innovative, it had the prerequisites to provide the evidence of effectiveness not only of the individual programmes but of the programme. Decision makers needed to show a level of trust that this was the right direction. It is not always easy to communicate complexity — I didn't always have the answers and was working instinctively at the start. I drew heavily on precedents set in Australia for prevention and internationally for designing in social innovation, and then identified the concrete changes I could action grounded in examples of how it can be different.

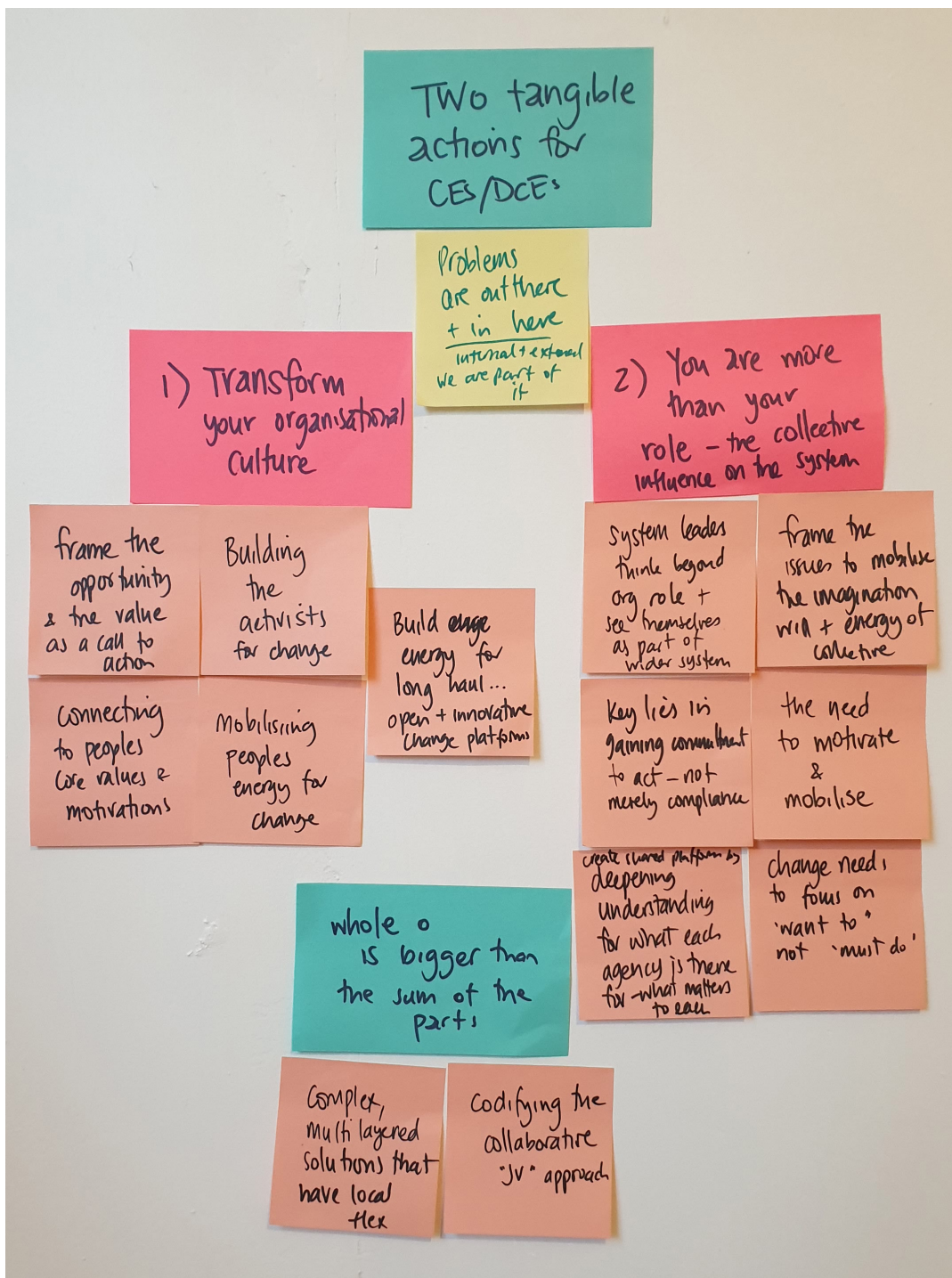


Figure 24: Exploring the changes required in public sector leadership to prevent family violence and sexual violence.

Crown agency's ability to meet Te Tiriti obligations

We did not have history of successfully providing positive outcomes for Māori, therefore our team was very aware that while we wanted to create a new way of working we didn't necessarily have the credibility at the early stage. The standard business case process conflicted with complexity and customer-centric approaches which caused challenges within the team, particularly reconciling kaupapa Māori approaches into the business case template and making decisions on the investment. As a Pakehā manager of a Māori cultural capability team, I had the organisational mandate to manage and support the team team, yet required external cultural expertise, internal guidance and considered ways to create the space and a different set of delegations to support the team effectively.

Supports

Authorising environment

As a crown agency with its own funding processes and a mandate for prevention, ACC has the flexibility and relative autonomy to innovate compared with other agencies. The organisation is relatively comfortable in taking risks for the long-term benefit of the Scheme and New Zealand. The mandate of the portfolio was hugely permissive, wide enough to create opportunities yet clear enough to give direction on what was desired. The Joint Venture raised the profile and legitimacy of prevention of family violence and sexual violence and primary prevention, which gave the space to lead primary prevention rather than across the prevention continuum. Key senior leaders championed the new approach and provided guidance, opened doors at their level and advocated both internally but also across the Joint Venture to maintain the integrity of the work.

International evidence for prevention and working differently

Linking up to Australian prevention efforts including Respect Victoria, enabled us to share learning and insights and draw on the legitimacy of their advancements for our benefit. International public health evidence provided the system framework for prevention and recommended investment be sustained and coordinated across a system to be most effective. This evidence supported ACC moving from single-factor programmes to a systems approach. Similarly, international and national social Innovation practice supports working with the complexity of the problem — rather than diluting complexity to single programmes, giving strength to the evidence-based theory of change to develop interventions that complement each other in complexity.

Internal and external partnerships to support

The comprehensive nature of the team focus — Māori, Child & Youth and Primary Prevention gave full mandate to focus on a comprehensive wellbeing approach rather than deficit or isolating separate issues. The cultural capability and social innovation expertise in the team was unparalleled. With this internal expertise we could move quickly plus build capability within the wider team members. Trusted relationships with various researchers, Māori experts and critical friends brought their expertise into the mix increasing the pool of supporters who understood and promoted the work. Through the organisation's actuarial approach, there was a strong precedent and focus on return on investment yet the institutional knowledge provided support to lean on and build over time. Similarly, we drew on other work within the organisation such as evaluation tools. External evidence validated the direction, for example the Family Violence Death Review Committee report (6th report) guided our thinking about the difference between Te Tiriti and the Treaty and what that meant for the approach.

Towards a safe and inclusive 2040

We're working to ensure children and young people are safe and flourish in Aotearoa New Zealand and we are protecting the whakapapa of our tamariki, rangatahi and whānau.

The purpose of Strategic Investments portfolio is to prevent harm and promote wellbeing through: creating large scale, long term, sustainable societal change in behaviours and environments; using injuries as an entry point for addressing broader social issues; unlocking new opportunities for innovation and testing variables with potential for scale and impact.

- ★ Healthy and consensual relationships
- ★ Safe and supportive environments
- ★ Wellbeing and resilience
- ★ People are well resourced to support children and young people
- ★ High functioning primary prevention system
- ★ Oranga whakapapa
- ★ Oranga whānau
- ★ Oranga taiao
- ★ Oranga hapori
- ★ Oranga tikanga

So that in 2040, 200 years since Te Tiriti o Waitangi, we have:

Mokopuna Ora = protecting the whakapapa of our tamariki rangatahi and whānau
Communities are safe, inclusive spaces where children, young people and whānau flourish
Primary prevention is prioritized across the SVFV system

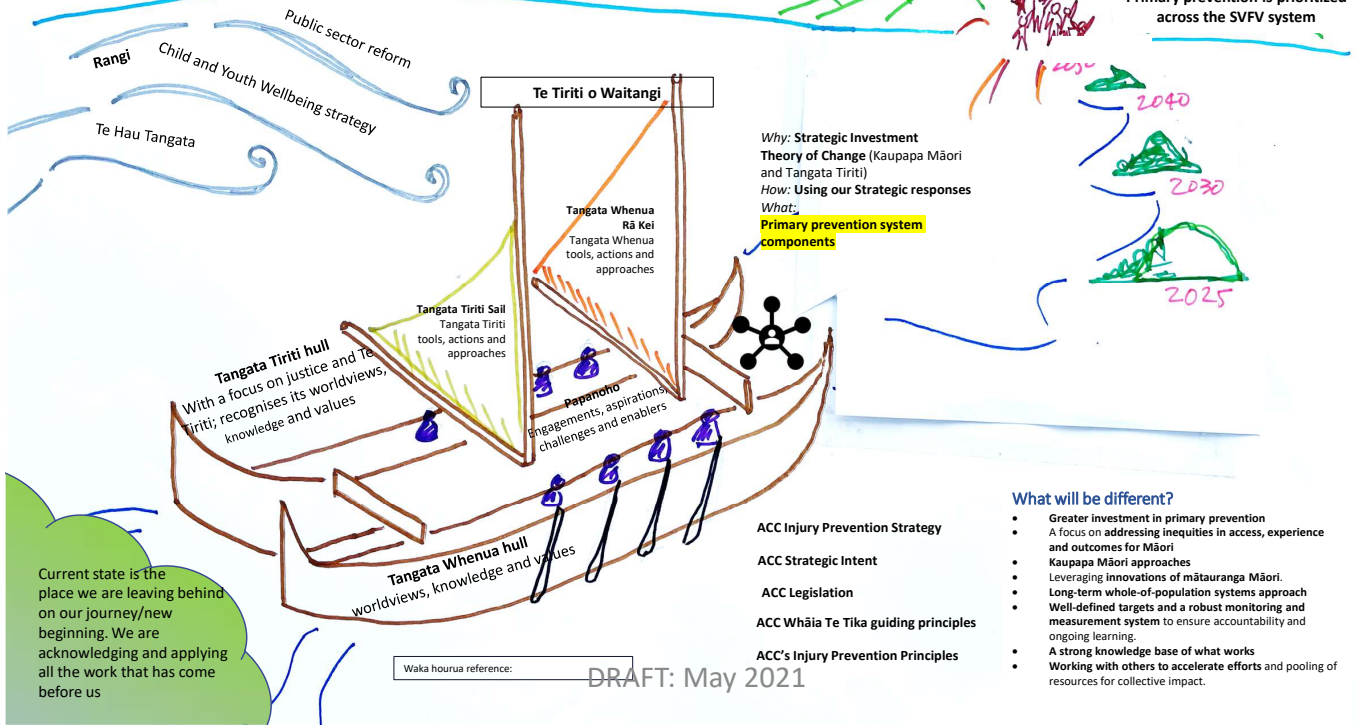


Figure 25: Towards a safe and inclusive 2040 — an early concept to articulate our vision for 2040, the waka hourua and actions to get there.

Focus on wellbeing

Reframing the problem from harm and injury to strengths-based has engaged more people in the journey. Changing towards a strengths-based vision inspired people and built partnerships as many people want to join in and be part of it. The Child and Youth Wellbeing Strategy, alongside the Dunedin Longitudinal study (and other studies since then), provided the evidence to focus on child wellbeing, supported by the Government’s wellbeing focus.

KEY DOCUMENT FOR THIS PROJECT:

Imagining Decolonisation

This short book explores how all New Zealanders can conceptualise and contribute to decolonisation. It offers ways to demystify decolonisation and find a way forward.

Reading this book during the development of our theory of change, helped think about ways in which we could do this work better.

Efforts that strive to shift the underlying infrastructure within a community to support prevention

Purposeful
~~Dedicated~~
prevention
Resources

Clear
Strategy
+
VISION

Dedicated
+
Sustainable
prevention
funding
(prioritized)

Relevant
& targeted
prevention
tools + resources
& guide + support
action

Community

System
coordination
&
management
Stewardship

Commitment
& active
leadership
demonstrated
by Govt, local govt
& community

Effective +
Equity focused
Policy, processes
linked across
sectors

Formalized
relationships
&
strategic
leadership
focused on prevention

dedicated
reflective &
skilled
workforce

Training
building skills,
capacity &
intention to
primary prevention

Multiple
reinforcing
activities across
the prevention
Sector/levels
Systems thinking

Clear &
accessible
pathways to
recovery &
crisis services

Effective
Learning
System
that crosses
sectors

Story telling
& comms
compelling stories
of the vision,
change & what's next

evidence informed
action +
investment to
build evidence of
innovative action
as Matauranga Māori

Quality assurance
(eg criteria for \$&
standards
indigenous led
for improvement

Relationships

Collaborations &

③ Collaboration

Collaboration

“There is significant evidence that universal health systems have not improved health outcomes for Māori, and existing health services design, purchasing and contracting approaches have increased inequity. The findings of the Hauora Report (Wai 2575) highlight the systemic bias in our health system and amongst those who determine health priorities and funding matters.”

(Health and Disability System Review, 2020)

Reflections

Reflection 1: “The strength of a house rests on its foundations”

Learning from the previous design processes, where we start is critical to how we move forward. As shared in *Imagining Decolonisation*, Moana Jackson described colonisation as “the process of replacing one house with another”, further, “the strength of a house rests on its foundations; the foundations keep the structure above it sturdy and upright” (Ross, 2020). While we used a Pākehā planning process within a crown organisation, there has been conscious intention to create the space where a te ao Māori worldview and resulting options were embedded into the foundations of the design.

While formed from a non-Māori process, the foundations for future prevention investment had to be built with the Māori world view in mind. Two key documents supported our thinking in this developmental work, firstly, the Health Quality and Safety Commission in their 6th report made specific recommendations for structural change to Uphold Te Tiriti o Waitangi, (Family Violence Death Review Committee, 2020, p. 89). Then Critical Tiriti policy analysis, provided prompts and indicators to ensure any Crown led work is Te Tiriti led (Came, O’Sullivan, & McCreanor, 2020). These provocations were beneficial and supported us to constantly critique our own assumptions, design and processes.

We explicitly looked for ways to privilege Māori knowledge and world views and we deliberately did not try to resolve the differences between each worldview or the presentation of each. The hulls are bound together by the papanoho or deck, and this shared spaces offers the opportunity to create collective knowledge and innovation (Superu, 2018) and a dynamic interface between the two perspectives (Durie, 2004). Our challenge on the Tangata Tiriti side is to continually recognise the privilege that our views, ideologies, ways of doing and being and knowledge systems hold. At the same time, we must continue the dialogue between the two hulls as we build and grow our shared approach. To be effective in practice not just theory, our approach must be intentional to enable Māori and mātauranga to lead and drive actions in both hulls in terms of the resulting services, funding, and programmes — whether targeting Māori or more broadly, for the benefit of all New Zealanders.

Reflection 2: Timing is key, lift your gaze to see how far you have come and don’t lose heart if it’s not the right time

Over the last two years, COVID-19 has taught us that we can fundamentally change our processes and ways of operating in a time of crisis. During the first lockdown, Government funded many ideas and programmes that had been unsuccessful in prior years. Throughout many years working in the public sector, I have been part of, or come across, many great ideas, yet despite compelling evidence, some ideas and innovation don’t surface, get funded or reach the desired scale. This role at ACC was the right role and right environment to implement my change making practice.

“Only a crisis — actual or perceived — produces real change. When that crisis occurs, the actions that are taken depend on the ideas that are lying around. That, I believe, is our basic function: to develop alternatives to existing policies, to keep them alive and available until the politically impossible becomes the politically inevitable”

(Milton Friedman, 1962)

Figure 26 & 27: Manini Tua — Towards a safe and inclusive 2040. The final visual product for stakeholder engagement (Visuals designed Fly).

In earlier times I was often disheartened when ideas or work was unable to progress, however I have learned that often it's that the timing and/or conditions weren't right. If the timing isn't right but you truly believe in something, you may be able to build and refine it for the future. In this context, I have been passionate about prevention and truly investing at the community and systems level. I kept the ideas alive, built the relationships and laid the foundations until such time as there was a political appetite and opportunity to fund. Looking back, I can see how far I have come, and this prepares me for the future.

Reflection 3: Designing in complexity — decision making, failing and on-going learning

Failure is a key challenge for the public sector, as pressure and public opinion weigh heavily on those attempting change. Publicly sharing failures is not common, creating a risk-averse culture in the public sector where innovation “is being stifled by a lack of capability, and an undue degree of risk aversion on the part of chief executives, boards and Ministers and little consideration of how to manage risk in this context (Productivity Commission, 2017).

Entrepreneurs innovate to create new enterprises while intrapreneurs bring about innovation and change within an organisation. Being an intrapreneur and leading change in the public sector is rewarding, but it is also complex and difficult. As decision makers, we are required to make decisions when we often don't know the answers. Some decisions are obvious and easy, others are hard and scary. The higher you go in the public services the more removed you are from the on-the-ground action and often need to make decisions from what you know and understand from your past on innovative action that is happening in the present. Changes in the Public Sector Reform Act require us to work in different ways, yet we don't always have the skills, tools, capacity, and mindsets to do so.

As I have been creating space for wider innovation in my teams, I've found that my role has changed from leading the action to being the enabler or decision maker. I am now making decisions based on my knowledge from the past and I don't always have the time, capacity or capability even to keep up to speed. Delegation frameworks provide the guidelines to make decisions yet don't always provide maps or ways of doing things differently.

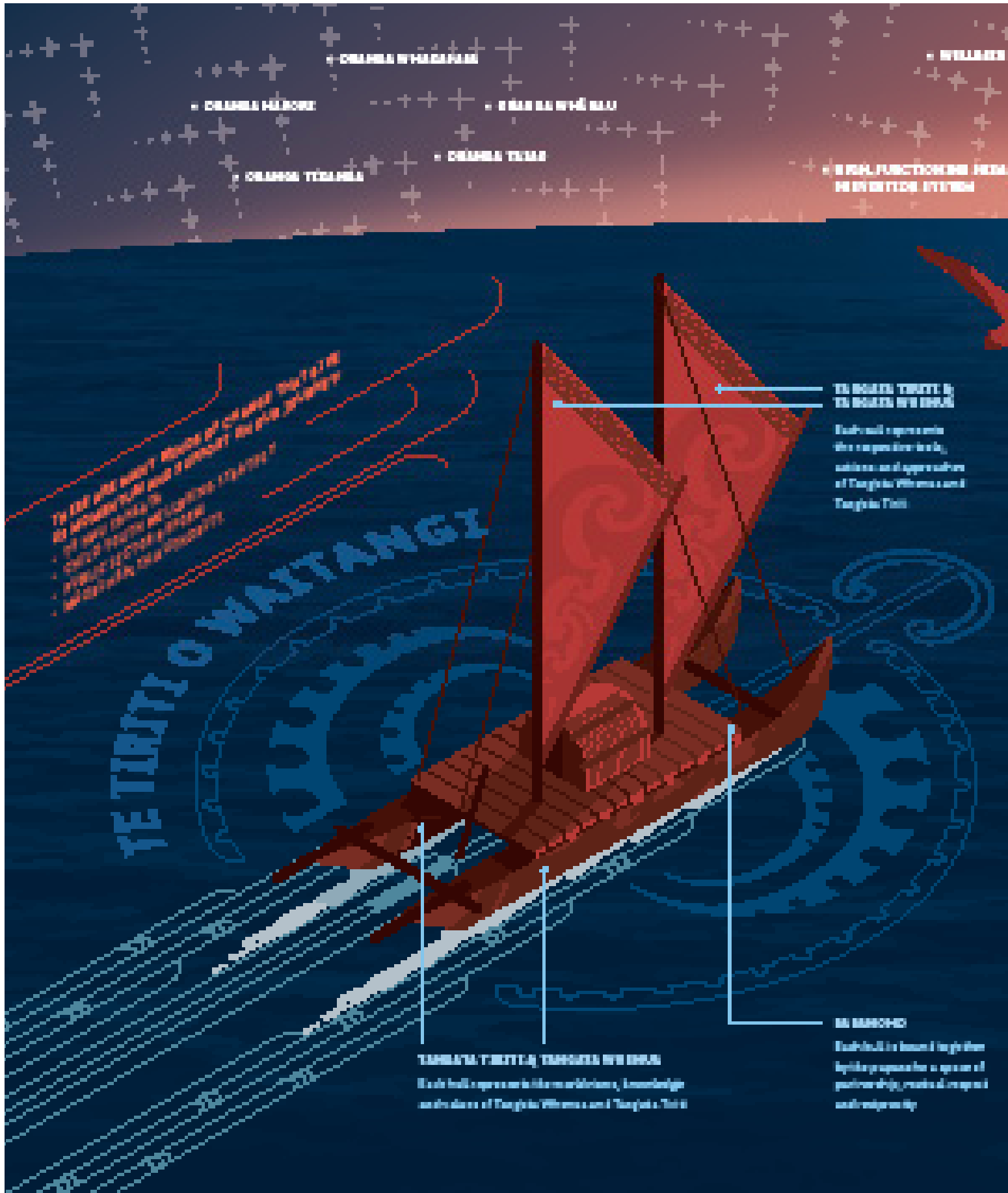
“Creating legitimate platforms for whānau to be heard and work alongside those with power and influence within the system has emerged as a powerful opportunity for healing and whānau empowerment, and systems change.... [yet there is] a significant gap between agency intention and capability for working [with] whānau centred and whānau led innovations. This highlights a significant challenge in supporting systems capability for change from status quo.”

(Tangaere, 2019)



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and Possibilities**
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We're working to ensure children and young people
 and families in Australia's Most At Risk areas and are
 the recipients of our financial, logistical and



• CHAMBA HĀRORŌ

• CHAMBA WHĀREKĀRI

• CHAMBA WHĀREKĀRI

• CHAMBA TĀMĀ

• CHAMBA TĀMĀ

• HĀRORŌ

• HĀRORŌ FUNCTIONING FROM
 HĀRORŌ OFFICE SYSTEM

YE TĀMĀ WHĀREKĀRI
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 YE TĀMĀ WHĀREKĀRI

YE TIRIYO WAITANGI

TE HĀRORŌ TĀMĀ
 TE HĀRORŌ TĀMĀ

Each sail represents
 the respective levels,
 values and approaches
 of Te ōhanga Whānau and
 Te ōhanga Tahi

TE HĀRORŌ TĀMĀ
 TE HĀRORŌ TĀMĀ

Each hull represents the capabilities, knowledge
 and skills of Te ōhanga Whānau and Te ōhanga Tahi

TE HĀRORŌ

Each hull is based together
 by the presence of a group of
 partners, results and impact
 and diversity



Our Vision: Manini Tua

Towards a safe and inclusive 2040

We are charting a course to realise Maatua Tua, our shared vision.

Our shared vision explores our aspirations for the journey through
the unique relationship model we will build to bring it to life.

This relationship is a partnership between the State, the
private sector, the technology sector, the knowledge systems
sector and the long-termism and long-termists.

Together, the four pillars will lead to form the partnership, a
relationship guided by the principles of safety, security,
sustainability. This is our shared vision and our mission to
realise Maatua Tua.

We are building a future of shared (Maatua) that represents
our long-term vision. They direct our efforts as the path
to reach the partnership and our shared vision.

Our shared vision will be supported by a future-ready primary
prevention system designed for long-term, sustained,
innovative and disruptive prevention approaches.

We also understand that this journey won't be easy. We will need the
tools, skills, resources, knowledge and help of others along the way,
and our shared (Maatua) vision will be a catalyst to realise our vision.

Maatua, Maatua
Maatua, Maatua
Maatua, Maatua

Our plan of action will catalyse a change through:

- Leading the prevention system transformation
with a focus on greater investment in primary
prevention and with a long-term focus for Maatua.
- Leading the future-ready primary prevention system
transformation.
- Investing and innovating through
Maatua's Maatua and community solutions.
- Leading through a shared systems approach.
- Building a strong knowledge base and
tools through our shared long-term and shared
measurement for us going forward.

Our Theory of Change is a leading principle under
NCC's shared vision Maatua Tu, is enabled
by the NCC's Strategic Pillars (2023-2030) and
aligned to NCC's legislative requirements.

Our vision: Manini Tua

Whānau are united by the strength of their relationships, and the strength of their mana.

Community are united, inclusive, empowered, resilient, and purposeful.

Whānau are the heart of the community, connected, resilient, and thriving in a healthy vibrant system.

Whānau are united and empowered.

Whānau are thriving in a healthy system, empowered, resilient, and purposeful.

Whānau are united and thriving in a healthy system.

Whānau are united and thriving in a healthy system, empowered, resilient, and purposeful.

Whānau are united and thriving in a healthy system, empowered, resilient, and purposeful.

Whānau are united and thriving.

The Tiriti o Whaitangi & Whānau: Te Tiriti guides us

Whānau are united by the strength of their relationships, and the strength of their mana.

Whānau are united by the strength of their relationships, and the strength of their mana.

Whānau are united by the strength of their relationships, and the strength of their mana.

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Whānau are united by the strength of their relationships, and the strength of their mana.

Whānau are united by the strength of their relationships, and the strength of their mana.

Our 2025 goals

Whānau are united by the strength of their relationships, and the strength of their mana.

Whānau are united by the strength of their relationships, and the strength of their mana.

- Whānau are united by the strength of their relationships, and the strength of their mana.
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Whānau are united by the strength of their relationships, and the strength of their mana.



Whānau are united by the strength of their relationships, and the strength of their mana.

Whānau are united by the strength of their relationships, and the strength of their mana.

Data and evidence tells us, and inclusive conversations, we need focus on

OUR 2025 WAIKATO GOAL

Whānau are united by the strength of their relationships, and the strength of their mana.

Whānau are united by the strength of their relationships, and the strength of their mana.

OUR 2025 WAIKATO GOAL

Whānau are united by the strength of their relationships, and the strength of their mana.

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OUR 2025 WAIKATO GOAL

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OUR 2025 WAIKATO GOAL

Whānau are united by the strength of their relationships, and the strength of their mana.

Whānau are united by the strength of their relationships, and the strength of their mana.

How to think to create a new business, and not require a new culture first!

1. INITIAL MANAGEMENT EXPERIENCE
 Management experience

Management experience
 Management experience
 Management experience

2. INITIAL BUSINESS

2. INITIAL MANAGEMENT EXPERIENCE
 Management experience
 Management experience

Management experience
 Management experience
 Management experience

3. INITIAL BUSINESS MODEL

3. INITIAL MANAGEMENT EXPERIENCE
 Management experience
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Management experience
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4. INITIAL BUSINESS MODEL

4. INITIAL MANAGEMENT EXPERIENCE
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5. INITIAL BUSINESS MODEL

5. INITIAL MANAGEMENT EXPERIENCE
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 Management experience

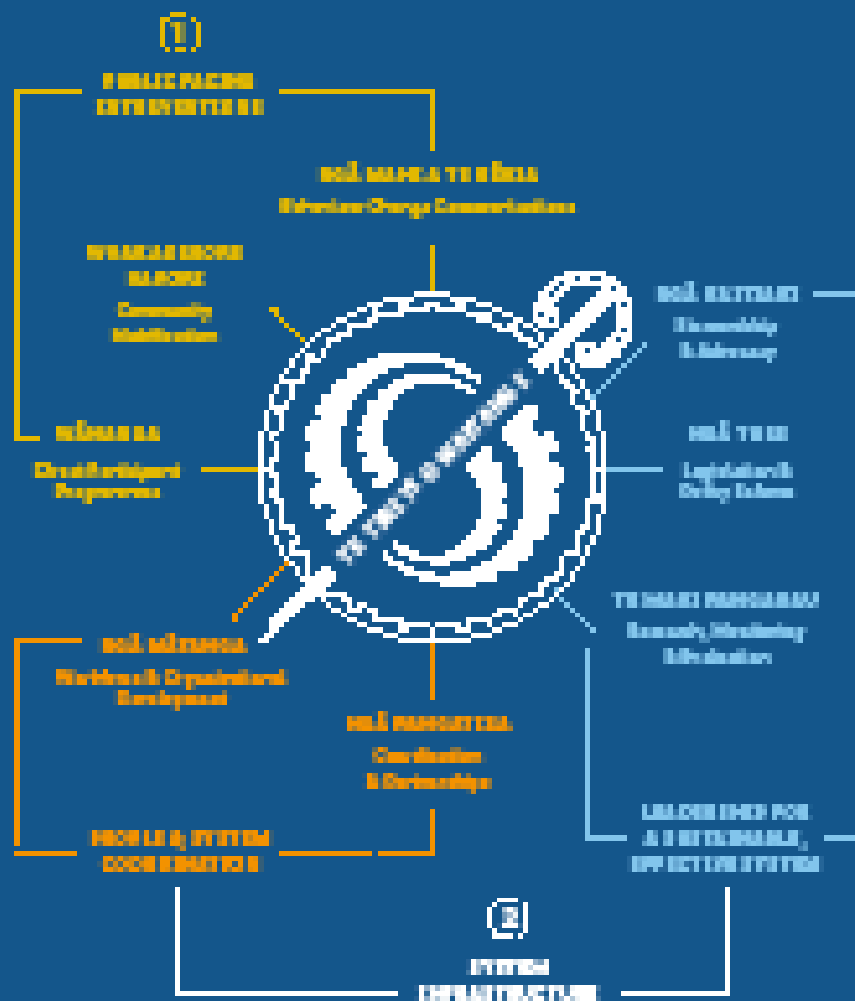
Management experience
 Management experience
 Management experience

6. INITIAL BUSINESS MODEL

Management experience
 Management experience

Primary prevention is an emerging area for Aotearoa, so we need to start by building the infrastructure to deliver, innovate, learn and scale.

For primary prevention to be effective and sustainable, it needs investment across a function of the primary prevention system.



1. Initial Management Experience
 Management experience
 Management experience

2. Initial Business Model
 Management experience
 Management experience

3. Initial Business Model
 Management experience
 Management experience

4. Initial Business Model
 Management experience
 Management experience

5. Initial Business Model
 Management experience
 Management experience

1

Management experience
 Management experience

2

Management experience
 Management experience

3

Management experience
 Management experience

4

Management experience
 Management experience

5

Management experience
 Management experience

Conclusion

“...systemic design at its core acknowledges the wickedness of many complex problems and the tensions of designing in these spaces... it acknowledges the importance of mindsets and competencies in dealing with complexity...and that a more relational and systemic approach is necessary”

(Vink & Rodrigues, 2016)

Throughout the development of this Master of Design, I have explored a wide range of research and mātauranga on prevention, social innovation and systems change and critical components of systems design. These documents provide a wide base to support the applied design practice in the last case study. This exegesis outlines four different projects and the key levers within them:

- The influence of client voice on the redesign of budgeting services;
- The clash of te tiriti o Waitangi and policy processes in the Ministry of Justice design;
- Using procurement as a lever for enabling community led design in Whānau Resilience;
- The opportunity presented by an enabling and authorising environment in ACC to bring about large scale change.

The annotated checklist I have developed in this Master of Design offers some ideas, prompts and mechanisms that have worked for me in leading these projects. There is no single answer, there isn't a rule book in large scale design, and there is always the chance that parts, or all, the project will fail. It becomes a process of making decisions and learning from failure. There is inherent risk — personal and professional — in being an intreprenuer as many people don't understand what you are trying to do or where you are going and feel challenged by the actions.

Throughout all of these projects, I came up against entrenched mindsets and beliefs which impacted on my ability to bring about the full change I was seeking to implement. Small scale, single factor initiatives delivered by separate public service agencies have not addressed the complexity of the issues that cause the greatest economic and wellbeing burden, nor have they been at the scale required for the necessary impact. Through these small-scale initiatives, it is difficult to know what has worked and what has failed. It is even harder to measure actual outcomes. Due to the difficulty in measuring what really works, some agencies herald the small successes, while failures go ignored, minimised or damage-controlled and there is no culture of learning. Shifts in mindsets and ways of working are required across all levels of the public service, not for profit sectors and communities if we are to make inroads for positive change.

Old ways of isolating a health or social issue and designing a single solution have proven to be ineffective time and time again, and providers and communities need to be willing to come on the journey of working differently as partners with Government. Raising critical consciousness and shifting mindsets is not just for Government, as communities and provider sectors can also be bound to old ways of

working, as this collective consciousness and deliberate action can move us forward. As articulated by Bianca Elkington “there is much work to do, but when we know more, we do more. That knowing to me is an act of decolonisation.” (2020, p. 12)

In Aotearoa/ New Zealand, reforms across the public sector offer an opportunity for large scale change to occur. There are opportunities, should we choose as a country to take them, in learning from COVID-19 to ensure the foundations, institutions, services and ways of working are human-centred and that they place equity at the heart of our future. As these changes are happening all around us, it is difficult to determine how effective they will be. While intentions may be sound, it will ultimately be implementation that determines whether or not change is successful and lasting. These fundamental and institutional changes will not happen by default, they can only happen by conscious and focussed design.

In summary, strong foundations form the basis for what comes next and through these, change is possible. Transformational change of systems requires substantial time, effort and influence. These case studies showed me that design methodologies create prototypes that can catalyse change in small and sometimes unexpected ways. The challenge for public sector change is to critically reflect and agree upon how to make a better future for Aotearoa/ New Zealand / New Zealand, and then whether we could evolve over time as we learn or seek the radical and drive this vision from the start.

Government funding for public services often relies on a strong evidence base and the political will to either start, stop or change service delivery. In the absence of timely and quality data, often political or historical beliefs determine what funding is available for whom and for what purpose. Such a system creates a vested interest in reporting successes and minimising failure at every level: provider, staff and government agency. Without an environment where it is safe to fail, the public sector does not have a true sense of what works and fear limits innovation. This creates an unfortunate space where failure occurs but isn't recognised, acknowledged or shared. Significant amounts of money, time and resources are potentially wasted, not to mention the human impact on people we are failing by not recognising our failures. As we collectively move into a space where we focus on true whānau needs, where we have the space to iterate products/ services and where we eliminate failures and accentuate success, we have the opportunity to improve the way we work, learn and deliver our initiatives and services.

Remember innovation is ahead of evidence.

Invest in connections, leverage strategic relationships, create ripples.

Show, don't tell, your vision and inspire with stories to get there.

CASE STUDY 1:

Redesigning budgeting services into building financial capability

Remember innovation is ahead of evidence.

There are people who won't understand, won't see, won't believe. Follow your intuition, draw on related knowledge that exists, learn, and adapt your work. Find new ways to give leaders confidence you are on track don't forget to build the evidence as you go.

Invest in connections, leverage strategic relationships, create ripples.

Build a constellation of connections to create a ripple effect of your work. Seek outside leaders with a vested interest in your success to clear the way, support your vision from their vantage point and hold you strong when the inevitable push back comes.

Show, don't tell, the vision and inspire with stories to get there.

Generate persuasive stories of change to build momentum and create a buzz. Make it visual, make it real, make it human. If you can't communicate the outcome, share the journey as you go. Adapt the stories to the audience and remember how you maintain a kaupapa may be different to how you communicate it.

Look back to go forward.

**Prepare the hearts and
minds for the road ahead.**

**Don't shy away from
the natural tensions,
recognise that tensions
spark inspiration.**

CASE STUDY 2:

Ngā whiriwhiringa whakapākari whānau – Whānau Safety Assessment, Ministry of Justice

Look back to go forward.

Do your homework. Acknowledge the past and those before you. Innovation are variations on things from before — what you are creating might have been done before but the timing might not have been right. Lessons from the past may smooth your path going forward.

Prepare the hearts and minds for the road ahead.

Regardless of the topic, design in Aotearoa / New Zealand must start with decolonisation. Seek strong cultural guidance to induct the team on colonisation, structural racism, and power. Help others understand this IS the real work. Continually translate and communicate back to your agency to make it easy for leaders to understand and make decisions.

Don't shy away from the natural tensions, recognise that tensions spark inspiration.

Take a bird's eye view of the problem and a worm's eye view of the solution and then connect the dots in between. Acknowledge power imbalances and resist the urge to sand down tensions that offer the space for innovation. Bring as many leaders along the journey to ensure implementation is possible.

**Query your own power,
have brave conversations,
step back and create
space for others. Seek
people who can flex
their aspiration muscles
and nurture them on
the journey. Balance the
tightrope of sitting with
complexity and finding
clarity to move forward.**

CASE STUDY 3:

Whānau Resilience, Ministry of Social Development

Query your own power, have brave conversations, step back and create space for others.

Take the time to understand who you are, your own values, your power and the real changes that are required. Be willing to be vulnerable, admit you don't know. Create space for others — continually ask yourself the time to step back for others to lead.

Seek people who can flex their aspiration muscles and nurture them on the journey.

Build a ground swell of the willing on the inside and outside. Nurture the believers to catalyse action across as many system points as possible. Support them with whatever capacity you have to grow the constellation.

Balance the tightrope of sitting with complexity and finding clarity to move forward.

Make the invisible visible. Resist the urge to distil the complexity but determine what must be firm and what can flex. Find the tools to help you navigate between and clearly communicate the guardrails for others.

Launch with an optimistic vision of the future, then plan for the long game. There is no silver bullet or rulebook, work under the radar for as long as it takes. Be aspirational but realistic. Get clear on what really matters and let the rest go. Propagate and embed roots so the work grows beyond you.

CASE STUDY 4:

Manini Tua: A safe and inclusive 2040, Accident Compensation Corporation

Launch with an optimistic vision of the future, then plan for the long game.

Build the change from the foundations of the future. Inspire for the long journey but be honest about the starting point. Focus on shifting paradigms, beliefs and values and support people to flex their imagination, learn new ways of working and nurture the vision to its full potential.

There is no silver bullet or rulebook, work under the radar for as long as it takes.

It's a process — a series of solving problems — and not a script. Don't seek solutions too soon under pressure and limit options. Do any job necessary to achieve your vision. Build the case for change and avoid publicity until you are ready. Trust your instincts about when it is time to go public.

Be aspirational but realistic. Get clear on what really matters and let the rest go.

Entrepreneurship can be demanding. Articulate your radical vision but be realistic about the time and incremental steps it may take to get there. It is the little things in a 'boring revolution' that make the difference. Be ruthless with your energy to maintain your stamina.

Propagate and embed roots so the work grows beyond you.

Create the conditions that embed the special mix of ingredients you developed. Work at multiple levels — top down, bottom up, inside and out to propagate for the future. Foster others to hold the vision strong.

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Query your own power, have brave conversations, step back and create space for others. **Look back to go forward. Launch with an optimistic vision of the future, then plan for the long game.** Prepare the hearts and minds for the road ahead. Remember innovation is ahead of evidence. **Seek people who can flex their aspiration muscles and nurture them on the journey. Invest in connections, leverage strategic relationships, create ripples.** There is no silver bullet or rulebook, work under the radar for as long as it takes. Don't shy away from the natural tensions, recognise that tensions spark inspiration. **Balance the tightrope of sitting with complexity and finding clarity to move forward. Be aspirational but realistic. Get clear on what really matters and let the rest go.** Show, don't tell, your vision and inspire with stories to get there. Propagate and embed roots so the work grows beyond you.

*Your passion for change will drive you.
Always fly with others as they will
uplift and sustain you.*

— JUSTINE PIVAC SOLOMON

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