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## #163 - Reflections from New Zealand: The infrastructure & operating model for enabling a wellbeing system in place

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### Objectives/aims

The aim of this work was to bring together learning from two place-based initiatives – the South Auckland Social Wellbeing Board (SASWB) and The Southern Initiative (TSI) to define and describe the ‘core ingredients’ needed to enable a wellbeing system in place. SASWB, established in 2016, is a cross-sector Place Based Initiative (PBI) in South Auckland focused on learning from prototypes to drive system change and to inform insights for equity, taking an early years and prevention perspective. The Southern Initiative (TSI) is an innovation unit embedded within Auckland Council that is focused on enabling social and economic transformation in South Auckland. TSI works alongside SASWB to create the conditions for a prosperous and resilient South Auckland, where tamariki and whānau thrive.

### Methods

Evidence and insights gathered over the PBI’s journeys were combined, synthesised and distilled to articulate what giving effect to a whānau (families) centred, community led, regionally enabled, and centrally supported way of working looks like. We drew on practice-based evidence, traditional research and whānau-led innovation approaches, incorporating evidence from families, front-line workforces, and decision-makers, to define the ‘active ingredients’ needed to impact on wellbeing outcomes for families in South Auckland. This enabled us to articulate the



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infrastructure and operating model we think is needed to reorientate system resources towards what matters most to communities (including disinvestment opportunities), address inequities, foster collaboration, and grapple with system complexity in place. Model developed through several 'sense-making' sessions with a wide range of partners and continue to iterate the approach through ongoing implementation and learning (action learning) journey, including a demonstration project being undertaken with the community of Papakura.

### Main findings

The infrastructure and operating model that defines what the active ingredients are to do what it takes in locality to enable an equitable wellbeing system in place. This model is emergent and has been developed collaboratively by the SASWB and TSI (see Appendix 1):

1. **Place-based platform** – Whānau (families), mana whenua (Indigenous peoples of South Auckland), local agency leaders and other key community-based organisations co-creating and shaping fit-for-purpose wellbeing supports designed around what matters and makes the difference to children, young people and whānau.
2. **Backbone Function** – key enabler to embed new, collaborative and whānau-led ways of working. Requires dedicated time, resource and leadership that is focused on driving collective action and can challenge national, local & regional barriers to whānau wellbeing
3. **Leadership & Governance** - Building on what exists to create more ambitious leadership and governance arrangements that enable whānau leadership and activating Te Tiriti at all levels. Requires active leadership and willingness to work in different ways, listen and share power differently. Willing to measure/count things that matter to whānau.
4. **National System Stewardship** – Permission to reconfigure investment - mandate to do things differently and rebalance toward equity. Responsibility to act on system level learnings. Development of more reciprocal accountability for acting on community intelligence around what is needed

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5. **Learning System** - Flexible 'learning & doing' function embedded throughout every aspect of the above that enables a dynamic, culturally grounded approach to implementation that connects local, regional and national learning and supports the embedding of new ways of working

**Appendix 1: Emerging Infrastructure & Operating Model developed in collaboration between the SASWB and TSI**

