

The Southern Initiative: Reviewing Strengths & Opportunities

Dr. Ingrid Burkett
Director, Learning & Systems Innovation
The Australian Centre for Social Innovation

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Executive Summary

The Southern Initiative is undertaking comprehensive, grounded and impressive work. A world-class place-based initiative, it combines a number of innovative approaches to shift outcomes in a community that has experienced some challenging issues over many years.

The first part of this review provides an overview of the core strengths of TSI. The second outlines the key opportunities identified that could further strengthen outcomes.

The **'cradle-to-career' spectrum** outlines the key intervention points that have been identified in research as critical to addressing and reversing place-based disadvantage. TSI covers more points on this spectrum more deeply than any other single place-based initiative the reviewer has encountered.

TSI is systemic in its reach. This approach goes beyond a purely 'social' or welfare approach, to incorporate and join together community development and economic development.

TSI is an excellent example of how **economic and social policy can be integrated and local growth inclusive**. The TSI model could be promoted as a showcase of inclusive growth in action internationally.

TSI has work on **both supply and demand sides of systems** such as the labour market, undertaking projects focused on training jobseekers (e.g. Maori Pasifika Trades Training) and in building strong local businesses (e.g. through its procurement work). This too is a fine example of linking and integrating policy and practice.

TSI is able to effectively understand where to focus efforts AND how to engage people in creating the changes needed to generate real and lasting outcomes. This effectively **links evidence-based practice with practice-based evidence**.

TSI focusses on **ensuring 'solutions' have transformational potential**. So, for example, in the employment arena, rather than merely focusing on adding more jobs to the South Auckland region and linking people to available jobs, there is a genuine attempt to understand what kinds of jobs have potential for personal, family and community transformation. In this way TSI recognises merely linking people to 'jobs' that are unstable or only move people from a position of being poor to being 'working poor' actually exacerbates people's levels of cumulative stress, resulting in poorer personal and inter-generational outcomes.

The work TSI has undertaken to develop approaches that not only **put Culture at the centre of practice**, but which actually grow practice out of Culture, is exemplary.

The review finishes with an exploration of three opportunities that could strengthen TSI's transformative work. First, developing a **stronger Theory of Change** would assist TSI to reflect strategically on its future work, and evaluate the outcomes generated along the way. Second, focusing not only on developing individual programme areas but on the ways in which **mutually beneficial connections** between them could be intentionally built, could strengthen the transformative nature of outcomes TSI seeks. Finally, as clear outcomes start to emerge from the work, TSI will inevitably need to think about how to scale or spread these to other areas in Auckland and beyond. It is recommended that doing this intentionally and reflecting on it early will help keep the integrity of the initiative, and ensure **scaling the work retains the transformative agenda** so evident in the work of TSI.

The Reviewer



Dr Ingrid Burkett is Director of Learning and Systems Innovation at **The Australian Centre for Social Innovation**.

She is a social designer, designing processes, products and knowledge that deepen social impact and facilitate social

innovation. She has contributed to the design of policy and processes in a diversity of fields, including community development, local economic development, disability, procurement and social investment.

Ingrid led the foundation of social procurement in Australia with a number of guidebooks and research reports. She is one of the co-founders of Social Procurement Australasia (see www.socialprocurementaustralasia.com/).

She also provided much groundwork for Australia's entry into social and impact investment, having undertaken seminal research work whilst at Foresters Community Finance, and then undertaking comprehensive reviews and blueprint development for initiating place-based impact investment in Australia (see <http://bit.ly/2wulGc6> and <http://bit.ly/2hWP4fd>).

Ingrid has designed the foundations for a number of key place-based initiatives aimed at addressing entrenched disadvantage, the most notable of which is GROW (see <https://grow.g21.com.au/what-is-grow/strategic-plan>). She is currently working in regional NSW and in Southern Melbourne on similarly ambitious and ground-breaking initiatives.

Ingrid has worked in the community sector, government and with the private sector and believes that each of these sectors has a valuable role to play in social innovation. Ingrid was previously Managing Director of Knode, a social

business focused on design for social innovation. She has worked in social innovation and design positions in the community development finance sector and in overseas development.

Ingrid is a Past President and Honorary Ambassador of the International Association for Community Development and is committed to fostering an international dialogue about designing innovative methodologies for sustainable development. Ingrid has also held a number of University Fellowship positions, including most recently as Social Design Fellow for the Centre for Social Impact at the University of NSW and UWA. Ingrid is also a practising artist and graphic designer.

Ingrid has qualifications in Graphic Design, Social Work, Business and Community Economic Development. She has particular expertise in the design of economic processes and products and is recognised internationally for her work in community economic development and finance. Though these are particular specialities, Ingrid has the skills to design processes, products, services and systems in a wide range of fields and disciplines and believes that the design of social innovation requires a capacity to think in creative cross-disciplinary and systemic ways.

Dr Burkett was invited by TSI's Director of Community and Social Innovation, Gael Surgenor to give feedback on its community and social innovation approach – identifying the strengths and opportunities for development and improvement.

Introduction

The Southern Initiative (TSI) is an innovative programme of work building on the assets and talents of the people of South Auckland to address a range of social, economic, cultural and environmental issues that face this community.

This review examines the range of programmes and projects that are part of this initiative. It is not an evaluative review, but rather, an examination of the initiative by a colleague experienced in addressing place-based disadvantage. The reviewer is particularly interested in how the initiative is shaped to address the structural and systemic dynamics that often perpetuate disadvantage.

The reviewer spent 10 days with TSI team in late May, 2017, and drew the following conclusions from discussions and interviews with key staff members, exposure to the work undertaken, and dialogue with the initiative's director.

The reflections in this report are offered by the reviewer who has been involved in a number of place-based initiatives focused on addressing some challenging issues and who makes those reflections on the foundations of respect.

The Southern Initiative

South Auckland is part of the most dynamic centre of economic activity in New Zealand but as Auckland grows so too does the risk of regional (and national) failure through South Auckland not fulfilling its potential. Its economic importance, abundance of talent and creativity and large, diverse and youthful population are strengths and assets waiting to be unlocked.

For these reasons, social, economic and physical regeneration in South Auckland is a strategic priority for Auckland Council through The Southern Initiative.

The Southern Initiative's role is to champion, stimulate and enable social and community innovation in South Auckland. The team leading this social and community innovation work is based in council's strategy and planning division. TSI works closely with the council controlled organisations that also have a key role in South Auckland's regeneration: Panuku Development Auckland, responsible for physical development, and ATEED, the economic development agency.

(Source: The Southern Initiative, Auckland Council).

STRENGTHS

Holistic Approach

TSI is built on and from a holistic approach to addressing the issues that exist in South Auckland. This can be seen in five ways.

1. **Breadth of action** - across the 'cradle to career' trajectory, which ensures both present realities and longer-term, potentially intergenerational issues are addressed.

The 'cradle-to-career' spectrum outlines the key intervention points that have been identified in research as critical to addressing and reversing place-based disadvantage (see figure 1 below). Most place-based initiatives seek to take on only one of these action points on the cradle to career spectrum. This makes it difficult to really track systemic changes that could create outcomes both in the current generation and across future

generations in communities. TSI has initiatives across this spectrum, making it a most comprehensive place-based programme, with much greater potential for outcomes. Indeed, TSI covers more points on this spectrum more deeply than any other single place-based initiative the reviewer has encountered.

2. **Integration of social and economic policy** - involving a spectrum of stakeholders and actors - from community members, to public servants, to businesses and employers, TSI is systemic in its reach. This approach goes beyond a purely 'social' or welfare approach, to incorporate and **join together community development and economic development**.

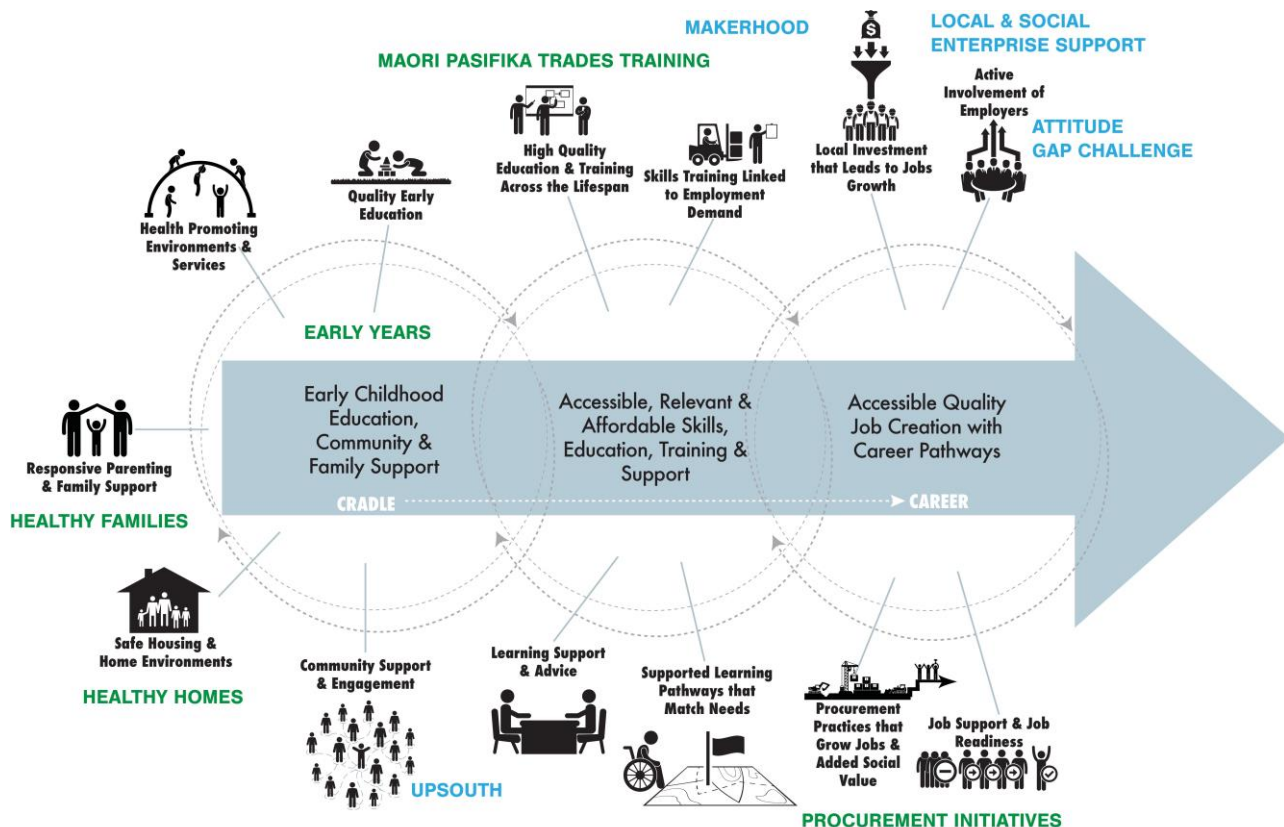


Figure 1: Cradle to Career Spectrum, identifying key intervention points and including a range of TSI initiatives

This is both innovative and, unfortunately, relatively rare. It means, though the 'solutions' TSI is implementing, have a greater chance of achieving lasting outcomes than those traditionally steeped either in purely welfare orientations or economic growth. The challenge (and opportunity) is that council already has established programmes in both community development and economic development, and it seems sometimes TSI can find itself in a position of attempting to bridge these without squarely belonging in one or other camp and possibly not being resourced as well as either.

For council this presents some opportunities to focus and consolidate agendas, and start to integrate social and economic outcomes in South Auckland. A reframing of 'development' towards 'inclusive growth' could, for example, help to build a stronger platform for generating innovation capacity in South Auckland (see the RSA's inclusive growth commission's report, 2017). TSI is an excellent example of how economic and social policy can be integrated and local growth can be inclusive. The TSI model could be promoted as a showcase of inclusive growth in action internationally.

Further, TSI also has work on both supply and demand sides of systems such as the labour market, undertaking projects focused on training jobseekers (e.g. Maori Pasifika Trades Training) and in building strong local businesses (e.g. through its procurement work TSI). This too is a fine example of linking and integrating policy and practice.

3. **Connected data and evidence:** The reports and projects the reviewer saw connected *big data* (from sources such as Growing Up in New Zealand), with *thick data* (through, for example, TSI's Whānau-centred co-design approach).

When these data sources are combined with prototyping and testing approaches, TSI is able to effectively understand where to focus efforts AND how to engage people in creating the changes needed to generate real and lasting outcomes. This effectively links evidence-based practice with practice-based evidence - as illustrated in figure 3.



Figure 2: Inclusive Growth represents an integration of social and economic policy
Source: RSA Inclusive Growth Commission, 2017



Figure 3: TSI is able to link evidence-based practice with practice-based evidence

4. **Transformation agenda:** The outcomes TSI is aiming to achieve involve significant transformation rather than merely alleviating the symptoms of disadvantage.

In many place-based initiatives the fundamental shifts required in order to address inequities are not effectively examined (e.g. assuming that generating more jobs in South Auckland will result in reducing inequities, rather than asking what it would take to really close the gap between income levels across Auckland). So we end up with 'solutions' that are predicated on false assumptions, or at least, on assumptions that merely inch us towards better outcomes rather than resulting in transformational outcomes.

What the reviewer saw in TSI however, was a focus on ensuring that 'solutions' had transformational potential. So, for example, in the employment arena, rather than merely focusing on adding more jobs to the South Auckland region and linking people to available jobs, there was a genuine attempt to understand what kinds of jobs had potential for personal, family and community transformation.

At a time when so many jobs are casual or non-progressive, TSI has instead created a focus on what represents a 'quality' job - one that actually provides a strong foundation for people and families to change their circumstances. Further, there is a recognition at TSI that merely linking people to 'jobs' that are unstable or only move people from a position of being poor to being 'working poor' actually exacerbates people's levels of cumulative stress, resulting in poorer personal and inter-generational outcomes (as illustrated in figure 4).

This is significant because it means actions are predicated on ensuring the work is people and family centred, links to community capacity and incorporates the addressing of structural and systems barriers, resulting in sustainable and lasting changes over time. This is both radical and innovative, and has more potential to lead to outcomes than most place-based initiatives the reviewer has encountered around the world.



Figure 4: Merely articulating a goal of linking people with jobs does not ensure positive outcomes for people, families or across generations

Towards Systems Change

The range of TSI's work is strategic and systemic, and focusses on key areas that together could lead to lasting and transformative outcomes.

One of the key strengths of TSI is that it has adopted a systemic frame of engagement, one that sees any shifts in addressing disadvantage as connected across families, communities and civic structures, to government policy and political forces, and importantly, to market forces and economic levers.

TSI's work cuts across these domains to identify which levers are critical to shifting outcomes. The work may appear to be disparate as projects are focused on education, housing, health but also include building and strengthening businesses, using market levers such as procurement and investment to open opportunities for employment, and strengthening civic and cultural institutions.

Emphasising the systemic nature of the work could help to strengthen the coherence of the programme of work TSI is undertaking. For example, TSI is currently undertaking work in the social enterprise space. While this may have some potential to generate opportunities for people who need intermediate labour market pathways into employment, merely stimulating the social enterprise market in disadvantaged communities does not have great potential for lasting or transformative outcomes (particularly

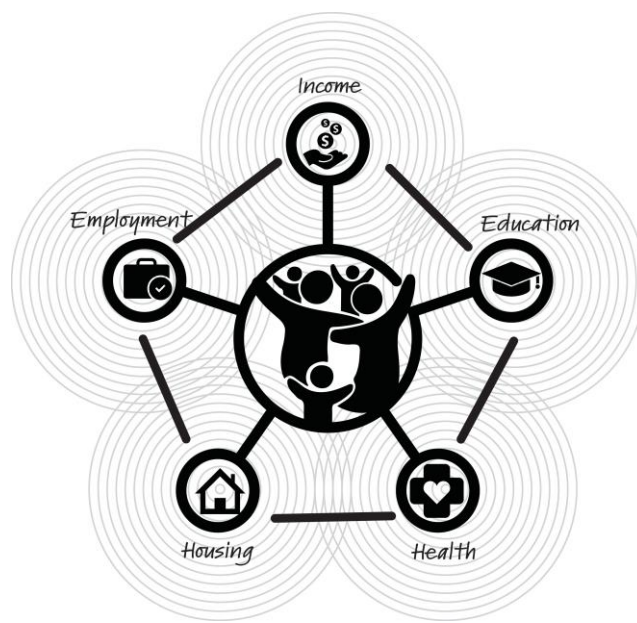


Figure 5: TSI is working across issues to challenge systems and structures that could and should support positive outcomes

given few social enterprises, particularly in startup mode, deliver employment outcomes that pay a living wage). TSI may be able to strengthen outcomes in this space further by considering the following alternatives;

- focusing on 'enterprise' strengthening rather than just social enterprise - this could mean micro, cultural and social enterprise, but also strengthening employing enterprises, SMEs and larger employers in the local area;
- developing the work TSI and the Co-design Lab have done on the 'attitude gap' further to

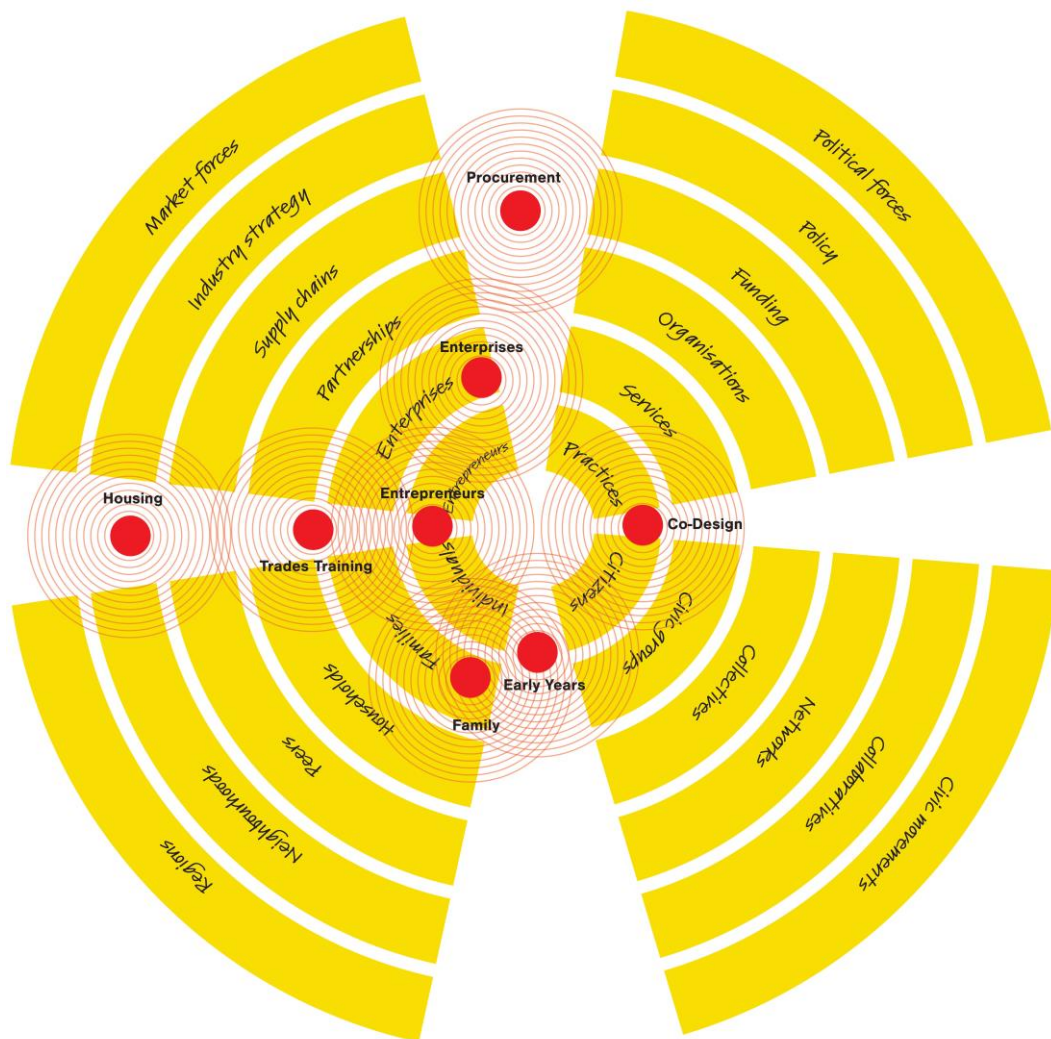


Figure 6: The systemic positioning of various projects TSI is currently undertaking, and some of the potential ripples these could create over time.

prototype responses, such as perhaps alliances between employers committed to reducing the bridging the gap.

It may also be helpful for TSI to more closely align its work with an analysis of the main levers that could contribute to systems change. This would involve analysing the work currently undertaken from a systems perspective - where is the work focused in terms of how it is positioned to create change in the system? And are there ways it could be strengthened to link to other levers or to cover areas currently not affected but which may actually hold keys to

unlocking transformation in South Auckland? In the systems lever diagram above (see Figure 6) some of the key initiatives currently undertaken by TSI have been located. It indicates substantive work in both the market sphere and the family sphere. It also suggests there may be further systemic opportunities in the civic and political/policy spheres. This relates to the opportunity identified later in this review relating to mutually reinforcing connections (see page 19).

Centrality of Culture

The work TSI has done to develop approaches that not only put Culture at the centre of practice, but which actually grow practice out of Culture is exemplary.

While many have spoken about models of co-design that are culturally relevant I have not previously seen actual approaches that have been developed from and with different Cultural lenses.

The Whānau-centric model of co-design, developed as part of the Early Years challenge builds practice out of Culturally based principles (see table one below). This not only builds a practice culturally grounded and rooted, it enables co-design practices to be owned by communities rather than institutions and professionals. This in turn means the oft unspoken issue of power (particularly in cross-cultural contexts) becomes visible in

Whānau Centric Approach

to ensure a whānau centric approach consider the following tikanga principles in practice

Kaupapa Māori - Principle	Practical application
Manaakitanga The process of showing respect, generosity and care for others.	-Asking how we might make the process the most convenient for whānau -Taking some morning or afternoon tea, picking up a coffee or asking whānau what we can bring
Whakawhanaungatanga Process of establishing relationships, relating well to others.	- Taking the time to contact and potentially meet the whānau prior to the interview - Inviting other whānau members to participate - Starting the interview in a relaxed manner, with a focus on getting to know each other
Tino Rangatiratanga Ensuring we are sharing power and control where possible.	- Asking whānau to set the rules of engagement - Removing barriers for participation - Thinking about how whānau can have decision making power in this process
Whakamana Empowering whānau.	- Acknowledging whānau as experts in their lived experience and in their communities i.e. Koha
Ako A mutually reinforcing learning environment.	- Acknowledging the potential to learn from whānau and community (stepping away from the expert model) - Inviting whānau to learn alongside us in the whānau centric co-design process

Table 1: TSI's whānau centric approach Source: TSI

the practice of co-design. In this way the 'co' in co-design can truly become about collaborative practice rather than inherently about co-option.

Further, the grounding of this whānau-centric model in practice, through for example the work and support of the 'co-design mamas', means the centrality of Culture is not just conceptual, but has been drawn from and returned to practice and outcomes in TSI's work.

This work could be showcased further - it is, in many ways, groundbreaking and should be celebrated.

The fact such a diversity of community members participated in the Co-Design Masterclass that occurred during the reviewer's visit is also testament to the strength and centrality of Culture in the work of TSI.

Local Government + Lab

There is currently much talk around the world about 'social labs' and 'living labs' as models for designing and testing effective responses to social, economic, cultural and environmental challenges. However few of these labs have enough connection to any implementation structures to really assess whether the responses will actually transform outcomes.

The combination and linkage of TSI and The Auckland Co-design Lab creates the foundations for a partnership that combines an institutional structure focused on implementation with an innovation engine that can design and test

approaches to achieve transformative outcomes. This structure has the potential, particularly as it evolves, to demonstrate the power of situating labs alongside institutional structures that can help to move tested ideas towards scaled up implementation.

Unlike most 'labs', which lack a structural base for connecting innovation to implementation, having the Co-design Lab inside TSI provides both a platform and support for a better dynamic between these two essential elements of transformation. Given that the Co-design Lab also has support from beyond the council, housing it within TSI also provides an effective linkage between the dynamic of 'insider' and 'outsider' that plagues so many other labs - it sits outside but with structural linkages inside. This enables it

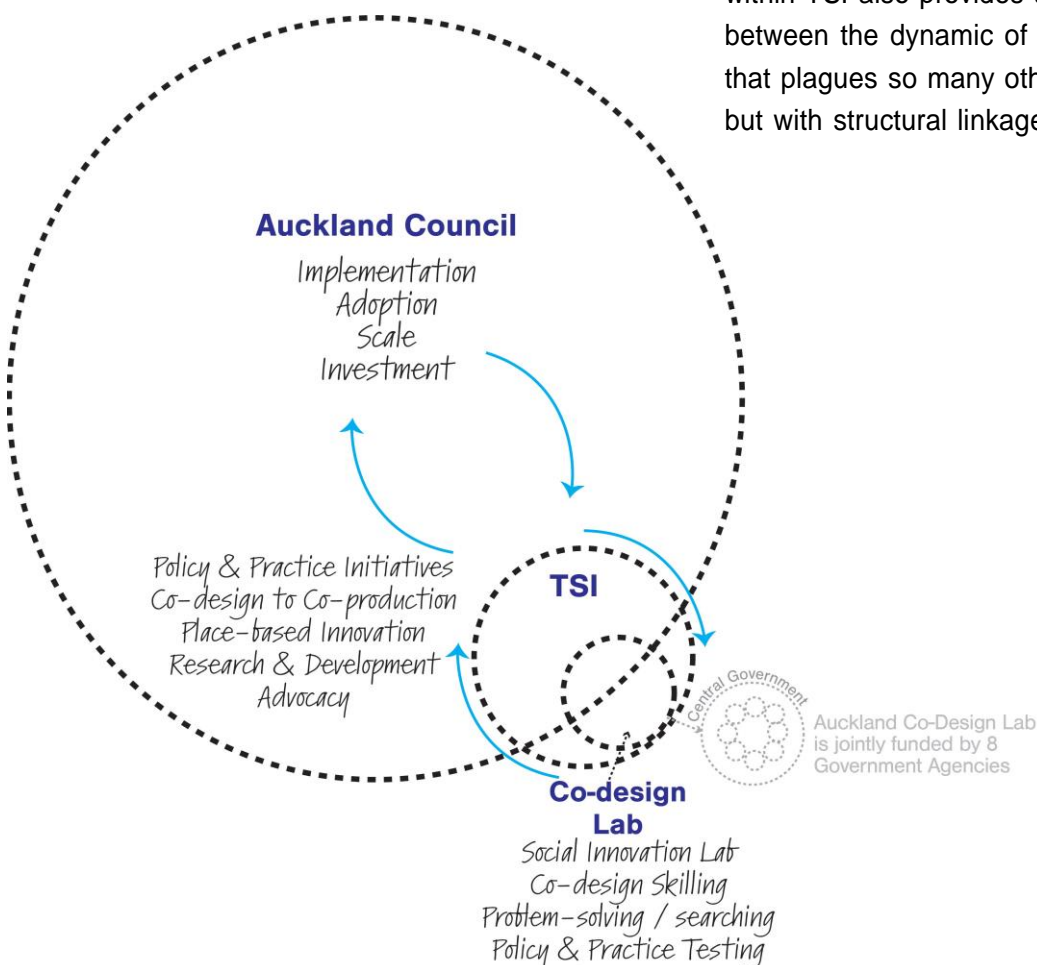


Figure 7: The interconnections between Auckland Council, TSI and Co-design Lab

to offer council and other stakeholders a vehicle not only for solving problems defined by council, but also a mechanism for posing problems or challenges themselves. Together, this enables a more effective potential flow between innovation and implementation, and could provide a model for others seeking to initiate labs in similar contexts.

The relationship between TSI and the Co-design Lab has also resulted in a transfer of skills and the development of a connection between roles that could be further harnessed by Auckland Council. In particular the relationship has coalesced skills across more design-led and more 'intrapreneurial' innovation. This is critical in the context of a place-based initiative that requires change both inside public sector organisations and across to their relationship with community members.

Figure 8 below illustrates the interconnection TSI has been able to foster between co-designers and 'social intrapreneurs' such that innovative approaches and engagements with communities have the potential to be connected

into the 'business' of council through more structural mechanisms. The Auckland Co-design Lab brings a discipline and methodology of co-design together with TSI, effectively a team of 'social intrapreneurs'. Intrapreneurs bring an entrepreneurial approach **into** an institution - their focus is on taking the risks and finding the pathways needed to achieve their mission, which in this case is social impact. Together with co-designers, who are able to bring people-centred innovation processes, social intrapreneurs focus on how the designs can be realised inside and across institutions such as government.

Real public sector innovations that result in outcomes in disadvantaged communities require more than externally focused initiatives - they require cultural, process and practice shifts internally. Bridging the skill bases of co-design and social intrapreneurship provides TSI with a solid base from which to do both. This joining together of co-design and intrapreneurship is itself an innovation worthy of recognition.

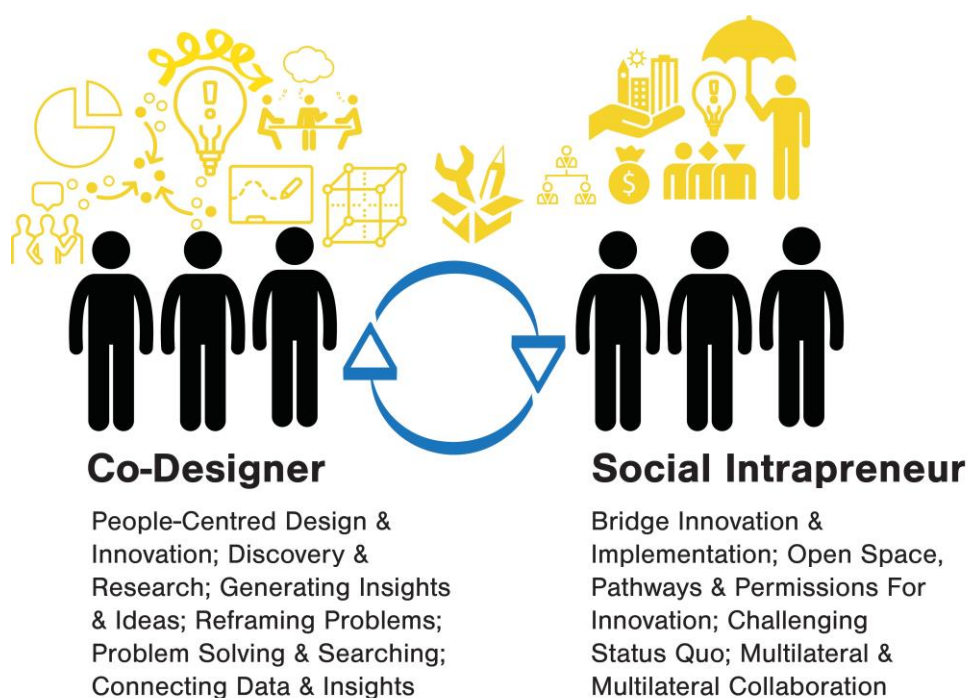


Figure 8: TSI and Co-Design Lab bridge roles of co-designers and social intrapreneurs

Stand-out Work

TSI incorporates a growing array of world-class work. I was particularly impressed with the following work and would argue this represents some of the best I've seen in relation to place-based or systems level work:

- **Procurement:** The work being undertaken by TSI in relation to procurement, creating pathways for disadvantaged jobseekers to access work through contracts, is some of the best work I've seen in strategic and social procurement. Having undertaken work in this space for almost two decades now, there are no better examples I've seen of how to use this economic lever to create transformative outcomes. The linkage of job outcomes with wage / income outcomes (e.g. identifying those paying employees \$24 per hour would close the income gap between South Aucklanders and the rest of Auckland in two years and then at \$25 grow advantage) represents cutting edge social procurement. As one of the founders of Social Procurement Australasia, I would suggest this could become a seminal case study of how to undertake social procurement, and could potentially influence the field as a whole.
- **Housing:** The Healthy Homes work undertaken by TSI in relation to housing conditions in South Auckland has rightly received significant interest by the NZ Government. It is a stunning piece of work, with potential to become a centre piece of both advocacy and policy change. It could be taken even further given the interconnections between housing and many of the other challenges people face when they live in poor conditions.
- **Early Years:** The linkage between Culture, insights and data in this piece of work is second to none. It brings to life both the issues and potential ways in which family, community, policy makers and social service agencies could work together for transformative outcomes. Further, the Whānau-centric co-design model developed as part of this work is ground-breaking in terms of grounding the practice of co-design in a Cultural worldview and context.
- **Enterprise:** The work happening around enterprise, makers, and UpSouth is impressive. With some greater focus and perhaps some more testing of what activities lead to outcomes, this group of projects could result in some significant cultural shifts towards leveraging entrepreneurship in the region.

OPPORTUNITIES

Stronger Theory of Change

The opportunity to build a stronger Theory of Change was identified during the reviewer's visit, and steps were taken to further develop TSI's Theory of Change at the time (which has continued since then). A stronger Theory of Change will help align the work TSI is undertaking and in the development of a monitoring and evaluation framework should TSI wish to develop this. What it does mean is a move away from focusing the work of TSI on issues or sectors, such as 'employment', 'entrepreneurship' and 'whānau' towards outcomes or goals such as shared prosperity, resilience, or thriving whānau (see Figure 9). This may provide more scope for TSI to examine various methods and approaches for achieving outcomes rather than focusing efforts on singular mechanisms or issues.

It is recommended TSI examines ways to co-design monitoring and evaluation processes that align with its Theory of Change. Given TSI is working cross-culturally and within a co-design framework to achieve outcomes, it makes sense it undertakes to structure a monitoring and evaluation framework rooted in and based on cultural principles.

Beyond the evaluative purpose however, the Theory of Change will also be helpful for TSI from a mindset and strategy perspective, particularly given the demands that will no doubt be put on TSI as it demonstrates the success of its methods. The Theory of Change should help ensure future actions remain aligned with agreed outcomes.

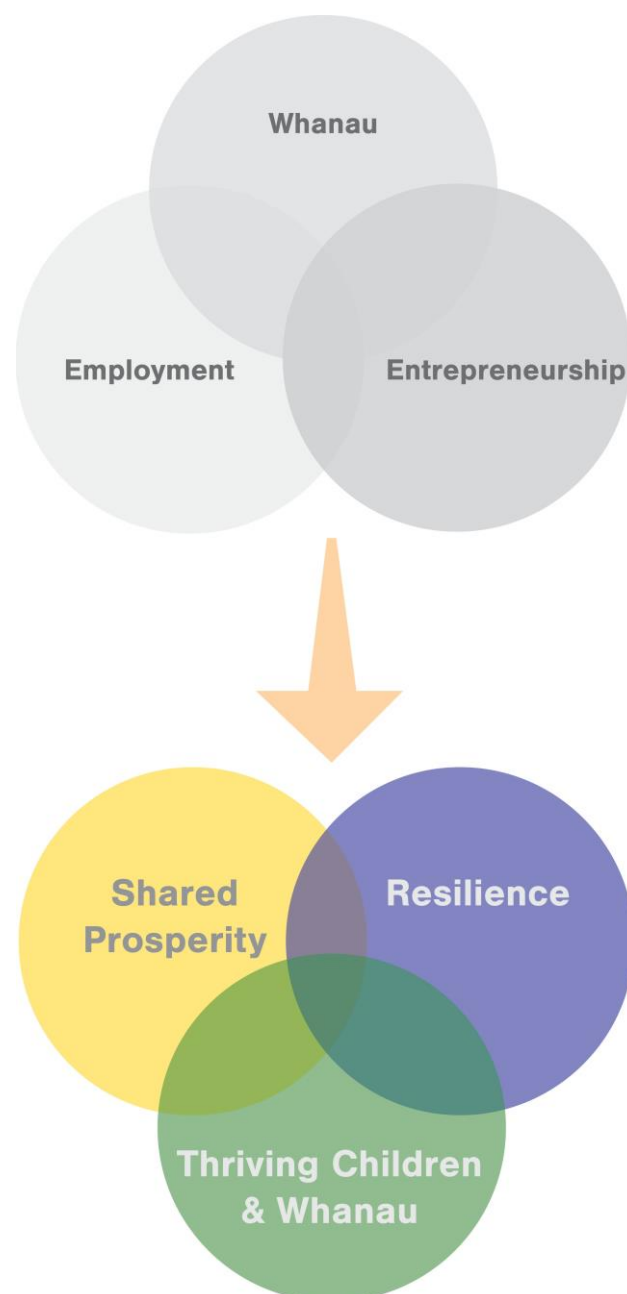


Figure 9: Moving from Focus Areas to Outcome Arenas

Mutually Reinforcing Connections

Given the development of multiple programmes within TSI, each focusing on different challenges or issues, understanding the transformative potential of connecting up outcomes so they truly reflect the realities of people's lives is critical.

Strengthening understanding and articulation of the **potentials for mutually reinforcing connections** between projects and parts of the TSI initiative will strengthen both the parts of the initiative and the whole. Given the diversity

of projects and focus areas TSI is holding, a stronger analysis of the connections between these could help drive stronger outcomes.

There is, for example, strong evidence that links adequate housing to better employment outcomes - and given TSI has done work on both these areas there may be potential to develop the linkages. Indeed adequate housing is linked also to health (which TSI's recent work has highlighted), and to educational attainment. Though the work TSI

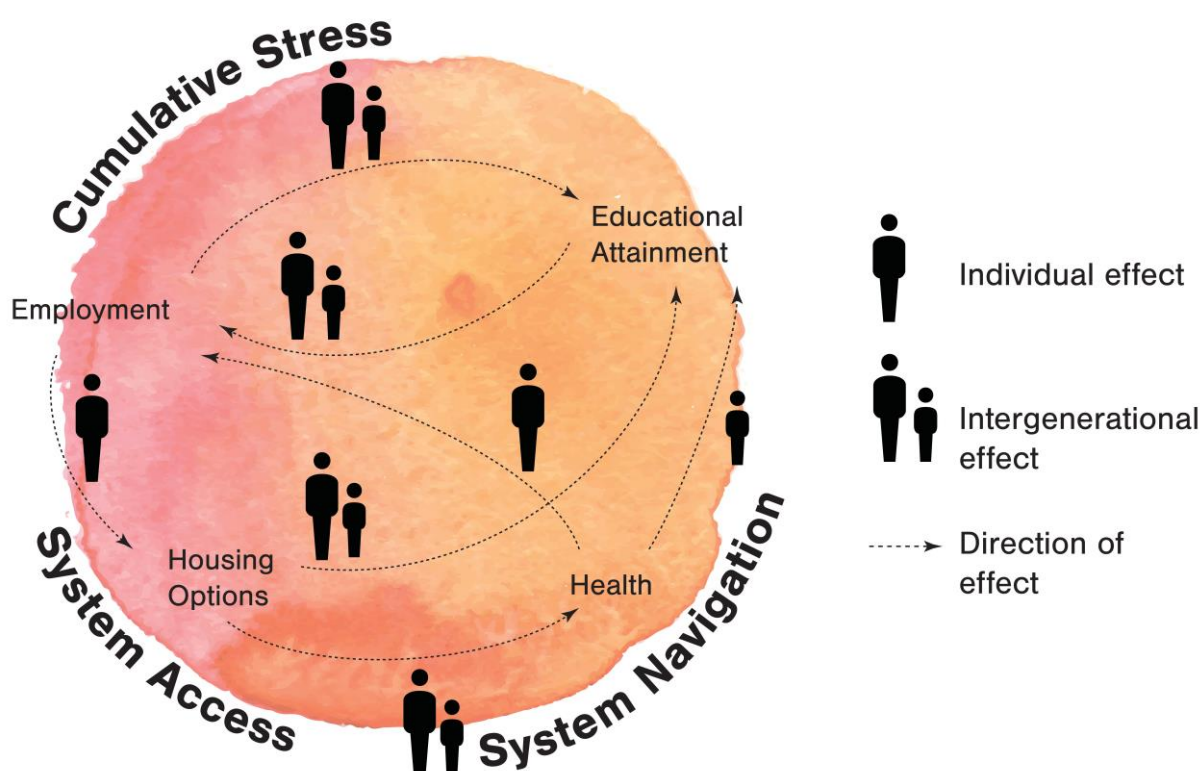


Figure 10: Mutually Reinforcing Connections between focus areas and outcomes, relevant both within and across generations

is doing on each of these areas is exemplary, if it is to support transformation in Southern Auckland it is the interconnections between these, and the cumulative stress that is created when a family is dealing with all of these issues simultaneously, that is critical to understand and to engage with. Figure 10 outlines some of the key interconnections between different issues TSI is currently addressing in its work. It also starts to identify whether the interconnections have individual consequences, and/or intergenerational consequences. Using data and the qualitative research already undertaken at TSI could fill out more interconnections, which could then support the development of programmes that are integrated and support mutually reinforcing outcomes across the systems often engaged in people's lives.

One of the major limitations of much place-based work is that the connections between issues such as these are lost, and this means responses can be one dimensional rather than systemic in nature. TSI has more potential than most other place-based initiatives the reviewer has seen to draw and build linkages between and across the issues that people experience so responses are truly transformational.

Identifying the interconnections between issues that impact people's lives requires both a reflective capacity (so intentional connections are made between issues usually approached in silos) and an ability to communicate complexities (so the systemic nature of the realities people face are highlighted but do not become overwhelming). Further, it is challenging to identify and bring other services providers, and particularly funders or commissioners along this more systemic view of creating change - and yet without this it is hard to see how the complex interplay of issues people

are facing in South Auckland will ultimately be able to be addressed.

TSI has identified some great 'overarching' or cross-cutting themes (such as cumulative stress) that many families in South Auckland experience. These themes could hold some of the connections between issues (e.g. cumulative stress impacts outcomes across education, employment, health). The reviewer would suggest an exploration of the potential structural cross-cutting themes were because the themes identified to date have focused on individuals and families.

There are certainly issues of access and responsiveness (e.g. people experiencing multiple systems failure before being offered any kind of significant intervention or support). But there are also themes of dis-integration (where, for example, health and housing are responded to in different departments of the public sector); and navigation (so that people have to have the capacity to navigate complex service systems in order to piece together assistance). The cross-cutting themes above are phrased negatively, but they could also be phrased as outcomes, which would more effectively align the goals TSI is working towards.

Using these as headline themes rather than breaking down people's lives into arenas that align with needs or government departments (e.g. health, education, employment, training), may help to share a more systemic view of what TSI is doing and building on to create outcomes. The potential here lies in structuring place-based work to start with people's lives, realities and experiences rather than the silos that currently exist to respond to disadvantage.

This could drive more responsive policies and practices and lead to much more potential for transformative outcomes than those built on assumptions that just joining-up existing structures will change outcomes.

Building on Relationships & Insights: Foundations for Growing Outcomes

The connection and collaboration of TSI and the Auckland Co-Design Lab lends itself to a range of opportunities as well as being strength. Given the insights and tests generated through work like Healthy Homes and the Early Years Challenge, TSI has much to offer across government. If transformative outcomes are to be realised TSI cannot focus only on undertaking research work and analysing insights, but must also seek funding to develop responses further, or to advocate for more to be done from and with the insights generated.

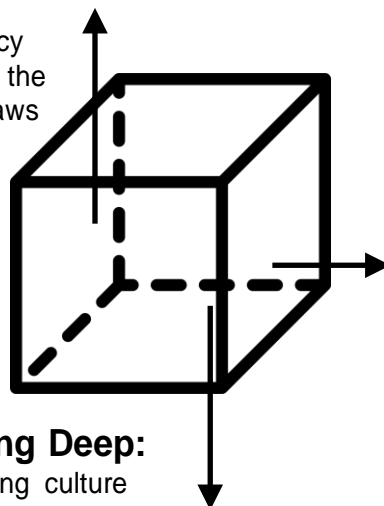
TSI could start developing a set of scenarios about what kinds of future structures or

organisational architecture would best support transformative outcomes. I also pondered whether TSI should discuss how best to approach scaling its approach.

TSI has been approached by other localities (e.g. West Auckland) to start similar initiatives, and my guess is that the demand will grow further once TSI demonstrates lasting and tangible outcomes. A focus on different ways to approach 'scale' may help TSI make decisions about replication more intentionally. Perhaps articulating what kind of scaling is required to achieve transformation (e.g. Allyson Hewitt's scaling model below) may help to structure this conversation.

Scaling Up:

Impacting Law and Policy
Changing Institutions at the
level of policy, rules & laws



Scaling Out:

Impacting greater numbers
Replication & dissemination,
increasing numbers of people
or communities impacted

Scaling Deep:

Impacting culture
Changing relationships,
cultural values & beliefs,
including 'hearts & minds'

Figure 11: Different dimensions of Scaling Impact Source: Allyson Hewitt, MARS Innovation Labs, and Canada

As TSI develops further over coming months and years, it may be good to take stock of achievements and remember all innovation also requires excavation! TSI has a growing number of projects aligned to it, and not all of them will help to create transformative outcomes. The question to be asked is, at what stage do you spin out or stop certain activities, and how do you make those decisions? For example, how do you decide to cease investing in social enterprise, or change this investment into a broader focus on enterprise (should you even decide this)? How does TSI track and monitor outcomes in order to make these decisions? And how are such decisions processed with the community?

The projects and programmes TSI is holding are expanding quite rapidly both in both depth and breadth. While this indicates there is momentum and energy, it could also signal a danger of being spread too thinly, and of focusing more on starting many things without following through to ensure thorough implementation or transition of programmes. Transformative outcomes will only result from implementation.

Some strategic discussion of growth and a framing of what the various roles of TSI may be into the future could be helpful to initiate earlier rather than later. TSI could, for example, frame itself more as an incubator or local 'hothouse', holding projects or programmes for a period of time in order to design, ground, develop and nurture them, and then hand them over to others for further development. Or it may frame itself as an umbrella or host for initiatives that sit across the community and the council.

Given the range of issues TSI is tackling, it may also be worthwhile framing the work in terms of time horizons - what are the pieces of work or the strategies that can address immediate gaps and opportunities, and which are building the resilience of South Auckland into the future. For example, the procurement work being undertaken by TSI currently is addressing immediate opportunities for creating quality work for South Aucklanders. On the other hand, TSI's commitment to the maker movement, and the focus on engaging young South Aucklanders with technology and making stretches out to a longer-term horizon. Some outcomes of this work may be seen in the short term, but the real impact is longer-term, as this work starts to prepare South Auckland for what some term 'the Fourth Industrial Revolution'. Effectively it is building a strong future for South Auckland, starting now.

There are many frames TSI could adopt or adapt - however the point is that making decisions intentionally and early about its future growth, the time horizons of outcomes and the structure/s that may be needed, will enable TSI to test and examine the most appropriate ways to embed place-based changes over time. Too many place-based programmes do not *design-in* the future, and so they can be as vulnerable to changes (political, economic or social) as the communities in which they are based.

Conclusion

TSI is an ambitious and practical programme of work starting to generate serious outcomes for and with the people of South Auckland.

This review has articulated four key strengths and three critical opportunities for TSI.

Strengths:

1. The **holistic approach** of TSI is integrating community and economic development, bridging social and economic policy;
2. TSI is developing approaches that are **people-centred AND** focused on **systems change** so that transformative outcomes can be achieved;
3. **Culture is central** to the work TSI is undertaking, and this is reflected in both the methodologies and the engagement of people around the work;
4. Linking TSI and the Auckland Co-design Lab enables the constructive combination of an **innovation engine with the institutional structure needed for implementation.**

Opportunities:

1. Building a **stronger Theory of Change** will enable TSI develop strategic directions for the work in addition to

having a framework through which to evaluate outcomes of the work;

2. **Understanding and intentionally connecting programmes of work** where it is clear that there are impacts across issues would help TSI ensure its programmes mutually reinforce each other which in turn would truly support transformative outcomes;
3. As outcomes from TSI's work start to be realised, it is important there is an **intentional approach to growth and scaling of the work.**

TSI's work in South Auckland is young, but already achieving results that should be the envy of other place-based initiatives.

With careful and intentional further attention to the agenda of creating transformative outcomes in the region The Southern Initiative is likely to make a significant difference not only for and with South Aucklanders, but for Auckland as a whole.

Reviewers Note:

Thank you for the opportunity to examine and review TSI - it has been both fascinating and inspiring. Best wishes for the future of this exciting initiative. IB

About TACSI

TACSI is The Australian Centre for Social Innovation. We tackle Australia's toughest social challenges by bringing best-in-world innovation practice to Australia. Social change is the only work we do. We're an independent not-for-profit that was seed funded by the South Australian Government.

We develop new insight

We help organisations better understand problems and opportunities through co-design research.

We design better solutions

We develop, test and spread solutions, like *Family by Family* and *Weavers*, that demonstrate how alternative models can work.

We build innovation capability

We build the capability of individuals, organisations and sectors to develop, test and spread innovations that change lives.

We accelerate systems change

We work with philanthropy, government, NGOs and business to develop a systemic understanding of major issues and catalyse the development of next generation services, supports and policy.



Family by Family was co-designed with Families in South Australia and is now spreading across the country. The program has won a NAPCAN award for innovation in child protection and an Australian International Design Award for Service Design

