



**NGĀ HAPORI  
MOMOHO**

**THRIVING  
COMMUNITIES  
2022-2032**

**Te mahere  
whakatinana**

**Implementation  
Plan 2022-2025**



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# Introduction

Ngā Hapori Momoho | Thriving Communities 2022-2032 is Auckland Council's adopted strategy (the Strategy) to support everyone in our communities to thrive. It sets out a vision for a fairer, more sustainable Tāmaki Makaurau where every Aucklander belongs.

This means a Tāmaki Makaurau where all whānau have everything they need to live a good life, where diversity is celebrated, and all Aucklanders can participate and belong.

It is a future where communities work together to take action on the things they care about and where they love and care for the environment.

As a unitary authority the adoption of Ngā Hapori Momoho | Thriving Communities 2022-2032 means:

- placing community wellbeing at the heart of everything we do
- ensuring equitable outcomes for our communities that face the greatest barriers to participation.

## Purpose of the Implementation Plan

The 10-year horizon of the Strategy, coupled with the scale and pace of change in communities means we need to take an iterative and adaptive approach to strategy implementation.

This Implementation Plan (the Plan) sets out on how the council group is responsible to elected decision-makers for implementing Ngā Hapori Momoho over the next three years 2022-2025.

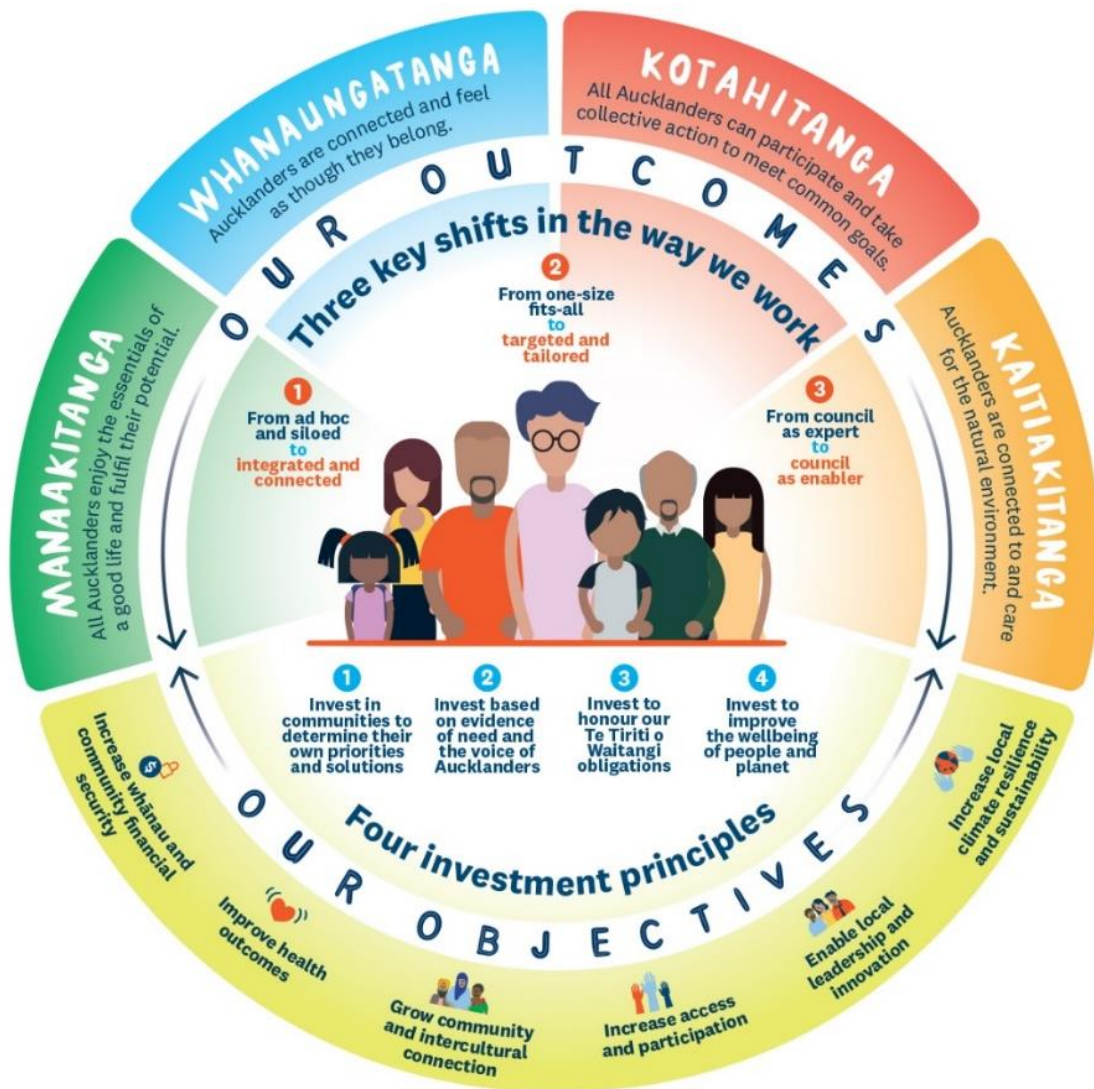
This agile approach also acknowledges that the Auckland Council group (the council group) will continue to operate with limited resources and financial constraints as well as face new challenges in the future.

The key purpose of the Plan is to provide the council group with direction about their responsibility to implement the Strategy. This includes guidance on how to contribute to the Strategy's outcomes and how to action the objectives, key shifts and investment principles.



# Strategy overview

Outcomes driven by objectives and by shifts in how we work and invest



## In a nutshell.....

**if we** change the way we work **by** making the **key shifts** and use the **investment principles** to guide our investment decisions....

and **if we** use all our roles, levers and resources to deliver activities and services that focus on our **objectives**....

**Then** we will achieve our **outcomes** and ultimately our long-term vision of:

**A fairer, more sustainable Tāmaki Makaurau where every Aucklander belongs.**

# Implementation plan overview

The Strategy provides the outcomes and objectives for communities to thrive and the key shifts and investment principles to guide the way we work to achieve these.

This Plan sets out how the council group will deliver the strategy over the next three years: 2022- 2025. It is structured into **three sections**:



## The way we work

Embedding the three key shifts and four investment principles

Enabling communities to thrive means addressing systemic issues such as inequity that affect individual and community wellbeing. The strategy requires the council group to work differently and invest strategically, using all our roles, levers and resources effectively.

The first section of the Plan outlines how we will create change to achieve the strategy by embedding *the key shifts* and the *investment principles* as the default way of doing things.



## What we do

Aligning activity and actions to the objectives and outcomes

The council group already delivers and supports a wide range of services and activities that either directly supports or contributes to the wellbeing of communities.

The second section of the Plan sets out an approach to align future action planning to the outcomes and objectives of the Strategy.

This includes using a range of tools as well as incorporating more reflective practices to keep learning, improving and adapting our services to better meet the needs of our communities.



## Understanding impact

Using monitoring and evaluation to gain better insight

To understand how well the council group is delivering the strategy it is important that we monitor progress and evaluate impact in both the *way we work* and *what we do*.

The third section of the plan sets out an approach that uses data and evaluation insights to assess how we are positively impacting on community wellbeing and equity outcomes.

**A one-page summary of the Plan can be found in appendix 4.**

# Section one:



## The way we work

Embedding the three key shifts and four investment principles

### Enabling change by doing differently and investing strategically over time

For the council group to have a meaningful long-term impact on the systemic issues that prevent some communities from thriving, we need to review and adapt the way we work and how we invest to ensure our activity is addressing equity in ever changing circumstances.

The Strategy sets out *three key shifts* and *four investment principles* that aim to drive this change in the way we work and how we invest. This Plan sets out our approach to do this and how we will monitor progress and evaluate impact.

The approach is based on delivering the change in an intentional and phased way. Growing capability and adapting systems and processes over time, recognising our operating and financial constraints and that it takes time to fully embed change.

## Strategy: Key shifts

The three key shifts identified in the Strategy will better enable the council group to work in ways and deliver the types of services that will support communities to thrive.

### FROM ad hoc and siloed TO integrated and connected

- We will work across the council group, with government and across communities and sectors to support Aucklanders to thrive, with a particular focus on place-based activity. We will share data, evidence and learning.
- We will prioritise interventions which support coordination and collective impact to deliver on the multiple outcomes which impact Aucklanders' wellbeing (social, environmental, cultural, and economic).

### FROM one-size-fits all TO targeted approaches

- We will change our current services, activities and ways of working to better meet the needs of places, whānau and communities, particularly those experiencing the greatest disparity in outcomes.
- We will tailor services and activities to meet local needs and opportunities.

### FROM council as expert TO council as enabler

- We will support communities (whānau, hapū, iwi, people) to lead their own responses, in place. We will enable them to define, deliver, and monitor the things that enable them to thrive.
- We will measure our success based on the outcomes we enable rather than just the services and activities that we deliver.

## Key Shifts: What we will do

### Build awareness, leadership and capability to shift the way council works

We will design and deliver an effective change and continuous improvement programme to:

- build awareness of the Strategy
- grow leadership to drive and deliver the change
- change culture, mindsets and practices
- grow organisational capability and capacity

The approach is phased, recognising our fiscal and operating constraints and that it takes time to embed change.

#### Phase one: Socialise and mobilise (year one)

The important first step to embed the Strategy is to ensure there is good awareness and understanding of it within the council group, so staff feel confident to apply the Strategy shifts and principles to their work.

We will also need strong leadership driving the change both inside the council and out.

Activity during this initial phase.

- **Developing Strategy collateral** that highlights the key elements of the Strategy and the Plan, so they can be quickly and easily understood. This includes creating a consistent style and brand to build awareness and recognition.
- **Developing a communication plan** to raise awareness and socialise the Strategy across council departments and council-controlled organisations (CCO's) (for example doing roadshows). An important element of this is to have a clear narrative surrounding the Strategy so staff can relate their work to the high-level outcomes and objectives.
- **Establishing a strong leadership group** is essential to ensure that there is clear direction from the start. This was identified as a key recommendation from the 2018 strategy review and will be critical for successful implementation. It will include internal leadership but also consider how best to include elected members.
- **Establishing an external champions group** so that we have a diverse range of community leaders supporting the voice of the community. This group will serve to both support and advocate on behalf of the Strategy and provide challenge to the council group to ensure we are delivering on what we have committed to.

#### Phase two: Enable and grow (years one and two)

Running concurrently with socialisation and mobilisation, a change programme will be developed to ensure the key shifts are embedded across the organisation.

- **Designing a change programme** that provides detail on how each of the three key shifts will be embedded into council processes so these ways of working become the new normal.
- **Rolling out of the change programme** working with existing internal change processes and starting with teams where there is already strong alignment to this way of working.

### Phase three: Embed into team practice (years three to five)

Utilising learning from phase two and examples where teams are already working in this way, continue to embed the change programme.

This will be an iterative process, adapting and applying new learnings so that the change programme remains responsive to the changing environment.

## How we will monitor this

To understand how the change programme is working and how well the organisation is embedding the shifts to deliver the Strategy, progress will be monitored by:

- **Internal and external audit**

An internal audit process (and associated toolkit) will be developed to help council teams review the progress they are making to embed the change in their work.

The audit process will be used across the council group so we can reflect on our collective progress and identify opportunities for further development.

This will be complemented by an external audit process to provide independent, external perspectives.

- **Policy framework to assess shifts in organisational capacity and capability**

Within both central and local government, a wide range of tools already exist to support policy makers to provide high quality advice to decision makers.

Appropriate tools and policy improvement frameworks will be identified and utilised so that we are applying a consistent approach to improving organisational capability.

- **Tools that show organisational maturity**

To help monitor progress in embedding the shifts we will develop and use a maturity model. This is a tool commonly used as part of organisational change processes and will help teams assess how far they have come in embedding the key shifts in their work.

Key deliverables	Implementation time frame (years)		
	One	Two	Three plus
1) Strategy collateral developed	•		
2) Communications plan completed	•		
3) Leadership group established	•		
4) External champions group established	•		
5) Change programme designed and delivered	•	•	•



# Strategy: Investment principles

## Prioritising equity and wellbeing when making financial decisions

The Strategy sets out four investment principles to ensure that future planning and spending decisions are aligned with the Strategy objectives and outcomes. They will help the council group focus resources to achieve the greatest impact for people and planet.

To deliver for impact, it is important that the council group invest strategically. The investment principles are a practical way to contribute towards the Strategy outcomes through our business and planning decisions.

### **Principle one: Invest to improve the wellbeing of people and planet**

We focus our investment to achieve wellbeing outcomes for current and future generations.

We prioritise activities that deliver on the multiple outcomes which impact Aucklanders' wellbeing (social, environmental, cultural and economic).

### **Principle two: Invest based on evidence of need and the voices of Aucklanders**

We take a targeted approach to investment so that our investment meets the needs of those communities experiencing the worst outcomes.

We use a mixture of data, evidence and insights into people's lived experiences to determine our investment priorities.

### **Principle three: Invest to honour our Te Tiriti o Waitangi obligations**

We invest in activities which fulfil our Te Tiriti obligations to ensure that Māori in Tāmaki Makaurau enjoy the same wellbeing outcomes as other Aucklanders.

We enable Mana Māori Motuhake by investing in by-Māori for-Māori solutions.

### **Principle four: Invest in communities to determine their own priorities and solutions**

We invest in communities in ways that give them flexibility to define their priorities and solutions and which enable them to adapt to changing aspirations and contexts.

We find meaningful ways to measure and report on the outcomes which we have enabled in our communities.

# Investment principles – What we will do

## Embed the investment principles in planning and budget processes

One of the most effective ways to ensure the investment principles are embedded in a practical and meaningful way is use them to guide existing and future planning. Some of the processes where this approach could be applied include:

- 1) team planning processes
- 2) local board plans
- 3) annual plan (AP) and long-term plan (LTP)
- 4) regional grant programmes
- 5) CCOs statement of intent processes.

### Phase one: Socialise and mobilise (year one)

Similar to the key shifts, one of the most important first steps is to ensure that the principles are understood by staff and they can apply them to existing decision-making processes.

In this initial phase, the focus is on existing resources and supporting teams to understand how their current work already aligns to the Strategy and where there are opportunities to use resource better or differently.

Activity in this phase.

- **Identifying opportunities to embed the principles** within existing planning processes and build in accountability for delivery on equity outcomes as part of this process.
- **Developing a process of accountability for equity** into political and business reports and budgets which could include developing guidance tools such as an **Equity Impact Assessment** or an **Equity Impact Statement**.
- **Identifying existing actions and investment** to understand current alignment and opportunities for future funding and/or how best to use existing levers better or differently.
- **Reprioritising existing budgets** and providing tools for teams to think through what activities they could stop, start or deliver in different ways.

### Phase two: Review and reprioritise (year two)

Building on the research and learning of the initial year we will continue the process of reviewing the use of resource and working with operational teams to help align activity to the Strategy. Activity will include:

- continued reprioritisation of existing budgets through the use of assessment tools
- a review of regional grants so our direct spend into the community is better aligned to the Strategy's principles, outcomes and objectives.

### Phase three: Embed (year three)

Utilising evidence from the first two years, we will continue to work to ensure the principles are embedded in Annual Plan and Long-term Plan processes and that council budgets are explicit about how our activity is addressing equity.

## How we will monitor this

With increasing pressure on resources, it is more important than ever that council is using resources in the most effective way and we are accountable to the communities we serve.

- **Internal audit**

Aligned to the audit process to assess the key shifts, we will audit how well spend across the organisation is aligning to the principles.

This may include looking at the proportion of reports that include an equity impact assessment.

- **Track investment decisions and spend**

We will track and monitor investment decisions to ensure that spending and the use of resources are aligned to the principles and provide advice and recommendations where this could be further strengthened.

It is also important that the principles are embedded in the long term so we will also use this process to ensure that future investment decisions continue to align to the Strategy.

Investment principles deliverables	Implementation time frame (years)		
	One	Two	Three plus
6) Internal and external audit process developed including maturity model framework	•	•	•
7) Equity Impact Assessment tool developed and embedded into reporting	•	•	•



# Section two:



## What we do

Aligning activity to the strategy outcomes and objectives

### **Deliver activity aligned to the Strategy to make the biggest impact for communities**

Across the council group there are already many good examples of teams and services working in creative ways by using existing resources, roles and levers to help Aucklanders to thrive.

We have an incredibly diverse, skilled and passionate workforce and we want to ensure our kaimahi are empowered to continue to deliver for communities and are clear on how their work aligns and contributes to the Strategy outcomes.

### **Activity – What we will do**

#### **A theory of change and other tools to support decisions on what to stop/reprioritise/start**

A suite of tools will be developed to support teams to apply the Strategy to their work. This will help staff see how activity aligns and support decisions on what to continue, start or stop.

This includes an overarching theory of change to use in action planning and to ensure there is a clear link between activities and the Strategy's objectives and outcomes. A draft theory of change is set out below on page 15.

Under each of the Strategy objectives there are action areas that provide direction on the type of activities what will contribute to achieving the objectives and outcomes. (See appendix 2). These are a starting point for council teams to focus their work.

Implementation will be phased, allowing time to collate what the council group are already doing (existing activity) and plan for future activity. This may occur through reprioritising, expanding or scaling-up; or through identifying new actions to address gaps or opportunities.

#### **Phase one: Collate and plan (year one)**

There is already activity across the council group that aligns to the Strategy outcomes as well as planned activity outlined in existing strategies and actions plans. To avoid duplication and to help deliver on the key shift of greater collaboration, the first stage of implementation is to collate and organise this activity. This will include:

- **refining the overarching Theory of Change** to support action planning as well as guide individual theories of change/ intervention logic models for individual teams/services
- **identifying existing actions** that align or represent best or promising practice across the organisation/CCOs as a showcase of what we can do
- **developing a dashboard of actions** including action owners and timeframes, this will mainly be comprised of existing actions within other strategies and plans



- **identifying opportunities to expand or scale up existing actions** especially where there are opportunities to align existing work or where particular activity could be replicated in other areas
- **identifying any potential gaps** in service provision or where new and emerging challenges or needs may require new actions. New activity should consider if council is best to deliver or it can be done through partnership and community-led initiatives (third key shift).

All of the above will inform the development of an Activity Dashboard based on three levels as outlined in the table below.

Activity	Timescale	How this will be assessed
<p><b>Existing activity</b> – that already aligns to the objectives and outcomes of the Strategy</p> <p>This will involve identifying opportunities for greater coordination/collaboration, scaling up or applying learning to other similar activity.</p>	<p><b>Do now:</b> one to three years</p>	<p>Utilising an equity impact assessment tool that will be developed and provided to operational teams/staff, activity will be analysed and organised based on which action area it most closely aligns to.</p>
<p><b>Reprioritise activity</b> – where there is opportunity within existing budgets and work programmes to reprioritise and/or establish new activity to have a greater impact.</p>	<p><b>Do soon:</b> two to four years</p>	<p>Activity that is contributing (or has potential to contribute) to thriving communities but requires refocus/new investment or stopping other activity. This will be done utilising tools as well as through a process of reflective practice.</p>
<p><b>New activity</b> – activity that could make the biggest impact if it received additional investment. New activity could focus on addressing systemic issues that require a long-term focus and collaboration across multiple sectors.</p>	<p><b>Do in the future:</b> three to six plus years</p>	<p>Gaps/opportunities/challenges that require a response and no current activity exists. Activity that is focused on long term outcomes and is delivering on multiple outcomes.</p>

### Phase two: Deliver (years one to three)

With the actions identified and recorded into a centralised dashboard, the council group will continue the ongoing delivery of activity outlined within it.

A central feature of this Plan is adapting to respond to any new and emerging issues or opportunities and ongoing review. This will be guided by the evaluation processes outlined in section three. To further support this process other actions will include:

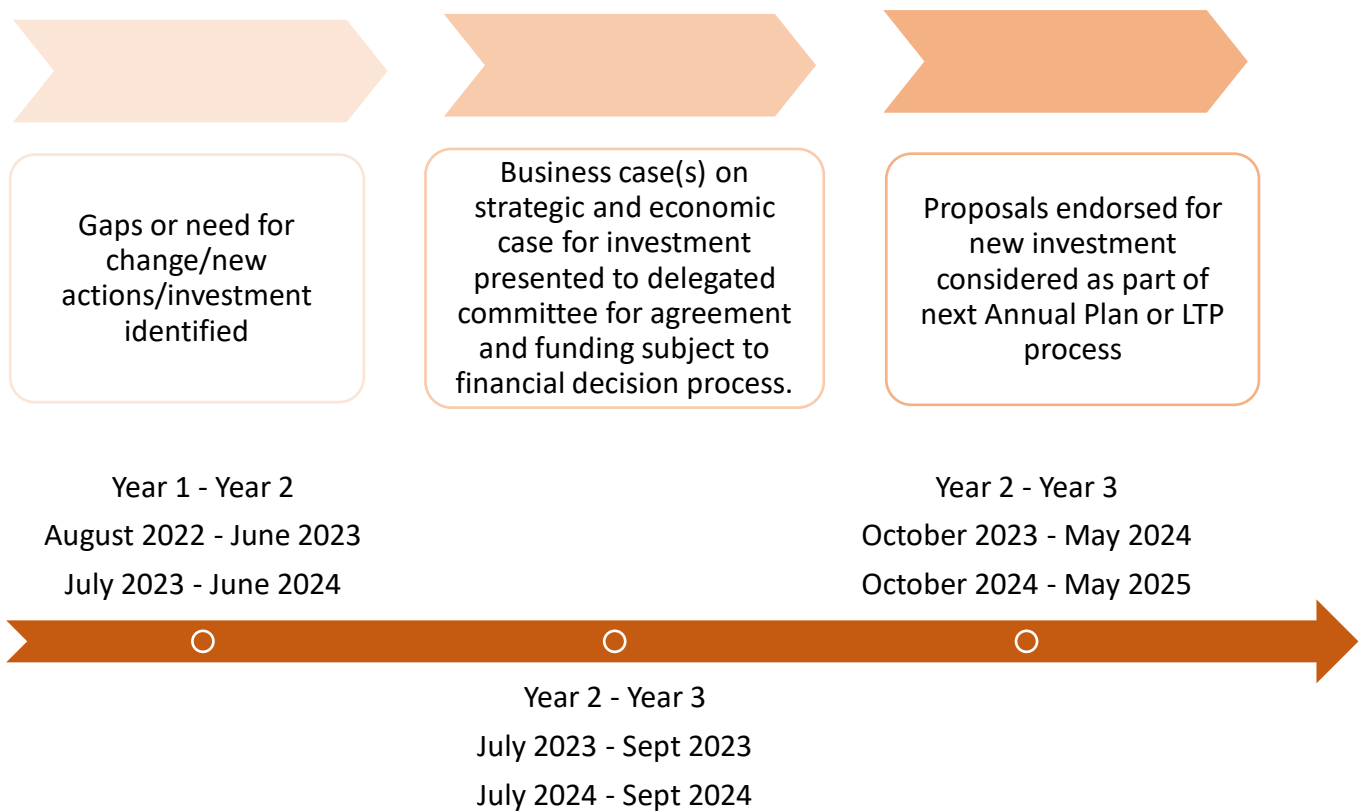
- **building close working relationships between policy and operational teams** to support delivery of the action plan and to embed the ways of working into their activity
- **creating greater clarity on roles and responsibilities** in the policy cycle
- **developing and supporting communities of practices** to support and encourage regular reflection (on what is working) and integrating key learnings into subsequent activity and planning.

### Phase Three: Make case for new investment (years two and three)

Where it is identified that there is a need for new services or opportunities to expand and scale up existing service provision, a business case(s) will be prepared and presented back to the relevant committee of council with options for investment.

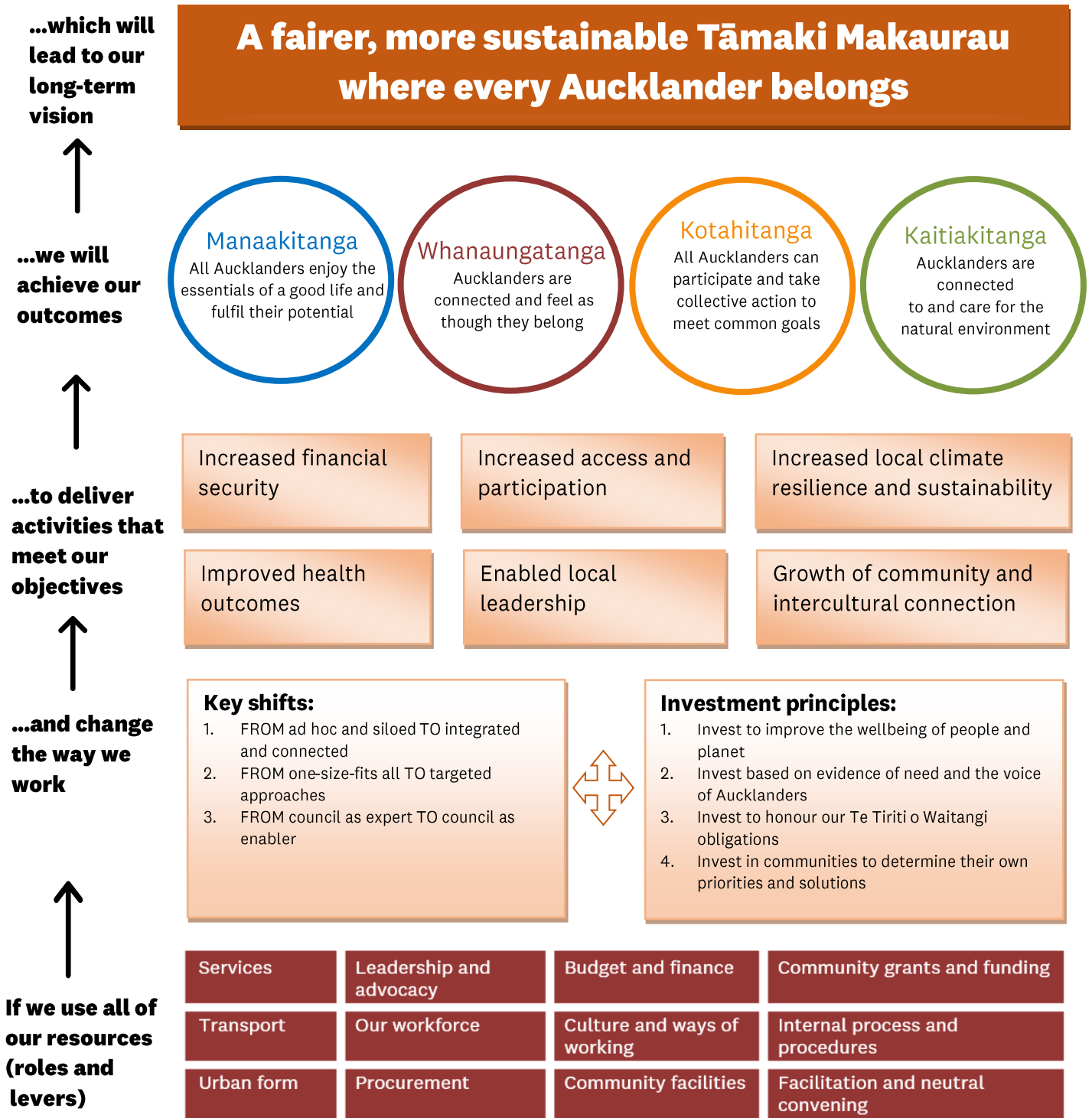
This may include allocating new investment from existing budget, especially where this is for delivering differently, or by requesting consideration of new budget through the annual plan/long-term plan processes.

### Pathway for Ngā Hapori Momoho investment



# Theory of change

An overarching theory of change underlies the development of both the Strategy and the Plan to ensure there is a clear link between activities and the Strategy’s vision, outcomes and objectives.



## How we will monitor this

A core aspect of monitoring and measuring activities will be the development of a centralised tracking dashboard.

To support the ongoing use of the dashboard, associated actions will include:

- **status reporting** as part of monitoring dashboard actions (e.g. RAG: Red-Amber-Green)
- **supporting reflective practices** (e.g. Using the Niho Taniwha framework) to encourage sharing, learning and adapting as we go. Section three sets out this approach in more detail.
- **internal and external audits** as outlined above in Section one: The Way We Work. This including seeking stakeholders' views to gather insights on what is working and what could be improved

Activity deliverables	Implementation time frame (years)		
	One	Two	Three plus
8) Dashboard developed and used to identify activity and track associated investment	•	•	•
9) Centralised space to share learning		•	•
10) Community of practice(s) established and meets regularly	•	•	•
11) Suite of tools collated and developed to support alignment/assessment of activity	•		





# Section Three:



## Understanding impact

Using monitoring and evaluation to gain better insight

### Use data and insights to understand the impact we are making for communities

One of the key recommendations of the 2018 Thriving Communities Review was to improve evaluation of the Strategy to better understand impact. This included the development of an evaluation framework with clear outcomes and measures supported by evidence gathered from a range of qualitative and quantitative sources.

To ensure the Plan remains adaptable to any new challenges that arise, learning from monitoring and evaluation will be applied to ongoing service delivery.

The approach to understanding our impact is in two parts:

- **policy monitoring** which has a focus on monitoring how successfully we are delivering identified actions and the ongoing learning we are doing to continually refine these
- **impact evaluation** which uses high level outcome indicators and deep dive evaluations to help us understand the impact the Strategy and Plan have had on the intended outcomes.

## Policy monitoring – What we will do

### Progress reports, reflective learning, case studies and adapting as we go

To ensure we are continually reviewing how well we are implementing the plan, we will monitor progress in terms of both *the way we work* and *what we do*.

This will be an iterative process, learning and adapting as we go to reflect the complexity of the real-world environment. This will include:

- **internal and external auditing** processes outlined in Section One: Way we work
- **annual progress reports** to the relevant council committee on the Plan actions and the change programme
- annual progress reports to committee will include:
  - the key learnings and any findings from progress monitoring
  - early reflections on impact
  - recommendations on what may need to change and/or where there are gaps that might require reprioritisation or new investment
- **case studies** to highlight best practice and share impactful stories from our communities.

**Phase one: Design, plan, report (year one)**

- Design internal auditing and annual reporting process as outlined in Section one.
- Develop a suite of reflective learning tools (based on existing frameworks such as the Niho Taniwha model - see appendix 1) to capture and assess learnings.
- Identify case studies to highlight best practice and show examples of how the Strategy is being applied through work the council group is delivering or supporting.
- First annual progress report at the end of year one to provide a progress update and an overview of the tools that have been developed through the initial phase.

**Phase two: Adapting and incorporating learning (year two and ongoing)**

- Embedding communities of reflective practice more widely.
- Ongoing development of tools to enable and support reflective practice and evaluation.
- Annual progress reports to the relevant council committee on Plan actions and the change programme.

Policy monitoring deliverables	Implementation time frame (years)		
	One	Two	Three plus
12) Process for capturing case studies developed	•		
13) Case studies gathered and analysed		•	•
14) Annual report template developed to show progress and provide ongoing advice for elected members	•		
15) Annual progress reports to elected members with learnings and recommendations	•	•	•



# Impact Evaluation – What we will do

## Monitor outcome indicators and undertake impact evaluation

It is important that we have insight into the impact we are having. To do this we will utilise a range of both qualitative and quantitative measures. This will include:

- **an outcome indicators framework** to measure progress towards the outcomes. This will be based on existing measures for the Auckland Plan (draft indicators are set out below)
- **establishing a baseline set of data** for the indicators from which to monitor progress
- **regular monitoring of data** (annual and bi-annual) against indicators to measure progress towards outcomes
- **case study evaluations** on programmes and initiatives using selected examples and case studies. This will provide examples of where services are delivering the type of actions outlined in the objectives and their impact for communities.
- **three-year review and deep dive evaluations** - collating data and stories to enable a three-year deep dive to identify progress and impact against all Plan measures.

### Phase one: Framework and baselines (years one to three)

- Refine overarching Theory of Change/logic intervention model to underpin evaluation.
- Refine the high-level outcome indicator framework.
- Gather baseline data (year one) based on the initial outcome indicators.
- Research and incorporate other evaluation methods, particularly those based on capturing the lived experience of people and frameworks based on indigenous knowledge.

### Phase two: Impact data monitoring (years two and three)

- Continue to gather, monitor and analyse annual and bi-annual data on outcome indicators.

### Phase three: Deep-dive impact evaluation (year three)

- At the conclusion of this first three-year Plan, conduct a deep-dive evaluation against all measures.
- Use case studies to gain greater insight into the impact the plan is having for Aucklanders.

Impact evaluation deliverables	Implementation time frame (years)		
	One	Two	Three plus
16) Theory of Change/intervention logic models developed	•		
17) Evaluation framework (including outcome indicators) developed	•		
18) Three-year deep dive review and evaluation completed			•

## Outcome indicators

The council group already analyses a wide range of data to track the impact of our work for our communities.

For this Strategy, we are using indicators for objective areas that are already reported on, including for the Auckland Plan. This means we are not placing any additional reporting burden on operational teams. It also provides consistency across our strategies and policies and means we already have a baseline to measure progress against.

The following table outlines the indicators as well as frequency, source and a brief explanation where required.

<b>Objective: Increase whānau and community financial security</b>			
<b>Initial progress indicators</b>	<b>Why we are including this indicator</b>	<b>Frequency</b>	<b>Data source</b>
Percentage of jobs that are highly skilled remains stable or increases	Highly skilled jobs generally offer higher salaries and better working conditions. 'Highly skilled' in this context will include "Community, personal service workers", "Technicians and trade workers", "professionals" and "managers"	Annually	Stats NZ Household Economic Survey (Income and housing costs) <a href="#">link</a>
Percentage of people employed in declining industries decreases	Declining industries provide less security and less opportunity especially in the long-term. This indicator could be supplemented by the Advanced industries outcome measure already in the Auckland Plan.	Annually	Stats NZ Household Economic Survey (Income and housing costs)
Household disposable income remains stable or increases	Disposable income is the money available to households to spend on what they want, and higher levels mean greater ability to meet basic needs.	Annually	Stats NZ Household Economic Survey (Income and housing costs)



<b>Objective: Improve health outcomes</b>			
<b>Initial progress indicators</b>	<b>Why we are including this indicator</b>	<b>Frequency</b>	<b>Data source</b>
Housing costs remain stable or improve	Household expenditure on housing costs indicate how affordable housing is	Annually	Stats NZ Household Economic Survey (Income and housing costs) <a href="#">link</a>
Housing costs to disposable income ratios	The more households have to spend on housing leaves less disposable income for other essentials such as food or clothing.	Annually	Stats NZ Household Economic Survey (Income and housing costs) <a href="#">link</a>
Self-rated health	This measure will give a sense of how Aucklanders feel about their own health.	Two yearly	Quality of life Survey (Auckland Plan B&P Measure)

<b>Objective: Increase access and participation</b>			
<b>Initial progress indicators</b>	<b>Why we are including this indicator</b>	<b>Frequency</b>	<b>Data source</b>
Reduction in reports of racism or discrimination towards particular groups of people	Using the experience of discrimination (by ethnicity, age, gender, physical or mental, religious beliefs, sexual orientation) to have a sense of inclusion or discrimination of diverse communities.	Two yearly	Quality of life Survey
Reduction in average commute time to key places: - work - tertiary institutions - closest metropolitan centre	Reduction in time spent commuting allows more time to be spent on activities that are meaningful for people and can contribute to wellbeing.	Two yearly	Prosperity Index
Increase in proportion of people with access to the internet at home	Internet access allows greater participation in society, education and employment opportunities. It is seen by many as an essential human right in a modern society.	Annually	World Internet Project New Zealand (Auckland Plan OP Measure)

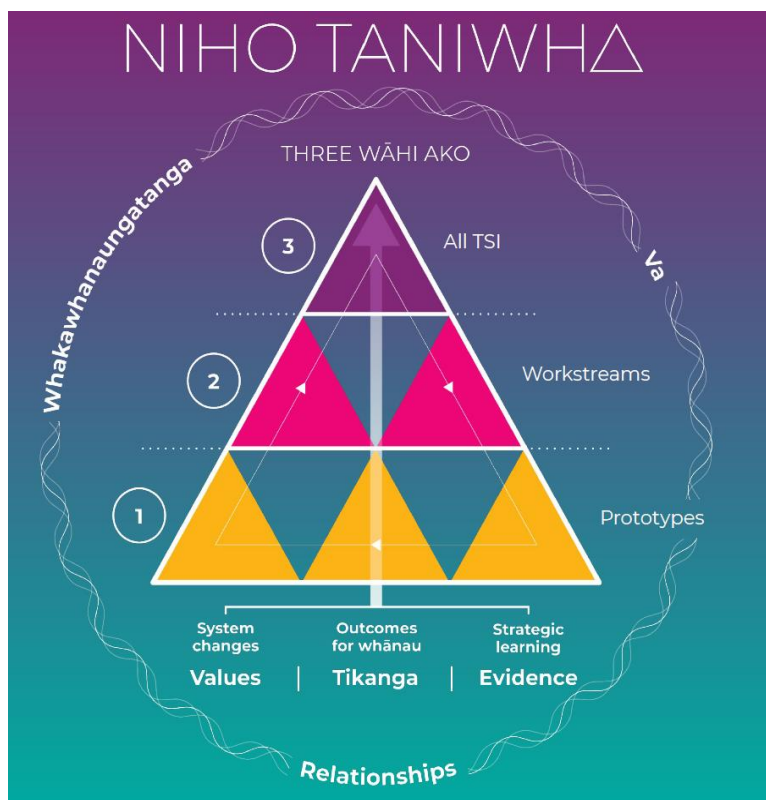
<b>Objective: Grow community and intercultural connection</b>			
<b>Initial progress indicators</b>	<b>Why we are including this indicator</b>	<b>Frequency</b>	<b>Data source</b>
Increase in the number of people that feel like cultural diversity makes their city/local area a much better place to live.	Impact of diversity on Auckland as a place to live. When people embrace the benefits of diversity they are more likely to be engaged with a wider range of communities and increase community cohesion.	Two yearly	Quality of life Survey <a href="#">link</a>
Increase in people reporting experiencing a sense of community	Utilising peoples perceived sense of community to get a sense of wider community belonging	Two yearly	Quality of life Survey <a href="#">link</a>
Increase in people reporting they feel a part of a social network or group	Participation in social networks and groups is important for people's sense of belonging and community cohesion. Social networks are also an important factor in resilience and greater wellbeing.	Two yearly	Quality of life Survey <a href="#">link</a>

<b>Objective: Enable local leadership and innovation</b>			
<b>Initial progress indicators</b>	<b>Why we are including this indicator</b>	<b>Frequency</b>	<b>Data source</b>
Increase in number of Māori youth in Auckland council and on the Youth Advisory Panel	As Māori are significantly overrepresented in communities of greatest needs, it is important that they have a strong voice in representing their community in decision making processes.	Annually	People and performance – Annual
People report some to large influence on council decision-making process	Using the perception of the public's influence in council decision-making gives us a sense of how involved in the political process they are and that they can influence issues that matter to them.	Two yearly (by Local board, ethnicity, income, education etc)	Quality of life Survey <a href="#">link</a>
Percentage of residents feel they can participate in Council decision-making		Annually	Financial Strategy and Policy) Annual Report <a href="#">link</a>

Percentage of Māori residents who feel they can participate in Auckland Council decision-making	Māori are one of our communities who experience the greatest inequity in outcomes, and it is important they are able to influence decisions that will affect them	Annually	Financial Strategy and Policy) Annual Report <a href="#">link</a>
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<b>Objective: Increase local climate resilience and sustainability</b>			
<b>Initial progress indicators</b>	<b>Why we are including this indicator</b>	<b>Frequency</b>	<b>Data source</b>
Increase in self reporting of people that most of the time/always consider sustainability/environment when choosing what to do, buy or use.	This provide an indication of people deliberately considering their impact on the environment and moving to low carbon activity	Two yearly	Quality of life Survey <a href="#">link</a>
Worry about the impact of climate change (by LB, ethnicity, income, education, etc)	To get an indication of how climate change is impacting various communities. Also to provide an indication of motivation for change to low carbon behaviours.	Two yearly	Quality of life Survey <a href="#">link</a>
Number of Aucklanders engaged in living low carbon lifestyles	To understand the percentage of the population are making changes that will positively impact climate change	Annually	Financial Strategy and Policy) Annual Report <a href="#">link</a>

## Appendix 1: Niho Taniwha as an evaluation tool



The Niho Taniwha model was developed as an evaluative framework to help navigate complex social change journeys. It is a values-based set of practices that incorporates learning and evaluation throughout the process and incorporates the learning back into service delivery.

Niho Taniwha is an iterative and collaborative model which aligns well to the Strategy and Plan.

It is a 'mindset' rather than a rigidly applied model and is already in use by some parts of the council group, for example by the Community and Social Innovation department.

Elements of Niho Taniwha that may be used and or adapted for the plan include:

- activity is based on a **theory of change** which outlines how actions link to intended outcomes, both for existing activity as well as prototyping for future work
- evaluation based on a **wider range of knowledge and experience**, placing a particular emphasis on indigenous models having as much prevalence and authority as existing western approaches
- **communities of reflective practice** - some already exist and these can be expanded for further sharing of knowledge
- **continual reflective learning** will be collated and used to inform future service delivery and business planning.

## Appendix 2: Objective Action Areas

For each of the six objectives, the strategy provides direction on the types of activity the council group will focus on.



### Increase whānau and community financial security

By delivering actions that:

- create stable, quality employment
- support Māori and Pacific business ownership
- maximise opportunities to build capacity and future skills
- support and promote learning and literacy
- support local investment and local job creation
- explore alternatives to current banking and finance options.



### Improve health outcomes

By delivering actions that:

- play our part to ensure safe, healthy and affordable housing
- support sustainable, healthy food systems
- design urban form to promote health and wellbeing outcomes
- support and promote an integrated 'Te whare tapa whā' approach
- ensure equitable access to leisure activities.



### Increase access and participation

By delivering actions that:

- ensure access to public and active transport options
- enable digital access
- ensure council services/facilities are inclusive, accessible and welcoming
- apply universal design approaches to service delivery and assets
- make information accessible and in a range of formats
- build capability to encourage greater diversity in governance roles
- involve under-represented groups in civic processes.



### Grow community and intercultural connection

By delivering actions that:

- support mana whenua manaakimanuhiri (hospitality and care)
- provide opportunities for mana whenua to share their Māori heritage and shape Auckland's Māori identity
- ensure our local spaces facilitate connection and builds relationships
- work with local communities to build stronger connections to combat isolation
- prioritise and resource actions supporting connection across diverse communities
- support Marae in their role as hubs for communities.



### Enable local leadership and innovation

By delivering actions that:

- strengthen community leadership by enhancing skills
- connect with Aucklanders already doing things making a difference to their community
- provide opportunities to strengthen and support local leadership
- support Aucklanders to deliver more leisure activities in local spaces
- promote and incorporate Mātauranga Māori to address significant issues
- explore ways to involve more Aucklanders in decision making locally.



### Increase local climate resilience and sustainability

By delivering actions that:

- support and encourage low emission transport
- support and encourage self sufficiency and local sharing of resources
- encourage initiatives improving access to affordable, sustainable water and energy
- stimulate local initiatives encouraging low carbon behaviour
- support local innovation focused on food security and sustainability
- encourage local communities to enhance and restore Te Mana o te Taio in Tāmaki Makaurau - living within local ecosystems and protecting the health of our natural resource.



## Appendix 3: Implementation Plan Key Deliverables

Key deliverables	Implementation time frame (years)		
	One	Two	Three +
<b>Section One: The way we work</b>			
1) Strategy collateral developed	•		
2) Communications plan completed	•		
3) Leadership group established	•		
4) External champions group established	•		
5) Change programme designed and delivered	•	•	•
6) Internal and external audit process developed including maturity model framework	•	•	•
7) Equity Impact Assessment tool developed and embedded into reporting	•	•	•
<b>Section Two: What we do</b>			
8) Dashboard developed and used to identify activity and track associated investment	•	•	•
9) Centralised online space developed to share learning		•	•
10) Community of practice (s) established and meets regularly	•	•	•
11) Suite of tools collated and developed to support alignment/assessment of activity	•		
<b>Section Three: Understanding Impact</b>			
12) Process for capturing case studies developed	•		
13) Case studies gathered and analysed		•	•
14) Annual report template developed to show progress and provide ongoing advice for elected members	•		
15) Annual progress reports to elected members with learnings and recommendations	•	•	•
16) Theory of change/intervention logic model developed	•		
17) Evaluation framework (with outcome indicators) developed	•		
18) Three-year deep dive review and evaluation completed			•

# Appendix 4: Implementation Plan summary



## The way we work

Embedding the three key shifts and four investment principles

Enabling communities to thrive means addressing systemic issues such as inequity that affect individual and community wellbeing. The strategy requires the council group to work differently and invest strategically, using all our roles, levers and resources effectively.

The first section of the Plan outlines how we will create change to achieve the strategy by embedding *the key shifts* and the *investment principles* as the default way of doing things.

### Embedding the three key shifts

- From ad hoc and siloed to **integrated and connected**
- From one-size-fits all to **targeted approaches**
- From council as expert to **council as enabler**

### Implementation model

Design and deliver a change and continuous improvement programme focussed on building awareness, leadership and organisational capability and capacity to deliver the change. Moving from awareness to fully embedding the new ways of working.

### Phased delivery

- Phase one: Socialise and mobilise**  
Establish communications plans, leadership groups and champions
- Phase two: Enable and grow**  
Design and roll-out change programme
- Phase three: Embed into team practice**

### Measurement model

- Internal and external audit
- Tools to assess shifts in organisational capacity, capability and maturity.

### Incorporating investment principles

- Invest to improve the wellbeing of people and planet
- Invest based on evidence of need and the voices of Aucklanders
- Invest to honour our Te Tiriti o Waitangi obligations
- Invest in communities to determine their own priorities and solutions

### Implementation model

Embedding the principles into business and finance planning. This includes team planning, local board plans, long-term plan (LTP), annual plan (AP), council-controlled organisations' statements of intent and regional grants planning.

### Phased delivery

- Phase one: Socialise and mobilise**  
Identify funding opportunities & reprioritising existing budgets
- Phase two: Review and reprioritise**  
Reprioritise existing budgets and align regional grants
- Phase three: Embed**  
Embed into AP & LTP process

### Measurement model

- Internal audit
- Track investment decisions and spend



## What we do

Aligning activity to the strategy outcomes and objectives

The council group already delivers and supports a wide range of services and activity that either directly supports or contributes to the wellbeing of communities.

The second section of the implementation plan sets out an approach to align future action planning to the outcomes and objectives of the strategy.

This includes using a range of tools as well as incorporating more reflective practices to keep learning, improving and adapting our services to better meet the needs of our communities.

### Implementation model

Action planning and activity based on a theory of change and categorised into three areas:

- Existing actions – do now and continue doing where needed (one to three years)
- Reprioritise resource to enable new activity – do soon (two to four years)
- New activity – seek funding for new opportunities/challenges that require a response and where no current activity exists (three to six years and beyond)

### Phased delivery

- Phase one: Collate and plan**  
Use and refine theory of change, to identify actions and where there are opportunities to support, scale up or stop.
- Phase two: Deliver**  
Continue existing activity and reflect on what is working. Support to prototype and implement new activity where required.
- Phase three: New investment**  
Make business case(s) for new investment for existing actions that could be expanded, grown or for new actions to address needs or gaps.

### Measurement model

- Status reports and dashboard monitoring of actions
- Reflective practices (i.e. Niho Taniwha) to reflect, share, learn and adapt as we go
- Internal and external audits



## Understanding impact

Using monitoring and evaluation to gain better insight

To understand how well the council group is delivering the strategy it is important that we monitor progress and evaluate impact in *both the way we work and what we do*.

The third section of the plan sets out an approach that uses data and evaluation insights to assess how we are positively impacting on community wellbeing and equity outcomes.

### Policy monitoring and reflective learning

- Internal auditing and reporting processes
- Annual progress report to committee on implementation plan actions and change programme including key learnings, early reflections on impact and recommendations on what needs to change/gaps
- Case studies and evaluations (inside and out)

### Phased delivery

- Phase one: Design, plan report.**  
Design internal auditing and annual reporting processes. Develop reflective learning tools (based on Niho Taniwha model) for teams to use to capture and assess learnings. Identify case studies.
- Phase two: Adapt and incorporate learning**  
Embed and expand communities of practice and develop associated tools.

### Measurement model

- Status reports and dashboard monitoring of actions
- Reflective practices (i.e. Niho Taniwha) to reflect, share, learn and adapt as we go
- Internal and external audits (as per 'Way we work')

### Impact evaluation

- Outcome indicators framework with annual data to measure progress towards outcomes
- Undertake programme and initiative evaluations
- Three-year deep dive evaluation against all measures

### Phased delivery

Evaluate using Theory of Change and outcome indicators.

- Phase one: Framework and set baselines**  
Gather baseline data and test framework indicators with stakeholders
- Phase two: Impact data monitoring**  
Gather and analyse data
- Phase three: Deep-dive impact evaluation**  
Evaluate against all measures and gain insights using case studies

### Measurement model

- Outcome indicators framework
- Case study evaluations
- Three-year deep dive against all measures