CHANGE AND TRANSFORMATION
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SOCIAL VALUE AOTEAROA – A RECIPE FOR A COMMUNITY OF BEST PRACTICE IN NEW ZEALAND

Lewis Contini

Lewis (Ngāpuhi) is a project manager in the Change and Transformation Team of Wai-Atamai. In this article he discusses how Social Value Aotearoa (SVA) developed from its early stages with the aim to change the way in which we measure value with our whānau and community, to leading this change locally and having the voice of Waipareira in the global movement to value social outcomes.

“Waipareira are genuinely one of the best examples in the world of an embedded system which focuses on stakeholders, collecting data from them and then constantly responding and adapting to the changing needs of their beneficiaries”

- Richard Kennedy – Co-chair of Social Value International

In September 2018 Social Value Aotearoa (SVA) hosted Richard Kennedy, the Chair of Social Value UK and Co-Chair of Social Value International (SVI). His first time in Aotearoa was a whirlwind week, which saw him host a New Zealand exclusive ‘Maximising Value’ training, attend the Whānau Ora 2018 conference as a keynote speaker, immerse himself in the kaupapa of Te Whānau o Waipareira (TWOW), as well as slotting in a bit of sightseeing in the gaps. SVI recently assured TPM’s Indigenous Social Value Whānau Ora Accreditation Framework, which has built-in responsiveness and is the first framework of its kind globally, while at the same time specifically focused on maximising positive impact for the Māori community. During Richard’s time with us he could see this in action.

Richard’s quote (opening this article) is really the icing on the cake for reaffirming the work we have done through Social Value Aotearoa. Initially, through the lens of Te Whānau o Waipareira, Social Value Aotearoa was driven by our ambition to be at the forefront of changing the way society accounts for value with our whānau and community at its core. As SVA has transitioned into our own separate New Zealand-wide entity with Waipareira as a member organisation, we now have an organisation that has moved from the theoretical to practical, one which is working successfully with a whānau-driven framework.
Richard's quote, although chronologically more fitting to an ending, is appropriate to start the story of Social Value Aotearoa, because the icing always tops the cake and the layers beneath are the foundations. Underneath is a cake that has taken a long time to form, and it is still a work in progress. Initially we knew the ingredients needed to create our network but we had to look internationally for the recipe. We had to use the experience and the knowledge of our international network to get to a point where we ourselves could develop our own recipe for creating a New Zealand community of best practice, using local ingredients.

The formal launch of Social Value Aotearoa in June 2015 was a chance to showcase international best practice. Launched by John Tamihere, the Chief Executive Officer of Te Whānau o Waipareira, we were benefited by the ability to pull in international peers as keynote presenters who were experienced in social value measurement. Bringing in established international partners from our network gave attendees a chance to see what shifting how we measure impact looks like in practice. We had government, NGOs, charities and consultants in attendance, who could all see from international experience that #measuringwhatmatters was in action globally. Our attendees saw the benefits, real life change described by our speakers put across our vision and from this we had established ourselves with what would be the first members of our network.

A big part of our early days was whanaungatanga – to build our Social Value network we had to connect and engage in order for us to grow our community, our knowledge and our engagement here in New Zealand and internationally.

We were the ‘newbies’, relying heavily on our international relationships for best practice and seeking our place in the global community, while also trying to find our local New Zealand identity. We looked to SVI as they already had an established global network and a proven framework called Social Return on Investment (SROI), which focused on stakeholder engagement at the core of its process. The aspirations of Waipareira and our vision for a whānau-driven framework aligned with SVI and social return on investment. From this tuakana-teina relationship with SVI we could collaborate, learn and share knowledge to build a local context, but it also allowed us to have our own voice in the global movement to value social outcomes.

We attended the Critical Mass conference in London in October 2015, which not only gave us a look at what social value looked like around the world but helped us to build relationships and give them the opportunity to meet us and put a face to the name of the new network.

In 2017 we travelled with TWOW to present at Social Value Matters – AMPLIFY STAKEHOLDER’S VOICES, SVI’s conference and member exchange in Turkey. Mentored by SVI, community and relationships were built which gave us confidence and helped us to know who we were as a network and informed how we could contribute to international conversation.

Establishing these networks (Hong Kong, Russia, Italy, UK, USA, Hungary and the Netherlands) was crucial to our development as it connected us with experts who shared their knowledge and skills with our members through training, webinars, visits and blogs.
As we have matured we have been able to leverage off the learnings of these members and connect with a wider range of organisations across many sectors who are now seeking to understand their own impact – sometimes driven by funder’s requirements and other times by their own sustainability.

“Connectivity and engagement” were Waipareira CEO John Tamihere’s words at our launch. Now we are more connected than ever. Our relationship with Social Value International has gone from strength to strength and our collaboration has now reached a membership level where our members have access to the same benefits as a SVI member – they can utilise the international forum via the member’s area to discuss their ideas with a global network.

Working within the Social Innovation Hub at Wai-Atamai has been integral to the growth of Social Value Aotearoa as we have been able to utilise the skills and knowledge of the various teams that work around us. In the social innovation hub, everything becomes an incubator for SVA, it allows us to work in a live laboratory with direct access to insights as they occur. This has never been more apparent than with the Taitamariki SROI analysis.

Under the tutelage of SVA partner, Social Ventures Australia, Waipareira were guided through the process of informing and embedding outcomes measurement and evaluative culture across the organisation. We combined their SROI expertise with our inhouse research and strategy teams sitting in Waatami who provided rich and thorough research and a constant emphasis on stakeholders throughout. Furthermore, to allow our message to be conveyed effectively and vividly our film team produced a video further articulating the value of the analysis. Working within the Social Innovation Hub helped us better evidence outcomes and gave us a structure to help us contract our service out. We had a design for outcomes.

As we began initially we knew we had to establish ourselves as a brand, similar to that of Social Value International and Social Value UK. We had to be identifiable, we felt our branding had to synergise with our network but also have a distinct ‘kiwi’ feel to it to represent our community. That’s where we were able to utilise the brand and design team here in Wai-Atamai. With a knowledge and an understanding of cultural competencies and potent branding, they were able to work alongside us to create the branding for our logo and our website and provide us with our identity as an organisation. In other circumstances we would usually need to outsource such work but within the unique workspace we work in, we can collaborate with specialists who live and breathe the work we do.

When we launched, we focused on having speakers who could share knowledge with us and our members. Now, we tell our own story. We now hold trainings facilitated by international experts. Our members have the capacity to tell their own story. Through our SVI community we have elevated our storytelling to a point that it is a common approach. SROI provides a strong framework through which our members can measure their own impact and it gives them a way that they can be understood by everyone, from funders to frontline that is internationally recognised.

Over time we have also seen a shift in our membership, more specifically the variety of organisations that now make up our network. Originally, as our foundations in changing the way we measure value were in our Māori context, our membership grew with similar indigenous providers who were committed to embedding a managing to outcomes approach and looking towards better understanding the impact of their services for the community they serve. Through networking and whanaungatanga we have met with other organisations who work in a variety of different spaces who all have become aware of their need to change the way they account for value.

From humble beginnings SVA has grown into a dynamic network through its trainings, member networking, accreditation and experiential learning. We initially formed specifically to measure value in a Māori context, putting stakeholders and community at the heart of it. As we’ve grown as an organisation we found that there has been a universal shift in the way society wants to account for value which is reflected in the increased membership uptake from a broad spectrum of organisations around New Zealand. As we have grown, the strength of our network has enabled us to better support our members in a reciprocal relationship where their development in turn further boosts our own capabilities.
COLLECTIVE IMPACT IN ACTION: #TĀTOU AS A CASE-STUDY

Pep Tau and Rita Wakefield

Pep (Ngāti Kahu ki Whangaroa) is the Kaiārahi for #tātou, a Collective Impact initiative based at Whānau Centre, West Auckland. Here she talks about her role as a Kaiārahi and the experiences of the whānau that have been part of the #tātou journey. Alongside Pep, Noel Edmonds (Ngāpuhi) and Rita Wakefield (Ngāti Awherika (Africa)) are part of the #tātou team.

The #tātou Journey

We set off with a vision: to reduce obesity. #tātou was created in the absence of any long-term, whānau-centric health and wellbeing initiatives that worked directly with whānau in the area. We began with a target of 240 individuals for our caseload. It was such a grey area initially, we didn't know what it would be and what it would evolve into. We saw that there was a great demand for the service and very quickly we had to take in a huge influx of whānau. The criteria were simple:

• if you lived in the West Auckland area and were wanting or needing to make lifestyle changes
• ideally with a BMI >30
• managing a long-term condition i.e. diabetes, Cardio Vascular Disease (CVD).

However, we would take anyone that needed support, ending with well over 240 whānau. We worked one-on-one with whānau, we held events and we organised initiatives over the years we ran our programme. At times it felt like we were pushed to our limits, but the stories, the successes and the relationships we built with whānau have been some of the most rewarding experiences of our lives. Our tagline is “ourselves, our whānau, and our community”. Here is our story.
#tātou in Action

#tātou works with whānau long term – over one to two years. We can help get whānau started with a health plan by doing some initial assessments, including a health assessment and a self-assessment to help whānau see where it is they are sitting. This is also used to help identify a starting point, or an area of focus for whānau – it can be very useful for whānau who are not as vocal about what they are wanting to do.

We do planning with them, which includes putting in place goals that will be followed up – the good thing about #tātou is that whānau can access us whenever they need, as often or as little as needed. The idea is to get whānau started and on their way. Through planning we can identify where the support is needed and help connect them up to services to help support their health plan and provide them with the right tools in order to be successful in managing their health independently.

“I’m a body. Sometimes you forget that when you’re stuck in your head. I should probably look after it.”

Case Study – The Impact of #tātou

A highlight for me as a kaiarahi was one of the workshops we ran called Hautapu Hauora. It was a two-day wānanga which aimed to challenge whānau to look at their health in a more in-depth way, I suppose, holistically. It wasn’t until a follow-up session that I realised the actual sustainable results and outcomes for whānau that were going to be long lasting.

Some of the amazing things that happened included at least three of our whānau having job opportunities present themselves, a stand-out one being one of our kaimahi who was attending to help out. He was interested in the mahi but sceptical about what sorts of things were going to happen over the weekend. Over the course of the weekend he opened up to the holistic approaches that were delivered by the facilitators and expressed how much of an impact it made on his mindset.

When we had our debrief some weeks after the retreat he came to us to discuss how he could use our #tātou assessment to see where he was at and help him track his progress. He had smoked for ten years regularly, he wasn’t aware of his alcohol consumption and we discussed how he could lower it for the benefit of his health. He noted he didn’t do any exercise at the time we assessed him and he said that his knowledge of healthy food choices was poor. After meeting with him we checked in with him every couple of weeks. When we had our catch up with whānau from the retreat he had completely turned around his health. He had been smoke-free for two months, worked with a personal trainer once a week and trained five times throughout his week. He had made more conscious decisions on his food choices and limited his alcohol intake to fortnightly. When we discussed further to see how he had made these changes he credited it to the wellness retreat saying:

“I needed that retreat more than I ever knew. I had let my body deteriorate over years unconsciously, never thinking there was a problem. When I came to the retreat I had it in my head that I was just there to help, as I got more involved I realised I needed just as much help as the whānau we worked with. The wellness retreat was a reset on everything. Some things didn’t fit with me as much as others but overall the knowledge I gained changed my whole idea on health.”

These are the long-lasting impacts that #tātou aim to achieve and this is why it’s a highlight for me. It also inspires me to want to be able to provide another one of these for our new whānau, we are currently looking at ways to make this happen.
Reflection

I don’t think that #tātou has ‘changed’ me as a person but I have definitely grown, constantly being challenged and able to be creative and innovative about the way that we work with whānau – doing something like walking and talking rather than sitting in a meeting room is just one example of how we can choose to meet with whānau.

I’ve been pushed in ways I’ve never been pushed before and I’ve grown in confidence and independence. I feel that the placement of #tātou kaiarahi in the Social Innovation Hub has helped because with #tātou being a pilot programme it has needed the awhi and tautoko of the wider Wai-Atamai team to help nurture it. Having access to the research team, data analysts and graphic designers has been very beneficial.

We have definitely had an impact on health within the workplace inadvertently by running health initiatives. We saw changes within the Wai-Atamai office and within the wider Waipareira space in the choices of food people would provide for shared kai. I remember when we first started, the standard for a hui or a mihi whakatau was always cakes, pastry and processed foods. Over the time we’ve worked with whānau – particularly whānau in the workplace in our cohort – we’ve seen a change in thinking when it comes to healthy eating. Whānau we work with have acted as a sort of role model for kaimahi around them. They have been examples of positive change and that has been infectious around the workplace.

The difference that #tātou has made within the community is the relationships that we have established and continue to grow for the benefit of the whānau we are all working with. One of the highlights of being able to work within the community has been to take back what whānau have said that their priorities are, and/or where the lack of support is, and then try and create something with our partners. Most recently, Green Prescription Harbour Sport has worked collaboratively with #tātou to provide free exercise sessions for our whānau.

Over time we have stayed true to this idea that collectively as a community we can make an impact. We have been encouraged at many different occasions that we simply work better when whānau are at the centre of everything – we as a community work with each other’s strengths to work better and make a difference. #tātou has created space for kaimahi and support workers to work more collaboratively for the benefit of our whānau, through sharing of data, follow ups on shared whānau and creating services and workshops for whānau as well.
Kia ata mai ngā wai o rātou mā, hei tāonga tuku iho ki a tātou ngā waihotanga iho.

Ka hāro topa atu taku manu kaewa ki a Ranginui e tū iho nei. Ka tirohia te keokeonga o Panguru ki Papatā. Ā, kua karapotia te maunga e te nguru, anō nei e tauawhitia ana te maunga e Rangi. Mātahi atu te marae e tīhua iho rā ki Te Puna-i-te-ao-mārama, hei wairora mō ngā uri whakatike. Ka heke iho te rete i te puna ki ngā wairua me te puna ki ngā wairua o Tewhiu o Te Puna-i-te-ao-mārama, hei whakatapu i te pūwhakapu i tō aki. Ka hāro topa atu taku manu haere atu ki te āhurutanga Māori. Ka tirohia te wāhanga me te tīwhenua atu i tō aki. Kātahi ka whakataua ki te hāpai iho te āhurutanga Māori.
Rautaki Māori mo ngā tau e toru:

Ko te whāinga matua o tēnei rautaki kia tū motuhake tēnei rōpū i roto i te mōhio ki te tikanga Māori. Ko te whakaaro ki te tikanga Māori, ētahi mōhio ki tēnei hunga. Ko te whakaaro Māori te whakatara i tēnei apiha. Ko te reo Māori te tūāpapa mō tēnei rautaki, engari ko te whakaaro Māori te putanga.


Rautaki Māori mo ngā tau e toru:

Ko te whāinga matua o tēnei rautaki kia tū motuhake tēnei rōpū i roto i te mōhio ki te tikanga Māori. Ko te whakaaro Māori te putanga.


Te rori piere nuku:


Ngā putanga:


Kupu whakakapi:

The key to successful frontline delivery is having a model which constantly adapts and changes in response to the needs of whānau and the community. Understanding the needs of key stakeholders and responding in a manner that aligns to the vision and strategy of Te Whānau a Waipareira is key. Wai-Atamai, the Social Innovation Hub for Whānau Waipareira, works alongside the frontline, co-designing and implementing an integrated service delivery model that continually aims to meet the aspirations of whānau, while also aligning to the broader vision and strategy of Whānau Waipareira.

Awerangi Tamihere, Director Wai-Atamai and Wai-Atamai Project Manager Josephine O’Neill work closely with the frontline to support organisational refinement and share insights into what has underpinned successful change management within Whānau Waipareira.

The early 1990s saw Te Whānau o Waipareira alongside other newly emerging Māori providers, Raukura Hauora o Tainui and Hokianga Health Trust, undertake a New Zealand road show which highlighted how ‘for Māori, by Māori providers’ can make a significant contribution to positive wellbeing outcomes for Māori. Te Whānau o Waipareira shared how they evolved from a social services provider (1989) to becoming a provider of health services (1991) to undertaking MACCESS (Māori employment scheme) programmes (1993). These formed the basis of the Whānau Waipareira integrated delivery model that continues to shape the frontline service delivery today.

Realigning service delivery in response to changing needs and being agile enough to quickly respond lies at the heart of Te Whānau o Waipareira being a relevant multi-service organisation today.

While the early 1990s saw many service providers establish separate corporate entities for delivery of services by sector, Waipareira developed a model in which services across sectors come together to wrap around whānau. This whānau-centric approach brought together services across social services, education and health to meet multiple and complex needs of whānau that could not be solved by one service or one sector on its own.

Insight One:
A strong whānau focused vision over the last three decades has been the base for front line services to be able to adapt and readily change while still not losing sight of the vision for whānau.
The organisational response to management of an integrated model has continued to evolve. Originally services were managed by divisional managers who oversaw services by sector. This saw multiple services from one sector being integrated into a sector approach. This was to become an important milestone in order for an integrated care model across sectors that later was to become fully operational in Waipareira.

The late 1990s saw the organisational structure change from a top down to a flat structure with a General Manager of Operations and two senior leads overseeing two groups: Tuakana (adults and kaumātua) and Teina (rangatahi, tamariki and pepi). Staff were based in either of these groups, depending on who the service was targeted to.

This was to become the second milestone in Waipareira’s integrated service delivery model as services moved from being integrated within sectors to being organised according to the populations Whānau Waipareira served. More importantly, Whānau Waipareira was evidencing a shift in thinking that saw structures move from traditional funder-centric and provider-centric structures to whānau-centric structures.

Insight Two:
An organisational structure that is aligned to the client groups it serves is a prerequisite for a genuine client-centric approach.

The continued refinement of the organisational structure from the late 1980s through to the late 1990s aligns with the culture of Te Whānau o Waipareira being one which constantly changes and adjusts the way it does things so as to better meet the needs of whānau. Prototyping, incubating, scaling up and scaling deep solutions that work for whānau are deeply wired into the DNA of Waipareira.

It is no surprise, therefore, that in the early 2000s, Waipareira would once again rethink its frontline structure. While moving to a whānau-focused frontline organisational model aligned to the vision and strategy, there was a need to still focus on bringing together very different operating styles and cultures amongst health, social services and educational professional groups. This coupled with moving to a completely flat, bottom-up organisational structure meant the frontline structure would require further refinement.

A rethink of the frontline also occurred as to how Whānau Waipareira would focus on reporting against outcomes achieved for whānau. To date Te Whānau o Waipareira reported against funder contracts that included inputs, activities and outputs. However, the question that was still unanswered was “what are the outcomes whānau achieve as a result of integrated services?”

The resulting change saw the Tuakana and Teina Rōpū move into three clusters: Tamariki, Rangatahi and Mātua. Within each cluster staff and services that met the outcomes of their respective clusters were aligned.

While this supported a client-orientated structure there still needed to be consideration of the management support model. As a result, team leaders became a new management tier at middle management level for day-to-day support. Team leaders – while holding traditional management functions – also became the glue for embedding a new cultural shift for working collectively to achieve common agreed outcomes for whānau. This culture shift was also supported by the Wai-Atamai team working alongside the frontline embedding ‘Te Huka Tai’, the Waipareira ‘Managing to Outcomes School of Change’.

‘he tētēkura, aramai he tētēkura’
‘As one frond perishes another grows in its place’
This change was to become the third significant milestone in the Waipareira integrated services model: embedding a cohesive culture across professionals from different disciplines, through developing a common shared agenda for whānau outcomes and measuring collective progress. This culture change was also held as a best-practice example by Social Venture Australia in their SVA Quarterly ‘How Culture Grows Effective Outcomes’ www.socialventures.com.au/sva-quarterly/how-culture-grows-effective-outcomes.

Insight Four:

People acting together, unified by a common cause, harnessing the power and influence of the group and building mutual trust pushes the boundaries to make the mindshift change.

‘He rangi tā matawhaiti, he rangi tā matawhānui’
‘A person with a narrow vision sees a narrow horizon, a person with a wide vision sees plentiful opportunities’

Moving forward to 2018, the Waipareira vision remains the same, the Waipareira 25-year generational strategy continues to be in place, and wrapping services around outcomes whānau aspire to remains the key objective: so what, if anything, needs to change?

From the perspective of Waipareira, constantly realigning and adjusting services to align with community and whānau priorities is at the heart of being grounded in the community. Hence there is always a need for a refresh, a time for reconnecting to the purpose and a refinement of processes that support whānau navigating to outcomes they aspire to. With that in mind, 2018 saw the Waipareira frontline continue to evolve across four platforms: skillsets, structure, mindset and attitude.

Skillsets and Structure

Leadership has moved from a ‘top down’ to a collaborative management style. This collaborative leadership has senior management leads across the frontline who oversee operations, as well as holding strategic portfolios. It is important to Waipareira to ensure that both short-term and long-term thinking is in place, so that it enables a shared collective view of the Waipareira 25-year strategy that is also manifested in day-to-day actions.

There has also been an increasing need for professional clinical support for integrated service delivery teams. As a result, a frontline specialist rōpū was established to provide high-level support to our integrated service teams, as well as deliver its own specialist services to whānau. It also becomes another milestone in the provision of seamless integrated care to whānau – a milestone that sits alongside integrating other specialist services provided by government agencies based in Whānau Centre three years earlier. A recognition that achieving outcomes for whānau also requires collaboration with other like-minded organisations. The specialist rōpū is in an incubator phase and will continue to develop over the next 12 months.

Mindset and Attitude

Whānau Ora, the Māori wellbeing model, enables whānau to be meaningfully engaged and navigated to support their wellbeing journey. In 2018 this became the anchor for whānau practice guidelines across all staff professional groupings, ranging from community workers through to doctors. ‘Core-competencies’ have been co-designed with staff and are the Whānau Ora competencies for the workforce operating in the frontline. Whānau Ora is viewed by Waipareira as a model for wellbeing that underpins all of its frontline services, rather than just a model for only Whānau Ora funded services.

Insight Five:

To continue to remain relevant to the community we serve requires constant shifts - the way we view the world, adapting our skillsets, shifting our behaviour and rethinking how our organisation operates.

‘Me taipari whakarewa waka ō tātou whakaaro’
‘Let us elevate our thinking’

Reflecting on the last three decades, six building blocks have emerged to form the basis of Waipareira’s capacity to adapt to change:

1. Vision and Purpose – clarity of vision and purpose which is the backbone for centering change.  
2. Leadership – developing a pool of collaborative leaders who are able to hold the whole system to account.  
3. Integrated Care – collaborative and integrated service delivery models that align to the multiple needs and complex challenges facing whānau and the community.  
4. Outcomes and Accountability – accountability through measuring shared outcomes across the frontline for what really matters for whānau.  
5. Culture Change and People Development – building adaptability and collaboration to actively engage in continuous change.  
6. Communication and Engagement – feedback loops vertically (top down, bottom up) and horizontally (across groups) enable real time collaboration and adaptive delivery.

Insight Six:

The ultimate test for the success of any strategy or change programme is best answered by the question: Do you have community support, and how does that community support evidence itself in the day-to-day operations of your organisation?
Change is wired into the DNA of Te Whānau o Waipareira. Realigning and integrating service delivery, underpinned by collaboration, lies at the heart of services meeting outcomes that whānau and the community prioritise. We look forward to the next chapter of change.

Mehemea ka moemoeā ahau, ka ahau anake.  
Mehemea ka moemoeā tātou, ka taea e tātou.  
If I am to dream, I dream alone. If we all dream together, then we shall achieve.  
-Te Pūea Herangi

Josephine O’Neill  
Awerangi Tamihere