



# Evaluation Report

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## Executive summary

TEDxManukau was held on 31 August 2015 as part of the “40 Bright Spots” initiative, commissioned by Professor Jonathon Gray, Director of Ko Awatea. The initiative aimed to find examples of “bright spots” – individuals and organisations supporting people across South Auckland to live well.

The central change idea informing the initiative was that people living satisfying and fulfilling lives (living well) will be less likely to require health care services and more capable of supporting others to live well, creating a virtuous cycle of health and well-being across the Counties Manukau district.

The initiative was also a test of thinking about change through the lens of complexity theory. Central to this approach is the perspective that “the future already exists in the present”. A preferred future already manifests itself at the margins of our present as weak signals – what we called bright spots. The approach to change is to discover these weak signals and devise strategies to amplify them.

If these bright spots represent a preferred future for South Auckland, Ko Awatea wanted to explore what it would take to have more of these stories of health and well-being. Through the 40 Bright Spots project and TEDxManukau, Ko Awatea began to answer this question.

Between October 2014 and June 2015, 35 bright spots were identified. Thirty-one interviews and 18 video interviews were conducted, from which eight were selected to present a TEDx talk. TEDxManukau was devised as a first “safe to fail” test of amplifying the ideas and stories behind these bright spots; part of learning what it might take to have more of these ideas and stories across South Auckland.

TEDxManukau was attended by 100 people and got a +67 Net Promoter Score<sup>1</sup>. A Ko Awatea survey, as well as the written feedback from attendees sponsored by Auckland Council, found a significant majority of the respondents indicated high levels of satisfaction with the day. Seventy per cent of the respondents to Ko Awatea’s survey said they were inspired to do something different as a result of attending TEDxManukau, and 75% made two or more new contacts during the day.

The learning to date confirms the initial hunch that informed this initiative’s theory of change. Bright spots of a preferred future can be found in the present. They are willing to engage and want to tell their stories. They are also keen to participate actively in a network of like-minded social innovators across South Auckland.

In addition Ko Awatea has learnt something about what makes these social innovators successful – why they are bright spots and what it takes to convene a well-received TEDx event.

But perhaps the learning with the deepest potential consequence for system wide improvement is that the bright spots are not simply examples of improved health and well-being for individuals and their communities. Rather they point to a much bigger project, namely a reframing of the way in which a social democratic state provides social services. They signal a future away from the present model towards a

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<sup>1</sup> For an explanation of how a Net Promoter Score is calculated and what it means see page 11: “TEDxManukau Survey Data”.

reinvention that is as radical today as its founding idea was at the turn of the 20<sup>th</sup> century. The bright spots model of service delivery is relational rather than transactional; it is built around innovation and learning rather than being risk averse. One of the bright spots articulated it this way: “how do we put the social back into social services?”

In addition, Ko Awatea has begun to activate a network of relationships that can contribute to any platform Counties Manukau Health creates to address health inequities across our district.

This report<sup>2</sup> details a number of recommendations but in summary these are to:

- (i) Continue to unearth more bright spots and provide a forum for them to tell their stories, including convening TEDxManukau 2016.
- (ii) Develop and maintain a network of social innovators to support the growth of social innovation across south Auckland.
- (iii) Identify initiatives that Ko Awatea can help to spread or use as inspiration to generate new community-led social innovations across South Auckland.

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<sup>2</sup> Thanks very much to Patricia Hayward for her extensive edits to this report, making it both more legible as well as shorter!

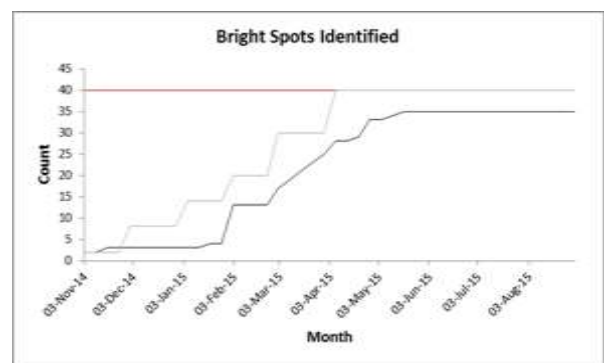
## Background

The idea for TEDxManukau arose from a project called 40 Bright Spots commissioned by Ko Awatea's Director, Jonathon Gray. This project aimed to find examples across Counties Manukau of people supporting others to live well – to build a sense of dignity and meaning for themselves and others as well as a sense of community.

The project aimed to find 40 such initiatives, and to discover how to hear more of these stories across South Auckland rather than the negative stereotypes typically associated with the area in the mainstream media and in people's minds.

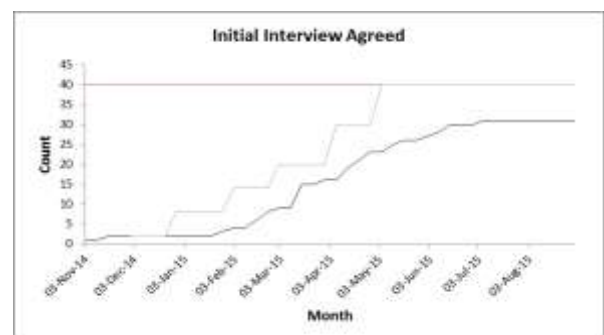
The theory of change that informed the project was that people living satisfying and fulfilling lives (living well) will be less likely to require health care services and more capable of supporting others to live well, creating a virtuous cycle of health and well-being across the Counties Manukau district.

While the aim was to find 40, due to time constraints only 35 bright spots were identified over the nine month period between October 2014 and June 2015. It took a while to find the first few but the project got real momentum when a bright spot identified in February 2015 provided leads to a number of others, who in turn provided further leads.

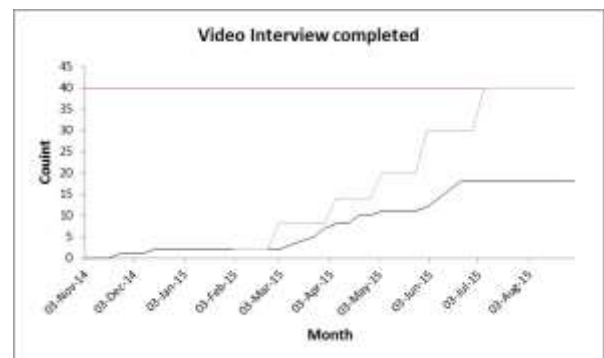


In June, the focus turned to organising TEDxManukau, which diverted resources from identifying bright spots and conducting interviews. There is no doubt many others exist.

Again given the time constraints and shift of focus only 31 of the social innovators behind the 35 bright spots had an initial meeting. While all 31 were happy to do a video interview we were only able to find mutually convenient times for 21. Some of these were postponed as the focus of the work turned to the TEDx event.



For this reason, we were only able to hold video interviews with 18 of the 21 social innovators.



Anshul Tharker, a student at Manukau Institute of Technology, has agreed to curate 3 - 5 minute videos from the raw footage that was shot at these interviews. This will form part of his course requirements under the supervision of one of his lecturers, Tania Parker.

Turning now to the TEDxManukau event. Prof. Gray proposed the idea of a TEDx as a first test of amplifying these initiatives. An application to TED for a licence to convene a TEDx was made on 13 April 2015 and was granted on 27 May 2015. The TEDxManukau team and sponsors are listed below.

A selection of the 40 bright spots, whose work fitted into one of three sub themes loosely related to food, employment and service delivery, were approached and agreed to do a TEDx talk.

TEDxManukau was held on 31 August 2015 in the Lecture Theatre at Ko Awatea, Middlemore Hospital and was attended by 100 people from across South Auckland attended the event. Participants included community leaders, funders, social policy makers and social innovators who heard a line-up of 10 speakers presenting their life transforming ideas in 10 minute talks, 4 performers delivering dance, spoken word and music performances as well as an opportunity to develop a prototype to address a specific design challenge in relation to the food, employment or service delivery system across South Auckland.

## TEDxManukau summary<sup>3</sup>

*The speakers (not in order of appearance)*

“People told me nothing good comes out of our neighbourhood,” Manurewa’s Dave Tims told an audience of 100 at the first TEDxManukau, “It all depends on your lens.” Arriving on the TEDx stage wielding a chainsaw and sporting ginger dreadlocks, Dave argued effective solutions are the ones created by the people facing the challenges.



Leading from within was the overriding message of TEDxManukau, and the event, which at times triggered tears from the within the auditorium, lived up to its theme Bright Spots; inspiring ideas, transforming lives.

Dave told the audience of impassioned delegates, that creating a space for people gives them a voice. It was this desire to give voice to his local community which saw him become an active member of the Randwick Park Residents’ Association, which has since redesigned a local reserve and constructed a new skate park, with the input of locals.

“As we become well, our behaviour changes. We are becoming the change that we want to see in our neighbourhood.”

Walz Brown can testify to this. Dealing drugs in high school and an alcoholic at 21, Walz said his life changed when Dave approached him in the park one day with a simple proposition: stop drinking in the skate park and then help design a new one. This was the beginning of Waltz’s own personal transformation. Today he no longer drinks or uses drugs and he is committed to helping others.



“The day I got asked to build a skate park gave me hope.”



Susan Dunlop is the principal at Otara’s decile-one Yendarra School. Recognising the impact poor food choice was having on students’ learning, attendance and behaviour, she approached the parents, and found their response differed greatly from the messages in the headlines, which suggested apathy. “They did not want a charity feeding their children. They saw that as their primary role.”

Classroom achievement and playground behaviour have improved since the lunch turnaround. And, the key, she says, is the solution was developed from within the school community.

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<sup>3</sup> Thanks to Ruth Larsen for this summary.

Healing from the past is necessary and possible, echoed Deidre Otene who developed the Taiohi Whai Oranga initiative at the Manurewa Marae, targeting long-term wellbeing and development outcomes for Manurewa youth. Intergeneration disadvantage can be healed with re-connectedness, she argued.



Breaking the cycle of disadvantage is possible with empowerment, said Lyn Docherty, creator of Kaupapa Maori early intervention service Ohomairangi Trust, which administers the Hoki Ki te Rito Oranga Whanau programme, offering home visits and parenting support. “It has become clear to us that history doesn’t have to repeat itself. It *is* possible for parents who have had difficult childhoods to make sense of their experiences,” she told delegates, noting the service currently reaches an age range from a 65-year-old nanny to a 14-year-

old mother.



The same idea of reconnecting youth to improve their future was behind the creation by once alcohol-dependant Sully Paea’s of the Otara-based youth organisation Crosspower NZ. Crosspower NZ has helped many young people into education and employment – all with as little top-down influence as possible, because, as Sully explains; “ I do not like bureaucracy

and writing letters.”

Debbie Monroe doesn’t like bureaucracy either. When she hands out free soup to Manurewa youth, she doesn’t ask them for any details. Spurred into action after reading Facebook comments about the young people in the area that included “run them down,” Debbie started a Soup Walk, delivering soup to drunken, stoned and bored teenagers in Manurewa’s Southmall. “I made pumpkin soup with real cream and bacon because I am not going to feed these kids crap.”



TEDxManukau focused strongly on youth –and speakers weren’t afraid to broach the dark subject of suicide.

Media teacher Jasmine Maclean fell “madly and deeply in love” with her Papatoetoe High School students and was shocked when a 14-year old female student took her own life. Her need to reach teenagers in the wake of the tragedy gave life to her photographic project Humans of South Auckland, and her aim is to publish a book full of hope and pride, and deliver a copy into every school in South Auckland.



It was a spate of youth suicides (five) that took former stand-up comedian Mike King to a school in the far north where he shared his experience of drug and alcohol addiction, and recovery. Though his audience were receptive, he noted a lingering tension in the room. Students told him they were frustrated at being given pre-packaged solutions from visiting “experts”.



Mike stressed the importance that youth be involved in creating their own pathways towards help, and urged parents to more consciously communicate with their children.

“How we talk to our kids becomes their inner voice.”

TEDxManukau also took learnings from beyond South Auckland. Chief executive of World Vision New Zealand Chris Clarke spoke about a 12-year-old Syrian refugee called Adel. Adel’s father died when his village was bombed and Adele, his mother and five sisters fled to Lebanon, where they lived in a freezing tent. Adel rose early and spent his days chopping wood and digging for potatoes in an effort to repay a debt the family had incurred. He told Chris proudly he was reducing this debt by \$2 a day. Angry and baffled Chris told TEDxManukau delegates he shook his fist at the world and its suffering. But then he thought of the active grace of Adel himself. “A young boy aged 12, not with a fist shaking but a hand open. In Adel lies the response to injustice and unfairness,” he said. “We all have the choice of shaking our fist or opening our hands.”



### *The performers*

In addition to the speakers there were 4 performers and a series of 3 break out sessions. The performers were:



Sheldon Rua, a year 12 student and head boy of Alfriston College who performed a spoken word called “Home”.



Leonard Paul, a musician sang a song he penned following his participation in the program Hoki Ki te Rito called “The Next Generation” as well as a free-style improvisation.



Tony Pati, performed a hip hop dance routine with two young dancers from SOAR Trukat Dance, based at Crosspower.



Freddie Baice, a young Otarian theatre performer who presented his work called “The Real Otara”.

### *The break-out sessions*



The breakout sessions were facilitated by a team from Auckland Council and the Auckland Co Design Lab, led by Joel Umali. They were held during the morning, lunch and afternoon breaks.

These rapid ideation sessions aimed at building prototypes that addressed one of the following three key challenges:

- Food: How might we make south Auckland known as a community where healthy eating is part of the fabric and culture of our community?
- Employment: What would it take to reduce unemployment by 50% across South Auckland by August 2017?
- Service delivery: How might we create an approach to developing services across south Auckland where funders, providers and the people requiring services are involved in co-designing the service?

15 prototypes were developed across these sessions

### *The MCs*

The MCs for the day were:

Sarah Longbottom, Executive Director  
Ngā Rangatahi Toa Creative Arts Initiative  
and

Waikare Komene Founder of The Roots  
Collective.



## TEDxManukau Survey data

TED uses an evaluation tool called The Net Promoter Score. The tool asks participants to a single question: How likely are you to recommend TEDxName to a friend or a colleague? Respondents use a scale from 0 – 10.



We provided TED with the names of the 100 people that attended TEDxManukau and 48 people responded.

The tool classifies scores as follows:

Promoters (scores 9-10) are loyal enthusiasts who will keep buying and refer others, fuelling growth.

Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.

Detractors (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.

Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score, which can range from a low of -100 (if every customer is a Detractor) to a high of 100 (if every customer is a Promoter). A score of +50 or above is regarded as being in the excellent range. TEDxManukau got an NPS of +67.

Where comments were made by those people scoring 7s or 8s, the comments were largely all very positive and even the single detractor who scored the event a 6 said that they believed the event was a “...high value information sharing and promotion event”. They scored it a 6 because they “felt it was exclusive to service providers rather than inclusive of the community”.

Along with their evaluation, TED offer to include a link to the TEDx event organisers' own survey. We developed one using Survey Monkey. Disappointingly, the link to our survey in the TED email was very obscure and hence we only got responses from 17 of the 100 participants, so while these results are less reliable they correlate well with the NPS +67 score.

A summary of findings from this survey includes:

- (1) a general sense of satisfaction with the event with the hosting, venue and food scoring weighted averages above 8.80;
- (2) more than 75% of the respondents said they had made 2 or more **new** contacts;
- (3) 70% said they had been inspired to do something different as a result of TEDxManukau;
- (4) the breakout sessions received a weighted average score of 7.31 assessing their utility
- (5) more than a third of the participants said the breaks were too long and in response to a question about what might have been done differently, more than a third of the comments related to shortening the breaks or the day in some form or another.

In addition, Auckland Council's The Southern Initiative canvassed feedback from the 25 people they sponsored to attend. They received written feedback from 8 people all of whom were universally complimentary about the event, making comments in line with the feedback elicited from the two surveys highlighted above.

This feedback was in line with the direct and unsolicited feedback Ko Awatea staff received from participants, that was all highly complementary about the event.

All in all it is probably fair to say that TEDxManukau was a successful event worth repeating but with opportunities to improve the event based on the feedback received.

## Key reflections & learnings

Key reflections and learning from TEDxManukau cannot be separated from the wider 40 Bright Spots initiative. This section sets out key reflections and learnings from both.

### 40 Bright Spots

First, the learning to date confirms the initial hunch that informed the 40 Bright Spots initiative's theory of change. Bright spots of a preferred future exist and can be found in the present. In addition, they are willing to engage and want to tell their stories, plus they are keen to participate actively in a network of like-minded social innovators across South Auckland.

The more bright spots that were identified, the more potential bright spots there seemed to be. There are doubtless many more than the 40 Professor Gray wanted found. Ko Awatea is now in a much better position, 12 months on, to scour wider and deeper and discover many more of these bright spots.

Ko Awatea has built relationships with these bright spots whose work manifests the TEDxManukau 2015 tag line: inspiring ideas, transforming lives. Ko Awatea is now also in a position to do things with these bright spots that were not conceivable 12 months ago.

For example, Ko Awatea now knows about the work of Susan Dunlop and has contributed to raising the profile of this remarkable, transformative initiative. The relationship Ko Awatea has built with Susan Dunlop means it is able to think with her about how her innovation might be spread across other South Auckland schools.

How many lives might be saved from the consequences of type 2 diabetes in middle age, not to mention the drain on health dollars that their care would entail, if the work at Yendarra was successfully spread?

In the same way, how many untold stories are there like that of Walz Brown's turnaround from "alcoholic, druggie gangster" to Youth Worker of the Year and the positive influence he now has on other young South Auckland lives? Or the many untold and similar stories of the transforming impact of the work Sully Paea, Lyn Doherty, Dave Tims and the other bright spots?

This is all as yet untapped and poorly understood. But it represents a potentially huge source of motivation for greater investment and support for these and other similarly impactful social innovations across South Auckland. If this work was given real and significant support, how many more of these stories would emerge and what sort of amplification effect would that have across the wider Counties Manukau district? How many fewer presentations to our Emergency Department might this result in? To what extent might this reduce spending on secondary care health services?

All this provides grist for a new hunch that, by supporting this sort of social innovation, Ko Awatea might make a significant dent over time in the demand for health care services. How that happens and over what time frame would be the focus of the learning goals across further iterations of this initiative. The next section sets out some recommendations giving effect to this.

Ko Awatea also learnt something of the patterns that shape the social innovation that has created these bright spots across South Auckland. These include:

1. The bright spots all responded directly to a need within a community they identify with personally.
2. They are motivated by a deep sense of personal conviction.
3. Their initiatives are all characterised by strong relational commitments to the people they are working with. They avoid thinking shaped around targets and consequent transactional activity.
4. They are risk takers willing to act and reflect on their actions.
5. They find the regulatory requirement of funders and social policy makers restrictive, risk-averse and often unsupportive of their efforts.
6. Most surprising, many of them did not know each other, even when they worked in the same South Auckland suburb.
7. While they all wanted to be part of a community of social innovators, they did not have the time or resources to make the effort needed to build this network of social innovators.
8. Most importantly, their innovations are characterised by a strengths-based rather than a deficits-based approach. All the bright spots support people to discover their own expertise, as well as the resources they already have, to address issues of importance to them (e.g. restoring parental relationships, building work ready habits and attitudes, transforming a community school's nutrition system, addressing the health and well-being of rangatahi). Their work is not about experts telling others what to do.

But perhaps the learning with the deepest potential consequence for system-wide improvement is that the bright spots are not simply examples of improved health and well-being for individuals and their communities. They point to a much bigger project – a reframing of the way in which a social democratic state provides social services. They signal a future away from the present model towards a reinvention that is as radical today as its founding idea was at the turn of the 20<sup>th</sup> century.

The bright spots provide services to their communities that are deeply relational rather than transactional (one of them said that in their work they were asking how can we put the social back into social services) and achieve the transformational results the state aspires to but which so often seem illusory. The dilemma is that this awe-inspiring transformation is only happening on the periphery, on a very small scale, and often feels like it is too little too late.

A significant challenge for any further iterations of the bright spots initiative is to think about how to start to address this dilemma. The starting point probably needs to be building a collaborative platform that brings together not only social policy makers and implementers, funders (public and private), social innovators and community leaders, but also the people traditionally defined as the “recipients” rather than co-producers of social services. The bright spots initiative discovered some great prototypes of people already starting to think and work in this way across South Auckland.

There is a confluence of thinking both here and abroad<sup>4</sup> that holds promise for recalibrating our system in as profound a way at the turn of the 21<sup>st</sup> century as the

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<sup>4</sup> For example the work Dr Pritpal Tamber is leading called Creating Health. For more see <http://www.pstamber.com>. Margaret Aimer is a member of this Creating Health Collaborative. See also [http://ssir.org/creating\\_health/entry/communities\\_creating\\_health\\_an\\_introduction](http://ssir.org/creating_health/entry/communities_creating_health_an_introduction)

social innovators of the social democratic state achieved at the turn of the 20<sup>th</sup> century.

## TEDxManukau

One surprising consequence from using TEDx to amplify the bright spots, rather than some other conference or workshop format, was an unexpected outcome of community building that resulted from the process of coaching the speakers. The TEDx process built on an existing pattern of relational rather than transactional working and thinking; other formats might have triggered a more transactional mode of engaging with the speakers and performers.

The speakers chose a minimum of three Tuesday and/or Thursday evenings during August to receive coaching. This represented a significant commitment over and above giving up a day to attend TEDxManukau and the time it took for the speakers to prepare their talks. However, all but one of the speakers agreed to make this commitment.

Both of the MCs, Sarah Longbottom and Waikare Komine, had previous experience of being coached for their TEDxAuckland 2014 talks and led these coaching sessions.

Everyone who attended remarked how they would arrive tired from a long day but left energised and inspired as they heard and shared their personal stories as well as being able to encourage, and be encouraged, as they prepared their thoughts and early drafts of their TEDx talks.

A sense of community and connection emerged over the month, which was strengthened by the shared experience of presenting at TEDxManukau. It was the speakers who asked that Ko Awatea convene a post TEDx event, and the speakers themselves who want to maintain a network going through next year. They volunteered to host a quarterly gathering, the first of which was hosted by Susan Dunlop at Yendarra Primary School's staff room on 22 October. At this meeting, the purpose of this network was identified as:

- to provide an on-going community that will support future TEDxManukau events, help identify future speakers, support first time TEDx speakers and help to make TEDxManukau something unique and different to TEDxAuckland; and
- to provide a gathering space for social innovators across South Auckland to connect, share learning, and ask and offer support and advice. It was agreed that the space would not be limited to the current and future TEDxManukau speakers and performers, but that people could invite others with something to offer or learn from the group.

Ko Awatea has started to build a network of relationships with people and organisations actively engaged in creating or supporting social innovation across south Auckland. This is a network that Ko Awatea can draw on and include in any campaigns aimed at addressing health inequities across South Auckland.

For example, Ko Awatea has built relationships with The Southern Initiative (TSI) and Auckland Co-Design Lab, who both sponsored and actively supported

TEDxManukau. Both organisations support social innovation across South Auckland. The TSI focusses on employment and the Co-Design Lab works on a number of challenges, including housing. They have also both expressed an interest in continuing to support future TEDxManukau events.

Turning now to the specific lessons learnt from producing TEDxManukau 2015:

1. Based on feedback from participants, the team got most things right on the day. People knew where they needed to be. Ko Awatea worked well as a venue, the one comment about parking notwithstanding. The catering got a high approval rating and the intent behind TEDxManukau – South Auckland social innovators having a forum to tell of ideas conceived in South Auckland to address South Auckland issues – was appreciated and valued, save for one comment that there was too much emphasis on religion as the motivator for action. It is worth noting though that only four of the 10 speakers said faith was part of their motivation.
2. There was, however, not the rush of interest to buy tickets that was initially anticipated. The approach of targeting specific people who represented specific stakeholders did not deliver the numbers of participants we had hoped for. A broader marketing strategy, as well as a more diverse selection of speakers that includes one or two south Auckland names with a high profile, should be considered if another TEDxManukau event is to be convened.
3. Eat My Lunch was well received as a catering option.
4. The opportunity to put thinking and ideas into action via the prototyping process was generally well received, although there were comments about the day being long. A suggestion might be to run an engagement activity across one slot and shorten the other breaks.
5. People reported an opportunity to meet and make new connections, a function of available time and appropriate space to do so. While a third of respondents said the breaks were too long, 59% said the breaks were about right and another 6% said that they were too short. There seems to be a balance that was not struck as well as it might have been that will require some fresh thinking ahead of any future TEDxManukau and might include the suggestion noted in 4 above.

Using video as a way to communicate the bright spots is powerful because it allows them to tell their story directly rather than have it translated by another and reduced to writing. The bright spots were all very happy to be videoed and it was relatively easy to capture raw high quality sound and video using an iPad and a lapel microphone.

However, turning this raw footage into high quality usable content timely and efficiently has represented a significant challenge. There are recommendations below about how to address this should version 2 of the bright spots work proceed.

A final key area of learning for Ko Awatea to focus on over the next 12 months is to work out whether having more of these bright spot stories is a function of scaling or multiplying. Should Ko Awatea focus its efforts on supporting the scaling up of successful initiatives or supporting the replication of their starting conditions, or both?

Ko Awatea has built extensive knowledge and expertise in relation to scaling up successful initiatives, but has little experience in replicating starting conditions and certainly no tried and tested process for supporting this. The former area is the domain that Snowden's Cynefin Framework describes as the complicated; the latter



sits in the domain he calls complex. Ko Awatea probably needs to significantly increase its knowledge of the theory of complex adaptive systems and what practices and processes constitute a useful toolbox for working well with phenomena in the complex domain such as path dependence, feedback loops, scale-free networks, emergent behaviour and phase transitions.

One of the big lessons for Ko Awatea as an organisation might be to learn about the utility of such an approach and, if we discover that it has some value to start to think about what it would take to develop a standardised and repeatable process that we could teach others as well as use ourselves.

## Recommendations

1. Continue with work to identify and interview bright spots across South Auckland as well as the personal stories of South Aucklanders' whose lives have been improved through the work of these bright spots.
2. Allocate Ko Awatea resources to the work of developing high quality video clips of these interviews.
3. Create a page on the Ko Awatea website, as well as using a range of social media platforms, to explain and profile the work and impact of the bright spots. This would include links to videos mentioned above, as well as links to the TEDx channel to access TEDxManukau videos and photographs.
4. Nurture the early development of a network of social innovators across South Auckland with a view to supporting it to be self-sustaining.
5. Convene a TEDxManukau 2016, building on our experience and feedback from TEDxManukau 2015. This should include showcasing a wider range of speakers, securing one or two South Auckland speakers with a high profile to headline the event, and reconfiguring the way the day is shaped and how the participants engage with the ideas presented on the day.
6. Include community partners who share the vision and intent behind TEDxManukau, in developing and curating TEDxManukau 2016. Gael Surgenor, Director Community Initiatives at Auckland Council's The Southern Initiative, and Peter McGlashan, AUT's Manager - Community Relations & Development, have already expressed an interest in being actively involved in future TEDxManukau events.
7. Identify a selection of the current bright spots to actively support to help them scale and or multiply their innovations. Below are some options to consider:
  - a. Working with Susan Dunlop is an immediate and obvious example given its strong health connection and our existing work with the Department of Education. Subject to Susan Dunlop's views
    - i. Perhaps an aim might be to build a collaborative process funded by the Department of Education in which 10 schools across South Auckland are supported to learn from Yendarra's transformation of their nutrition system. We might include in this a component by which the Department of Education learns to replicate this process across other school districts.
    - ii. Either as part of the above or as stand alone support, we could help Susan Dunlop and Yendarra Primary school tell their story more powerfully by adding in real data that bolsters the anecdotal evidence of the transformation. This might include identifying data they already hold and presenting it graphically and in time series, as well as seeing if there is a story in the data we hold. For example, is there a lower rate of admissions to Kidz First of children who live in the Yendarra catchment area than there is for children generally from similar socio-economic areas in the Counties Manukau district?
    - iii. Either as part (i) or (ii) above or on its own, produce an article to tell Yendarra Primary School's story as one of systems

innovation and transformation for a peer reviewed journal and or for a more popular audience.

- b. Another possibility is to support bright spots working on developing social enterprise across South Auckland. Recent research from the US shows again that income matters greatly to health<sup>5</sup>. A number of the bright spots work fits into this space, for example Dave Tims' work in Randwick Park.

Leveraging off the redevelopment of the sports fields and skate park and a new sports and community building due to open in April 2016, the Randwick Park Residents Association (RPRA) is exploring a number of small social enterprise models and businesses that will be closely linked to the building and the park. The idea is to develop community-led opportunities to support people to learn and develop work habits and job experience to return to full or part time employment after long periods of unemployment, as well as develop creative ideas for new businesses.

The support Ko Awatea might provide could include:

- (i) developing a measurement system to support the RPRA tell their story of the changes that the development of community led social enterprise opportunities has made to their community's health. Part of this data story might for example include looking at the effect that this sort of community development has on the rate of presentations to CMH's Emergency Department.
  - (ii) identifying ways of supporting the RPRA to inspire other South Auckland communities to develop social enterprise opportunities in their suburbs.
- c. Another possible area to explore is linked to the bright spot interview with Shaun Kelly, the CEO of Hubbard's Food. Hubbard's pursue a policy of both doing well (commercially) and doing good (in their community). Linking with Hubbard's and the Sustainable Business Network<sup>6</sup> of which they are a member, Ko Awatea might explore what it takes to promote and develop workplaces that understand the link between human flourishing and enhanced financial performance with a downstream impact on improved health and well-being and consequent reduction in demand for secondary care services.

This might start as a structured pilot that explores these ideas as a hunch across a sample of South Auckland businesses and, subject to what is learnt, might provide some learning to spread to other workplaces.

8. There has been some mention of a campaign aimed at addressing health inequities across South Auckland. The work of the bright spots and the support Ko Awatea might offer or lead as described in paragraph 7 above,

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<sup>5</sup> Can income related policies improve population health? Laudan Y. Aron et al April 13, 2015  
[http://www.urban.org/research/publication/can-income-related-policies-improve-population-health/view/full\\_report](http://www.urban.org/research/publication/can-income-related-policies-improve-population-health/view/full_report):  
accessed on 6 October 2015

<sup>6</sup> (Hubbard's is a member of the Sustainable Business Network (SBN) and SBN who are doing work in Otahuhu with businesses exploring this nexus of 'doing well' and 'doing good'.

have an obvious contribution to make to such a campaign. If that is the case then the CMH governance structure for such a campaign would become the natural home and reference point for further bright spot work.

In the absence of such a CMH wide campaign, Ko Awatea needs to start thinking about who the ultimate client is within the CMH system for this bright spot work. It may be that the bright spots work is a pilot for a subsequent health equity campaign across CHM.

In any event the bright spot work would benefit from being thought of as a campaign, even if only a small prototype of a wider health equity campaign, rather than a series of ad hoc interviews and support to individual bright spots.

9. Continue membership of the Creating Health Collaborative. The Creating Health Collaborative is an international collective aiming to understand health beyond the lens of health care. (see <http://www.pstamber.com/exploring/>). Through membership of this Collaborative Ko Awatea would
  - a. Contribute actively the learning from its involvement in the sort of work described above
  - b. Learn, adapt and apply learning from other Collaborative members to its own work
  - c. Be part of an internationally credible group of health professionals and activists co-learning and co-creating what it might take to create health rather than only treat the sick.
10. Continue to think about and hold the question of how the model for improvement, community organising and thinking about effecting change in complex adaptive systems come together to provide and inform the intervention logic of social innovation across South Auckland that allows the communities of South Auckland to create their own health, in the sense articulated in the Creating Health Collaborative, namely living satisfying lives.
11. Establish a strand to the APAC Forum that provides a platform to champion both the international developments in relation to “creating health” as well as local attempts to discover and develop these ideas, including Healthy Families NZ, Ko Awatea’s bright spots initiative as well as any health equity campaign CMH might develop.