

# Te Ara Poutama

---

## Waikato Wellbeing Knowledge Centre

February 2023

Initiative of:



**Waikato  
wellbeing  
project** | Hinonga  
toiora o  
Waikato

Proposal development:



*E kore e taea e te whenu kotahi ki te raranga i te whāriki kia mōhio tātou ki a tātou. Mā te mahi tahi o ngā whenu, mā te mahi tahi o ngā kairaranga, ka oti tēnei whāriki.*

*I te otinga me titiro tātou ki ngā mea pai ka puta mai.*

*Ā tōna wā, me titiro hoki ki ngā raranga i makere nā te mea, he kōrero anō kei reira.*

---

*The tapestry of understanding cannot be woven by one strand alone. Only by the working together of strands and the working together of weavers, will such a tapestry be completed.*

*With its completion let us look at the good that comes from it.*

*In time we should also look at those stitches which have been dropped because they also have a message.*

## Contents

Executive Summary.....	4
Context.....	6
The Opportunity.....	8
Te Ara Poutama.....	10
Critical Success Factors .....	13
Theory of Change.....	14
Benefit by Stakeholder Grouping.....	19
Roadmap: Years 1 - 3 .....	22
Key Deliverables.....	23
Preliminary Budget .....	26
Contact.....	27

## Executive Summary

It will come as no surprise to know that here in the Waikato, as in Aotearoa New Zealand and the world, we are facing increasingly complex and wicked challenges. This proposal outlines a comprehensive programme of works that, if delivered as intended, will support the people of the Waikato to best utilise information and knowledge as tools to support us to remain long-sighted, while addressing the challenges of today. It is now, more than ever, that we need to be making important choices wisely to secure the present and future wellbeing of Waikato people, lands, and waters.

There has been a call to enhance the current arrangements surrounding data, knowledge, and insights in the Waikato. The case for change put forward by the Waikato Wellbeing Project, in partnership with many of the key wellbeing knowledge organisations in the Waikato, outlines opportunities to improve accessibility and understanding of wellbeing issues, tell better stories, support communities to add value to their own data, support better advocacy for the region and community needs, and to address recognised data and knowledge gaps. The opportunity was further refined as the confluence of empowerment, insights, and information. Te Ara Poutama responds directly to the challenges and aspirations of the Waikato community with regards to data, knowledge, and insight.

Te Ara Poutama proposes a multifaceted and comprehensive response that employs a wellbeing lens to embrace the complexity of understanding what success looks like, and the many possible roads towards achieving it. We need a response that builds on what exists so we best can respond to the challenges we face and support the effective societal and behavioural changes required to achieve our wellbeing goals. If we focus purely on accessing 'better' data, making data more accessible, or making data more visual, we run the risk of becoming increasingly data rich and insight poor.

---

*"The true challenge ... is in translating the robust body of knowledge into practice" Mark Lipsey*

---

Among the many diverse individuals, communities, and organisations of our region the vision we hold for 'Wellbeing' is more closely aligned than we might first suspect. Some might term it a thriving Waikato. Perhaps a Waikato of abundance and prosperity, or one where our lands and waters are flourishing, and where our people are empowered to achieve their potential and can choose to live lives of value to them. A Waikato where Wellbeing has been achieved.

This proposed initiative, Te Ara Poutama, is a roadmap towards that future vision. A future where it might be possible to estimate the likely impact on the holistic wellbeing of a programme, initiative, or policy before you fund it, to tailor programmes and policies to specific contexts, to 'edit' them while in operation to optimise impact, and to benchmark or compare interventions by their impact on wellbeing.

By honouring and respecting the diversity of approaches to our shared vision, and by focussing on communicating and facilitating the practical implementation of knowledge and information. Te Ara

Poutama will have succeeded when Waikato people, at all levels, are empowered to make important choices wisely for the present and future wellbeing of the waters, land, and people of the Waikato.

---

The vision is for Te Ara Poutama is that we will have access to an expert service that supports the conversion of data and information to knowledge and wisdom with a holistic wellbeing lens, that strives to reveal the links so we can better understand cause and effect and how complex systems work and empowers decision makers with this knowledge.

A service that is accessible, with knowledge better integrated, synthesised and democratised into the hands of those impacted by decisions made.

A service that reflects and uphold different forms of knowledge and does not privilege one form over another, and that upholds Te Tiriti o Waitangi and recognises that knowledge is a sovereign taonga.

A service that builds on the significant work already underway across the region and offers better value by reducing duplication, facilitating improved consistency, and making it easier to identify gaps in the evidence base so you can invest in high-yielding research.

A service where we what matters is measured, and where the capability to effectively manage it is increased.

A service that helps us make those important choices wisely.

## Context

Wellbeing has increasingly become a central aim in public policy, both nationally and internationally, and has been present in various forms in New Zealand legislation since at least the Resource Management Act in 1991<sup>1</sup> and the Local Government Act 2002. The New Zealand government puts wellbeing at the centre of its overarching approach to governance and resource allocation via its wellbeing budgets and Living Standards Framework.

In the Waikato the importance of data and knowledge is widely recognised, and there are many extremely capable and forward-thinking players who are considering what wellbeing means, and how we might achieve it.

Applying a wellbeing lens that is holistic and multi-faceted is critical to support better decision-making at all levels. For local and regional authorities specifically, a wellbeing lens supports more robust policy development and evaluation of alternative policies and rules, aligns to the focus of current and planned legislation, and will be beneficial to evaluating and prioritising strategic directions, work programmes and budgets. This focus on wellbeing sits alongside purpose of the Local Government Act<sup>2</sup>, the priorities of the Waikato Regional Council's Long-Term Plan<sup>3</sup>, and the Waikato Plan.

Furthermore, the Waikato has ambitious wellbeing goals<sup>4</sup> developed and confirmed through a collaborative process in 2019-20 and captured by the Waikato Wellbeing Project. Making progress towards these goals requires us to be able to measure and share information on our successes, our challenges, and where greater effort is needed. There is agreement<sup>5</sup> that:

- There is a need to enhance the current options for accessing and utilising information, data, and insights.
- There are specific areas in which improvement should be focussed.
- A clear roadmap that ensures we do not become increasingly '*data rich and insight poor*' must be central to any proposed initiative.

There are currently many established local, national, and international wellbeing frameworks and systems<sup>6</sup> and enormous volumes of data. In the Waikato data collection and collation is taking place at all levels, some regional activities include the Waikato Regional Council's Waikato Data Portal and Environmental Data Hub, Waikato Quality of Life Survey, Waikato Progress indicators and scorecard, Momentum Waikato's Vital Signs Reports and Te Waka's Economic Radar. The Waikato Wellbeing Project has also supported the development of a Waikato Housing dashboard, commissioned analysis by Te Ngira for the Rangatahi Opportunity and published a progress report on Wellbeing in the region this month.

---

1 Refer S.5(2) RMA Resource Management Act 1991 No 69 (as of 03 November 2021), Public Act 5 Purpose – New Zealand Legislation.

2 Refer Section 3(d) Local Government Act 2002 No 84 (as of 28 October 2021), Public Act – New Zealand Legislation.

3 Refer to Community Outcomes 2021-2031 Long Term Plan | 2021-2031 Te Mahere Roa (waikatoregion.govt.nz).

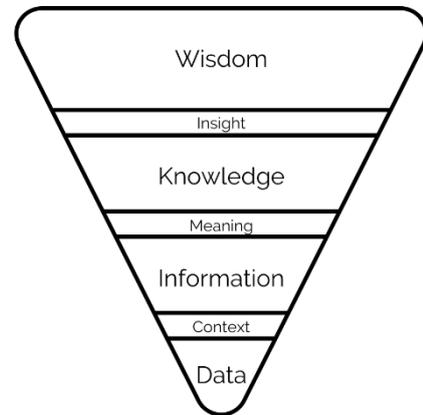
4 <https://www.waikatowellbeingproject.co.nz/detailed-targets/>

5 This concept, under the working name 'Waikato Wellbeing Data Centre of Excellence', has been in development and undertaking consultation, both formal and informal, since late 2021.

6 A non-exhaustive list includes; [Te Whare Tapa Whā](#), [Doughnut Economics](#), the [Planetary Accounting Network](#), [the Wellbeing Economy Alliance](#), the [Sustainable Development Goals](#), the [Living Standards Framework](#), and [Nga Tūtohu Aotearoa](#) / Indicators Aotearoa New Zealand.

We know that if more data is collected and made available, but not analysed and converted along the *Data, Information, Knowledge, Wisdom* value-add chain, this will not result in useful actions to respond to the challenges we face or support the effective societal and behavioural changes required to achieve our wellbeing goals. Furthermore, data not translated to information, knowledge (and maybe even wisdom) represents an unused resource and sunken cost.

The inputs to Wellbeing are varied and complex; finding agreement on a group of outcomes essential to achieve Wellbeing, as well as the task of measuring it, will be difficult. Yet, striving to achieve this is the work that must be done. Many of the challenges we face require urgent attention, including preparing for our changing demographic and the continuing impacts of climate change. There will trade-offs that need to be made for our future wellbeing, and we need to be making important choices wisely.



The time is also now for a revision of community determined outcomes for the region, for which significant engagement with Waikato communities is required. This is acknowledged as a need by the Waikato Regional Council<sup>7</sup>, and is set to be part of the next Momentum Waikato Vital Signs Process. Additionally, Government’s wellbeing agenda and the re-introduction of the four wellbeing as the purpose of local government (LGA Amendment Act 2019) requires an integrated, more balanced approach to the collection, analysis and reporting of data across the four wellbeings. It is likely that councils will be required to produce regular ‘Wellbeing Reports’ in the future, hence a consistent approach with the Territorial Authorities across the region would be useful, of which progress has been made<sup>8</sup>.

Te Ara Poutama has been positioned to ensure that the pathway to knowledge and wisdom is the one we collectively travel, using what we know to its best possible effect toward wellbeing. Perfection will come with time, but if we fail to begin the task our decision makers and communities may not be suitably prepared to face wicked and emergent challenges, both now and in the future.

---

<sup>7</sup> Refer S.93 of the Local Government Act 2002 requirement for Long Term Plans to “describe the community outcomes of the local authority’s district or region”.

<sup>8</sup> Of particular note Taituara has taken the lead in promoting and supporting councils along the wellbeing journey, including the establishment of a data warehouse: a web-based database of 234 measures and 70 indicators, including the Waikato Progress Indicators and the Waikato Quality of Life survey data.

## The Opportunity

Te Ara Poutama under its original working name 'The Waikato Wellbeing Data Centre of Excellence', has been in development led by the Waikato Wellbeing Project since late 2021. In early 2022 the Waikato Wellbeing Project convened a cross-sector working group to review the current situation and develop options to better meet our strategic goal of advancing the sharing of wellbeing stories through data and insight. The concept, and the offer to lead, was well received.

Consultants Martin Jenkins then lead engagement with many of the key wellbeing knowledge organisations in the Waikato and Aotearoa New Zealand in both individual and group discussions<sup>9</sup>. In September 2022 a Strategic Case Assessment<sup>10</sup> and case for change was delivered, including investment objectives, critical success factors, functions of a potential hub, and an assessment of potential options.

In October 2022 consultants Melde were tasked with developing an initial concept and budget. All inputs from earlier consultation were considered and stakeholders and potential user groups were further refined and grouped by key considerations and needs. The initial concept was then shared for feedback in December 2022, followed by additional 1on1 discussions with stakeholders as requested. Overall, the feedback has been very positive, and discussions held have resulted in the further development of Te Ara Poutama concept as presented here.

---

### Strategic Case Assessment

The Strategic Case Assessment confirmed that current arrangements around how we generate, access, and utilise both data and insights could use enhancements. Specific concerns included the duplication of collection and collation, that communication of findings and insights are often sporadic, limited to within a particular project or inquiry scope, or not always widely shared in a relevant, compelling, or coherent way, and, that information is used by relatively few decision-makers. We heard there is need to:

- **Increase visibility and accessibility.**

Better communication, visualisation and sharing of both data and insights, as well as ensuring it is up to date.

- **Address data gaps.**

More granularity, more combining of hard and soft data, more work with iwi and mātauranga indicators.

- **Generate knowledge.**

Adding value to data by forming and sharing insights and building understanding that we can act on.

- **Build capabilities.**

---

<sup>9</sup> Enhancing wellbeing data, insight and knowledge in the Waikato, Strategic Case Assessment. Sept 2022. Martin Jenkins. Copies available via the Waikato Wellbeing Project.

At all levels, to understand and use data better and to turn insights into action that improves outcomes.

- **Understand relationships.**

Between data sets, and the different domains of wellbeing, ideally on a longitudinal basis.

- **Advocate more effectively.**

We need to build a deep understanding of key wellbeing issues across the Waikato, with a more cohesive approach – so we can better influence both delivery and investment.

It was identified that key functions of any initiative to enhance wellbeing data, insight, and knowledge would need to include open access to wellbeing data and insights for all organisations and communities, a platform for addressing gaps and collecting new bottom-up data - acknowledging the concerns around extractive or excessive consultation processes. As well as thought leadership and knowledge generation to inform action and influence behaviours, network facilitation, connecting researchers and improving access to tools and resources, the preparation of community and topic specific insight communications, and regular state of the region reporting accompanied by dashboards of key indicators. Te Ara Poutama is a comprehensive response to the key functions identified.

Considering the identified implementation considerations<sup>11</sup> it becomes clear that the initiative needs to be led by a methodologically agnostic, independent, and trusted organisation with experience embracing complexity, bridging diverse groups, and initiating wellbeing knowledge enhancement opportunities and partnerships.

The Waikato Wellbeing Project is well placed to lead this work with the importance of using data and insight to tell wellbeing stories and improve outcomes an acknowledged priority. Recent projects The Rangatahi Opportunity and ‘Lots of Little Fires | He pakipūmeka’ showcase its ability to bring lived experience to the forefront, including collating, presenting, and sharing information in mana enhancing and culturally relevant ways.

<i>Identified important implementation considerations:</i>
<p><b>Knowledge, insights, and storytelling</b> Any new initiative needs to be about more than just data and needs to inform and influence behaviours, including through storytelling.</p>
<p><b>Improving wellbeing outcomes</b> Enhanced data, insight and knowledge will only be useful if it leads to improvements in wellbeing outcomes across the region</p>
<p><b>Community first</b> Community must sit at the heart of any initiative and data and insights must be tailored and accessible to communities</p>
<p><b>Partnership with Iwi</b> Any initiative needs to be firmly on a partnership with Iwi and reflective of a te ao Māori approach</p>
<p><b>Removing duplication</b> Any new initiative needs to be added value and not duplicate functions delivered elsewhere</p>
<p><b>Sustainable at the outset</b> Commitment and funding must be confirmed over a sufficient horizon to build trust and relevance</p>

Table 1

<sup>11</sup> Table 1

## Te Ara Poutama

Building on the Strategic Case Assessment the Waikato Wellbeing Project has, in partnership with many key wellbeing knowledge organisations, further refined the opportunity as the confluence of empowerment, insights, and information. Te Ara Poutama is a response to the needs and aspirations of our community to create an environment where data and information is collected and collated effectively, communicated well, and used frequently by many. The intended ultimate effect of the initiative is that:

---

Waikato people, at all levels, are empowered to make important choices wisely for their present and future wellbeing.

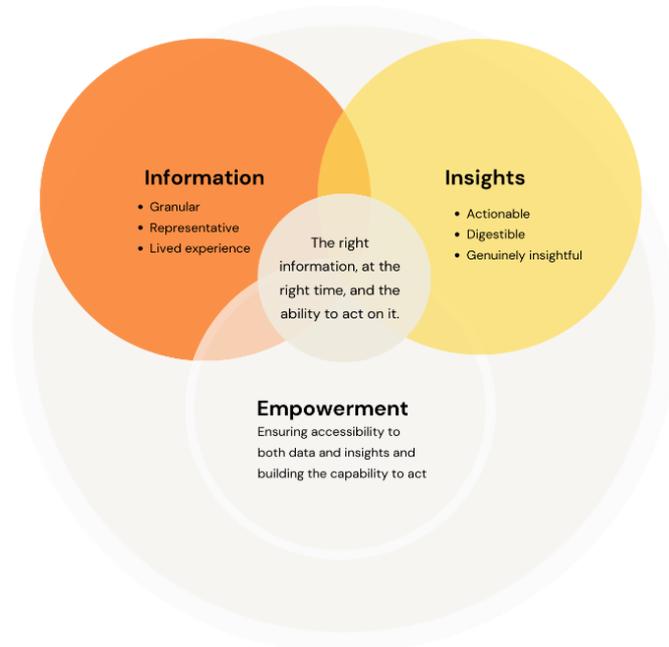
---

This has been captured in the name 'Te Ara Poutama' as a metaphor describing the way in which knowledge is pieced together to create a pathway. The Poutama is a design usually found on a traditional Māori tukutuku panel (woven lattice); it signposts a journey to seek knowledge and enlightenment and identifies the pathway as the upward movement of the stairway.

Delivery of the initiative will be focussed on supporting Waikato People to be empowered, insight-driven and informed.

Its key functions include:

- Thought leadership and knowledge generation to inform action and influence behaviours.
- Network facilitation connecting researchers and improving access to tools and resources.
- Providing open access to wellbeing information and insights for more organisations and communities
- Platform for addressing gaps and collecting new bottom-up data.
- Facilitating the preparation of regional, community, and topic specific insights and reports.
- Capability building to utilise knowledge in decision making.



Central to the initiative is the democratisation of knowledge – making it easier to contribute to, access, verify, and challenge findings and insights. This requires equitable engagement strategies that account for inequality and deliberate outreach activities designed with key barriers to access in mind, such as location, time of the day, language, and power dynamics. For this to be achieved quality, mana enhancing relationships in the community and with community partners must be held and maintained.

The proposed outline of work will be facilitated by Te Ara Poutama team with experts from across the region, Aotearoa, and the world. Specifically including experts from the identified stakeholder groups<sup>12</sup> of the initiative:

- Those with lived experience, who are impacted by decisions made.
- Communities building their own futures, and those doing the mahi (work) with them.
- The enablers, strategists, and decision makers of our region.

Te Ara Poutama will also partner with experts in all aspects of wellbeing including, but not limited to: predictive wellbeing, levers and systems approaches, subjective wellbeing evaluation, te ao Māori indicators and approaches, and information visualisation. Te Ara Poutama is committed to reflecting and upholding different forms of knowledge and approaches to understanding and achieving wellbeing, not privileging one form over another, including Te ao Māori and Mātauranga Māori.

Te Ara Poutama will be a 21st century library with questions coming from the community, and the initiative facilitates the investigation as ‘insight librarians’ pulling resources off the shelves and communicating them well. Where the resources do not exist, Te Ara Poutama will act as the facilitators, navigators, and connectors supporting the clarification of questions and directing customers to the tools and options that exist - including commercial operations where appropriate.

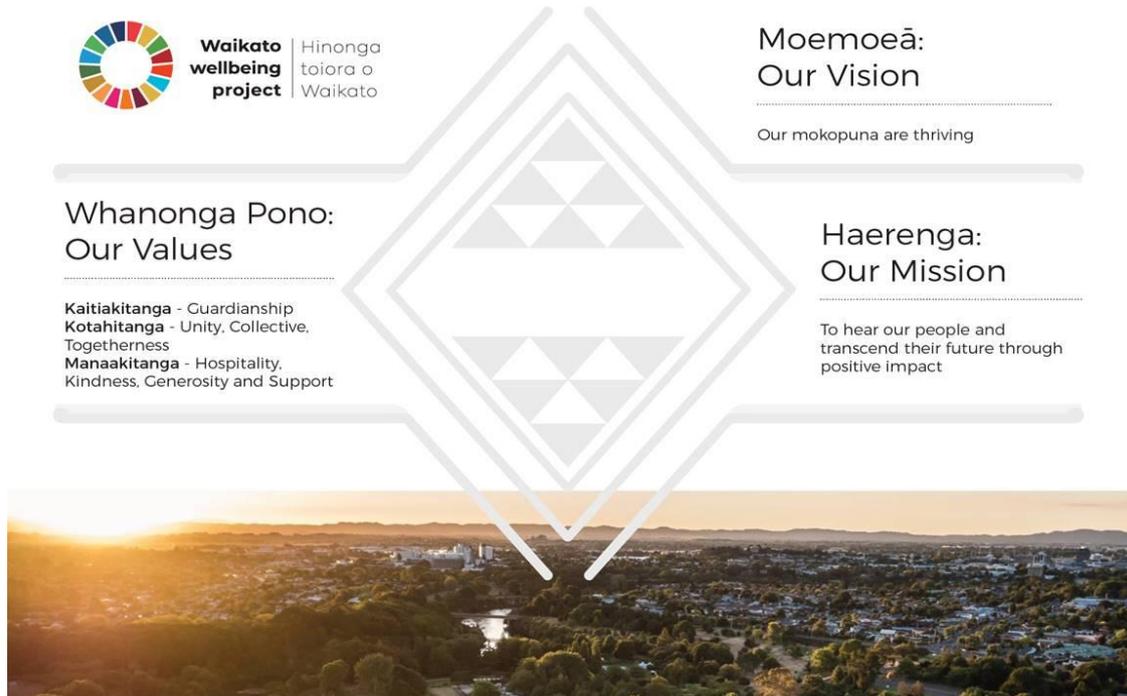
Te Ara Poutama intends to engage private companies<sup>13</sup>, academic, and non-government organisations providing data analysis, visualisation, and interpretation services – many who are leaders at national and global levels in their specific area of interest. We believe that these partnerships will better support the independent and methodologically agnostic goals of the initiative.

---

<sup>12</sup> Refer Appendix 1.

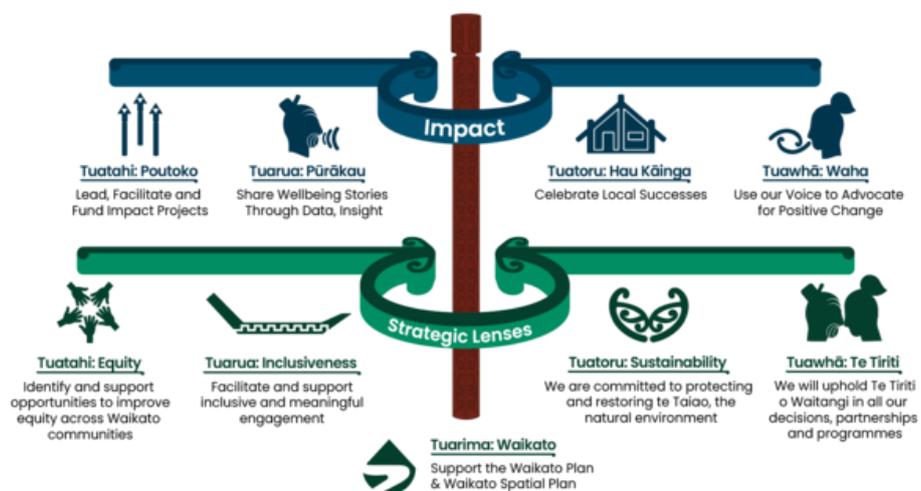
<sup>13</sup> As an example, a non-exhaustive list includes: Kōtātā Insight, NZAIA – New Zealand Association for Impact assessment, Huber Social, Impact Lab, The Lever Room, Mahi Maioro Professionals, Dot Loves Data, Data n Dashboards.

As part of the Waikato Wellbeing Project the initiative will be values led and approached through the strategic lenses of equity, inclusiveness, sustainability, and Te Tiriti.



### Whakaarotau: Our Priorities

The way we will work to facilitate insight and breakthrough, contributing to our Vision and Mission



## Critical Success Factors

<p>Establishing trust.</p>	<ul style="list-style-type: none"> <li>• Trust must be built and maintained.</li> <li>• Cultural barriers and the respect of data sovereignty must remain at the forefront, including not using data for purposes other than intended.</li> <li>• Governance and funding structures must ensure the initiative remains independent and continues to investigate issues and report findings that are in the best interest of our collective wellbeing.</li> <li>• Mutually beneficial relationships with key wellbeing knowledge organisations, including academic and research institutes and commercial suppliers, must be held.</li> </ul>
<p>Building on what is already happening regionally and nationally.</p>	<ul style="list-style-type: none"> <li>• The initiative must have the ability to build and leverage connections and contacts, and to establish 'buy in' for those conducting data activities and with uses for wellbeing information in the region.</li> <li>• The initiative must provide a compelling incentive to change, demonstrating strong enough reasons to create momentum and willingness to change what is already happening.</li> </ul>
<p>Partnership with Iwi at the outset rooting in a te ao Māori approach.</p>	<ul style="list-style-type: none"> <li>• Mutually beneficial relationships with Māori must be core to the initiative.</li> <li>• Commitment to a te ao Māori approach.</li> </ul>
<p>Managing expectations about what can be achieved and what it will take to deliver.</p>	<ul style="list-style-type: none"> <li>• The initiative must have ability to stand up any initiative and attract the required skills and capabilities - both internal and external to the team - to make an impact.</li> <li>• At least some groups undertaking Community Projects must decide to share their data with the collective.</li> </ul>
<p>Sufficient resources and shared funding model to deliver what is promised.</p>	<ul style="list-style-type: none"> <li>• The initiative must have sufficient resources to deliver potential benefits, address identified challenges, and be able to secure and retain team with the broad understanding of wellbeing required to lead and manage the initiative.</li> </ul>
<p>Storytelling and high-quality presentation of information to support insight and action.</p>	<ul style="list-style-type: none"> <li>• The delivery of genuine insights will not be achieved without a deep awareness of what is already known. Relationships must be prioritised, and activities are mana enhancing and mutually beneficial.</li> <li>• All communications must be relevant, timely and digestible.</li> </ul>
<p>Clear working definition of what is meant by wellbeing in a Waikato context.</p>	<ul style="list-style-type: none"> <li>• Sufficient funds and importance must be given to the refinement and continued development of the agreed impact model, and what is being measured.</li> <li>• There is a political risk associated with change in government priorities and focus on wellbeing nationally and locally.</li> <li>• <b>Consensus</b> on a broad range of non-prescriptive measures that support the complexity of approaches required must be achieved.</li> </ul>

## Theory of Change

The following pages introduce the Theory of Change (Impact Thesis) for the initiative. This format has been utilised as a succinct way to outline the overall impact that is intended, the outcomes necessary to achieve it, as well as the activities we intend to deliver (the intended programme of work), and the outputs of those activities.

During consultation we heard that good information was not enough, and that as a region we need to further develop our capability to both make decisions, and act where required, on what we as a collective find. As such the intended programme of work is designed specifically to empower our communities, at all levels. We have taken extra care to ensure diverse voices will be heard, that demographic imbalances in data are addressed, that projects are co-constructed with community at all levels, and, that results are shared back and verified by those involved.

Inputs required, both financial and non-financial, are detailed in the Budget, Roadmap, and Critical Success Factor sections of this proposal.



## Te Ara Poutama Theory of Change

### Impact

Waikato people, at all levels, are empowered to make important choices wisely for their present and future wellbeing.

### Outcomes

*Waikato people, at all levels, are:*

#### **Empowered**

Waikato communities serving themselves, and those working with them, are empowered to better advocate for themselves, engage with and support the collection and use of wellbeing knowledge, and evidence and more deeply understand what they know.

Enablers and Strategists are further empowered to collaborate effectively with a common community determined language of impact, utilise insight in decision making and a wellbeing lens, and further understand how complex systems work.

*Resources are maximised for positive impact. Unintended or harmful consequences are better understood, mitigated and/or minimised.*

#### **Insight driven**

Insights that are interesting and worth knowing are communicated regularly and well.

#### **Informed**

Able to access:

- . Relevant and timely information on the status of agreed outcomes necessary to achieve Wellbeing.
- . A non-prescriptive, community determined longitudinal data set that builds on existing regional data sets and aligns to national frameworks.
- . More granular, community-led data that has been collected by community, for community.

*Reduction of duplication of research. Reduction in risk of extractive or excessive consultation.*

### Outputs

Capability to utilise insights and make choices with a systems wide view is increased.

Open communication streams, and co-construction processes empower more diverse voices to contribute to the generation and verification of insights.

Community determined outcomes are delivered in the language of community, enabling them to be better understood, utilised, challenged, and collaborated on.

More communities are:

- Better able to advocate for themselves with data driven results.
- Collecting ethical and accurate data and sharing it with the initiative if they choose.

Enablers and Strategists can access willingly shared community determined outcomes and data from underrepresented or priority communities. The voice, aspirations and priorities of these communities will be better represented in Waikato wide data.

Community and expert generated and verified insights, that respond to the sourced and refined frequently asked questions of initiative users and the communities we support, are compiled, and communicated regularly.

Organisations, at all levels, can access support to refine their questions, and to navigate to resources, tools, and organisations that might be best suited to deliver insights for them.

Community determined outcomes necessary to achieve Wellbeing are identified and verified, and a plan and tools have been established to measure them longitudinally and refine them at regular intervals.

Data collection processes are more streamlined, with a reduction of duplication and the risk of extractive or excessive consultation processes.

### **Community Projects.**

With a focus on communities of underrepresentation, those undergoing rapid or large-scale change, or identified as priority, the initiative will support, with funds and resource, these communities to conduct their own measurement projects and build capability at all levels. Capability building will be tailored uniquely to the community and delivered by experts, it may include ethical and accurate data collection, understanding cause and effect, moving from information to insight, creating measurable action, and/or effective advocacy.

### **Capability Workshops.**

Additional to capability building within Community Projects (as described above) Te Ara Poutama will work to enhance the mana of our people through working in partnership with them and delivering series' of opportunities and workshops and in direct response to their needs and aspirations in the areas of data, information, knowledge and wellbeing. Included in these are the Pathway to Action workshop series (year 2 and 3) that will focus the practical implementation of knowledge and information.

### **Listening for the questions.**

Listening to and refining the FAQ of priority to users of the initiative and confirming our understanding.

To deliver genuine insights a deep understanding of what is already known, and what we are thinking about, must be held. As such relationship building and strengthening will be a critical component of Te Ara Poutama.

### **Insight Development.**

Working in partnership with communities and other experts to understand what we need to know and what information we have, and to uncover priorities, cause and effect, and the predictors of our current and future Wellbeing.

### **Insight Verification.**

Insights and knowledge need to be verified by those at the flax roots, those who are impacted by the decisions made. We will actively engage with community to both create (the sense making process) and to verify insights.

### **Co-construction of a Waikato impact thesis.**

With experts support and consultation with Waikato people at all levels a flexible set of outcomes and impact measures. We will meet specific sector and stakeholder needs, aligning to both regional and national frameworks where possible, while remaining broad, methodologically agnostic, and apolitical. The outcomes will be informed and verified by Waikato people, at all levels.

### **Longitudinal measurement; Development and implementation.**

The development of a measurement plan and Impact Model – Impact Thesis + metrics - will followed by a data review with willing contributors, and the co-design of tools to measure what we don't already. This will build on, evolve and or streamline existing initiatives and information gathering activities. Measurement will focus on addressing the gaps and building a granular, bottom-up holistic data set that better represents typically underrepresented places and demographic groups, asks different questions, and elevates lived experience.

Activities, continued.

**Develop community determined measures.**

The initiative will support Waikato people to determine their own outcomes and measures of success. We know that for the councils across our region it is time again for the community to identify what matters – we want to support that process to be more representative.

**Open channels of communication<sup>14</sup>**

are developed and maintained, transparency and access to contribute to, challenge, or verify data and/or insights. Data sovereignty is respected and ensured. Data is easy to access and remove and that plain language is used as a priority.

**Insight Communication.**

The initiative will be developing and coordinating - with diverse groups from the Waikato and beyond – white papers, digital solutions and reports that answer our questions and inform decision making. The initiative will have a strong communications and workshop focus, disseminating information and learning what the priority areas and questions are.

**Navigation.**

The initiative will support the refinement of questions, and navigation to resources, tools, experts, and specialists in the wellbeing space.

**Status Reporting.**

State of the region reporting is compiled at regular intervals aligned to the input needs of key stakeholders of the region and the initiative. It will remain up to date where possible and practical.

**Information Visualisation.**

The intention, once we know what matters, is to make data more accessible and visual in a way that answers questions, combining factors that enlighten – we intend to find out what those are throughout the process.

*Full dashboard development is not in the 3-year roadmap.*

---

<sup>14</sup> Including via Te Ātea Matihiko, see Key Deliverables.

## Benefit by Stakeholder Grouping

To refine the offering of Te Ara Poutama stakeholders and potential user groups were further refined from the Strategic Case Assessment and grouped by key considerations and needs. Below is a summary of that work.

### **Waikato People**

*This user group are acknowledged as an ultimate beneficiary of all activities and initiatives regarding wellbeing, and owners of the data. This group is made up of the individuals and communities across the Waikato, whose wellbeing we wish to see improved.*

*While this group may not be users of the data in the same way as other groups, the data should be visible and accessible to them, and the associated insights should match their lived experience.*

Our people require a non-extractive, strength based, trusted service that works with them and empowers them with the skills, resources, and support to best serve and advocate for themselves.

Key considerations for this group include:

- Data sovereignty and ownership of their data.
- An approach that balances strengths and challenges through a human wellbeing lens.
- Trust.

## Enablers and Strategists

*Including iwi, philanthropic organisations, funders, investors, and officers and elected officials across local and central government and other users of wellbeing knowledge.*

*These groups require data at a more granular level and the ability to combine data with lived experience and on the ground insight. Being able to measure outcomes and impacts will also be of importance.*

*Examples include, but are not limited to:*

- *Waikato Regional Council*
- *Iwi across the rohe*
- *Territorial Authorities*
- *Trust Waikato*
- *Momentum Waikato*
- *WEL Energy Trust*
- *Te Waka*
- *Sport Waikato*
- *Community Waikato*
- *Creative Waikato*

Te Ara Poutama will be a conduit to community verified data and insights. It will build on what exists to support our understanding of what success looks like, where we are, and what is most important at any given time, to support our future and present wellbeing.

### Empowerment:

- Community determined outcomes collected utilised as inputs to strategy and long-term planning, with emphasis given to engagement with typically underrepresented groups – see Community Projects.
- Community determined outcomes and data collected by an independent group, reducing any potential bias.
- Capability building, as appropriate, to encourage conversion along the *Data, Information, Knowledge, Wisdom* value-add chain.
- Support to further develop system thinking and insight-led approaches to decision-making, as appropriate, so important choices can be made wisely.

### Insight:

- Linking of siloed pieces - including social, environmental, and economic factors - to give a full picture of wellbeing so the root drivers of Wellbeing for our region can be further understood.
- Status reporting on measures that have are longitudinal and relevant that provide information on our successes, our challenges, and where greater effort is needed.
- Insights into specific areas of interest or priority delivered regularly by diverse voices.

### Information:

- Additional granularity and place-based data, married with perspectives and insight from the community themselves in a more representative way.
- More streamlined data collation and collection, resulting in less risk of excessive or extractive consultation.
- Increased ability to identify high-yielding research opportunities.
- Potential to use collective data set as baseline for future activities to better understand the impact of specific projects, policies, or initiatives.

## The Do-ers

Those working to improve wellbeing in our region, including community groups, hapu, iwi, and all Waikato organisations serving others including both not-for-profit and purpose-led/social enterprises and communities serving themselves.

This group are looking for additional granularity and place-based data, married with perspectives and insight from the community themselves. They wish to access a baseline of data that they can benchmark against and seek both strength-based data collection and reporting and to minimise the burden of collection.

Examples include, but are not limited to:

- Place-based communities, i.e., Whangamatā, Enderley/Fairfield
- Demographic communities, i.e., Māori, recent migrants, disabled people
- Community organisations, i.e., St Vincent de Paul, YWCA, K'aute Pasifika Trust
- Hapu and iwi

Te Ara Poutama will be a facilitator of sector and place specific insights.

### Empowerment:

- Community determined outcomes co-designed with community using the language of community. Community determined outcomes are then utilised as inputs to strategy and long-term planning these enable self-advocacy and alignment of resources to what matters.
- Granular data collection by community, for community, supported by the initiative.
- Easy access to add and remove data.
- Capability building, as appropriate, to encourage conversion along the *Data, Information, Knowledge, Wisdom* value-add chain.
- Support to further develop system thinking and insight-led approaches to decision-making, as appropriate, so important choices can be made wisely.

### Insight:

- Opportunities and tools available to both contribute to, and challenge, insights drawn. Insights will be developed **with** community to ensure they are relevant and genuinely insightful. We acknowledge that those at the flaxroots often have a good understanding of what needs to be done, which they found was not always reflected in the data and insights they currently access.
- Insights into specific areas of interest or priority delivered regularly by diverse voices, responding to the lack of both capacity and capability identified by many in this group to access and work with existing solutions.

### Information:

- Data collection and analysis burden will be minimised by having projects facilitated, including in some cases with financial support.
- Potential to use collective data set as baseline for future activities to better understand the impact of specific projects, or initiatives.
- Increased ability to identify high-yielding research opportunities.
- Potential to use collective data set as baseline for future activities to better understand the impact of specific projects, policies, or initiatives.

## Roadmap: Years 1 - 3

The three-year roadmap includes detail and timing for the activities outlined in the Theory of Change, with expected milestones that will ensure the initiative is on track.

This represents a comprehensive response to the case for change established and will only be delivered at this level if full funding is achieved. Delivery of the initiative as proposed will enable the retirement, streamlining or evolution of current consultation and data collection activities in the Waikato, and allow for the re-direction of those funds. Te Ara Poutama is not intended as a pilot; a roadmap to 2030 has been prepared.

### Year 1

Milestones:	<ul style="list-style-type: none"> <li>Funds secured, staff contracted, administration and governance set up.</li> <li>Communication and consultation plan initiated, community engaged – including experts and co-design consultation – resulting in determination of community outcomes.</li> <li>Community Projects initiated x3.</li> <li>Impact model drafted, reviewed, and finalised.</li> <li>Data review conducted with tools developed and verified as required for ethical data collection.</li> <li>Ethics approval received for longitudinal measurement.</li> </ul>
Key deliverables:	<ul style="list-style-type: none"> <li>Te Ātea Matihiko (Digital Community Conduit)</li> <li>Nga Pou o te Ora ki Waikato Impact Model (Waikato Pillars of Wellbeing)</li> <li>Waikato Wellbeing Measurement Plan</li> <li>Tools for longitudinal measurement.</li> </ul>

### Year 2

Milestones:	<ul style="list-style-type: none"> <li>Communications in place, team ready and events scheduled for regional measurement.</li> <li>Regional measurement conducted.</li> <li>Initial analysis of new data, including incorporation of existing data and information collated as per measurement plan.</li> <li>A series of events and opportunities to participate in sense making of data and initial findings by community and experts.</li> <li>Further Community Projects initiated x2.</li> <li>Report preparation, feedback incorporated, and findings presented in a compelling and actionable way.</li> <li>Capability workshops (Pathway to action)</li> </ul>
Key deliverables:	<ul style="list-style-type: none"> <li>Te Uiuinga Whanui o Waikato (The Waikato Survey)</li> <li>State of the Region Inaugural Report</li> </ul>

### Year 3

Milestones:	<ul style="list-style-type: none"> <li>Investigations into Frequently Asked Questions and key issues regarding wellbeing of the Waikato are launched.</li> <li>Insights are generated with experts and community through a series of events and other communication opportunities.</li> <li>Findings of the FAQ investigations are collated, verified by community, and shared back including via a series of workshops that support our ability to best utilise information and knowledge as tools to support us to remain long-sighted, while addressing the challenges of today, to secure our present and future wellbeing.</li> </ul>
Key deliverables:	<ul style="list-style-type: none"> <li>FAQ and Key Issue reporting, communications, and events, including the Pathway to Action Workshop series.</li> </ul>

## Key Deliverables

	<i>Delivery ETA</i>
<p><b>Community Projects</b></p> <p>These deep dive projects are intended as opt in standalone projects that support traditionally underrepresented demographics, places, or areas of interest. Te Ara Poutama will support organisations or communities, with funds and other resource, to define their questions, conduct measurement projects and build capability at all levels.</p> <p>If permitted, data and findings will be used to further strengthen the data set available, delivering further insight to the communities themselves in the form of a comparison group or benchmark.</p> <p>Education series' run facilitated by the initiative and supported by experts will run concurrently with Community Projects. They will be set up to respond directly to the needs of the community and relevant stakeholders. Possible education modules may include an introduction to the social impact measurement ecosystem, principles for effective and ethical impact measurement, components of the measurement process, and turning measurement findings into action.</p> <p>NB. The budgeted allowance for Community Projects, years 1 - 3 is \$515,000, plus an additional \$50,000 for capability building. Depending on the scope and partnerships established this could fully or partially fund many projects across the Waikato. A conservative total of just six large scale projects have been included in the Three-year Roadmap.</p>	<p>Ongoing Y1 - 3</p>
<p><b>Te Ātea Matihiko</b></p> <p>A digital community conduit with voice at the centre that will ensure a safe, open platform is available for voices to be heard, questions to be raised, and results to be shared. Te Ātea Matihiko will be a vehicle to reduce extractive data collection processes by being a place to complete the feedback loop, while also offering opportunities for ongoing community feedback, insight verification and the removal of data.</p>	<p>Y1</p>
<p><b>Insight Communications</b></p> <p>Insights will be generated by community and experts in a series of sense making workshops, and opportunities to challenge and verify will be regularly available through regular communication channels and <b>Te Ātea Matihiko</b> (see above). Insights will then be compiled and communicated regularly.</p> <p>Insight generation and communication will focus on the linking of siloed pieces - including social, environmental, and economic factors - to give a full picture of wellbeing so the root drivers of Wellbeing for our region can be further understood. Insights into specific areas of interest or priority will be delivered regularly by diverse voices in the form of white papers, via Te Ātea Matihiko, on social media, newsletters, and more. Specific insight research projects that respond to sourced and refined frequently asked questions will be delivered in Year 3. Communications will strive to always be relevant, timely and actionable.</p>	<p>Ongoing Y1 - 3</p>

## Co – Construction & Capability Workshops

Y1

While the primary purpose of these workshops will be the investigation and determination of community outcomes there will also be capability building aspects to each session. The focus will be on delivering events that are mana enhancing and provide benefit to all parties (non-extractive), while effectively co-designing and collecting inputs for the impact model **Nga Pou o te Ora ki Waikato** (see below). There will be follow on workshops and communications that allow for feedback and further refinement and the measurement tool design and verification.

---

## Nga Pou o te Ora ki Waikato: Waikato Pillars of Wellbeing

Y1

Nga Pou o te Ora ki Waikato will form an Impact Model for the region that builds on what exists including local, regional, and national contexts and frameworks, including the Waikato Progress Indicators, Living standards framework, and both local and national Māori Wellbeing Indicators.

Nga Pou o te Ora ki Waikato will be informed, and verified, by Waikato people, at all levels. It will include social, environmental, economic factors into a set that can be tracked longitudinally to inform of progress towards goals, and help us to better understand our challenges, and where greater effort is needed.

Ensuring that the wellbeing measurement reflects the people impacted, and not the implicit or explicit norms of others involves more than simply involving stakeholders in the process. Te Ara Poutama will strive to ensure everyone involved in measurement understands the concept of cultural safety, supported by the process of actively acknowledging and addressing biases and stereotypes.

Working with experts and listening to community (see above **Co – Construction & Capability Workshops**) a flexible and non-prescriptive series of impact and outcomes measures will be determined. We anticipate common agreement on some measures, and a design that allows for tailoring to specific sectors and needs.

*Nga Pou o te Ora ki Waikato should not be a fixed and final. Two rounds of feedback, edits and refinement have been built into the 2030 roadmap prior to future measurements, these are scheduled for years four and seven.*

---

## Waikato Wellbeing Measurement Plan & Tool development

Y1

Development of the Waikato Wellbeing Measurement Plan will be followed by a data review (willing parties) and the development and verification of tools to measure what we don't already.

The practical application of this will involve taking a co-construction approach to tool development, involving the diversity of people across the community, so that the tools, activities, and approach for measurement are culturally and linguistically appropriate, accurate and safe.

## Te Uiuinga Whanui o Waikato: The Waikato Survey

Y2

A Waikato wide survey will be conducted to address gaps identified in the measurement plan and data review process. We will strive to obtain representative samples at a granular level, creating a bottom-up holistic data set that investigates specific places and demographics, asks different questions, and elevates lived experience into the data points. See **Community Projects**.

This will evolve, streamline and or replace some existing measurement activities, as will be identified, and agreed upon in the data review process. See **Waikato Wellbeing Measurement Plan & Tool development**.

---

## State of the Region Report

Y2

State of the region reporting will be compiled at regular intervals that align to the input needs of key stakeholders of the region and initiative (as determined in the development of the **Waikato Wellbeing Measurement Plan**), and that provide information on our successes, our challenges, and where greater effort is needed. Reports will include status reporting on measures outlined in the co-construction phase and an investigation for each identified measurement group and across the region including, but not limited to, the biggest areas of impact, challenges that remain and priority needs – factors that have a unique and significant relationship with driving wellbeing.

---

## Pathway to Action Workshops

Y2/3

Workshops that respond directly to the needs of the community and supporting decision makers to be insight-driven and insight-led. These will focus on building system thinking capability and our ability to best utilise information and knowledge as tools to support us to secure our present and future wellbeing.

---

## Access, Communications and Visualisations

Ongoing  
Y1 -

To support continued insight generation and communication across silos, in addition to the scheduled workshops, community events and communications planning we will develop a visualisation platform for key measures which are determined throughout the process. Once we know what matters, we intend to make the data and insights more accessible and visual in a way that answers our questions, combining factors that enlighten.

NB. This is scheduled from Year 4 onwards. Allowance has been made in the roadmap to 2030 to partner with commercial operations in this space.

## Preliminary Budget

TBC

## Contact

Please direct all enquiries to:

### **Harvey Brookes**

Executive Director  
Waikato Wellbeing Project

P: 021 913 418

E: [Harvey.Brookes@waikatoregion.govt.nz](mailto:Harvey.Brookes@waikatoregion.govt.nz)



**Waikato  
wellbeing  
project** | Hinonga  
toiora o  
Waikato