

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga



Systems thinking in Auckland

Presentation to IPANZ 28 November 2017

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Chief Executive on Assignment/ Deputy Commissioner, Auckland

Reporting to the State Services Commissioner with responsibility for :

- Working with Chief Executives and senior leaders in Wellington and Auckland to advance Auckland issues and national issues that have a disproportionate impact in Auckland
- Attracting, retaining and developing public sector talent
- Developing and nurturing effective relationships with key stake holders with a focus on realising collective impact
- Leading the continued development of Central Government's presence in Auckland
- Providing leadership to the Auckland Policy Office

Diagnosis:
What's wrong?

Prescription:
What should we
do about it?

**Analysis: What are
the barriers?**

**Actions: What
are we doing
about it?**

Managing Auckland's growth

Issues connected/
actions disconnected
(e.g. housing,
transport, productivity)

Optimise around
outcomes not within
agency silos
– transport,
- housing etc

Social Investment

Multiple agencies and
interventions for our
most vulnerable NZers.

- co-ordination
failure
- siloed approaches
- excessive
centralisation
- sub-optimal
outcomes

Do what's best for the
individual not just
what's best for
government agencies

Empower frontline

Share data

3 concerns:

1. Loss of accountability
– agency/public
choice theory not all
wrong
2. At very practical level
issues of capacity/
capability/complexity
3. Wellington hates
losing control. NZ
public policy
dominated by
concerns re
atomisation +
Auckland
"exceptionalism"

Auckland Policy
Office

Auckland New
Zealand Needs CE
Group

System priorities
agreed

Auckland
Development
Strategy

South Auckland
Social Investment
Board

Auckland Career
Board



Better Public Services 2: Delivering the Auckland New Zealand needs

WE ARE COMMITTED TO:

Developing a shared aspiration for the Auckland New Zealand needs that is embraced by Auckland's diverse communities

Working with Auckland Council and using good quality data and analytics ("one version of the truth") to ensure our aspiration is reflected in a refreshed Auckland Plan

Articulating and delivering the shared aspiration with clarity and consistency

Resetting the relationship between Central Government and Auckland Council and how we each engage with Aucklanders

Working with pace and maintaining momentum to catch up with and then get ahead of Auckland's growth curve

Identifying key strategic issues that will need to be addressed

Engaging with Auckland Council, business and community leaders on the necessary actions and processes to deliver on the above commitments

THIS MEANS:

- Embracing "good growth" for quality economic, social, environmental and cultural outcomes
- Attracting the necessary investment and creating supporting revenue models
- Building public and private infrastructure that addresses population growth and meets transport and housing needs

- Providing the capability and mandate for relevant agencies to work together, and with Auckland Council, on the refreshed Auckland Plan
- Adopting Auckland Transport Alignment Project (ATAP) type processes for other strategic areas for Auckland

- Bringing strategic planning and related processes into line with the shared aspiration

- Focusing on outcomes rather than ownership
- Better reflecting Auckland's diversity in our workforce and practice

- Locating the decision-making authority where it is needed to ensure timely and appropriate decisions
- Recognising that business as usual practices will not get us to where we want to go and taking different approaches to governance, engagement and investment

Key strategic issues include:

- Transport
- Housing
- Immigration
- Fiscal strategy
- Revenue and pricing models
- Central/Local Government engagement, collaboration and decision-making

- Identifying the critical actions, early wins, and "learning by doing" that we need to get on with now