

## Action Planning Workshop Summary

### Themes and next steps

To conclude our State of the State 2019 series on addressing inequities to create a fair future for all New Zealanders, Deloitte and IPANZ held a workshop with 40 people from community, government, health and social organisations.



**Workshop participants were asked to consider each of our six recommendations and what specific actions could be taken or changes made to enable real change.**

The key themes from each table's discussion, along with four overarching themes, are summarised in this brief post-workshop report.

#### Recommendation 1: Top-down, bottom-up

**Mechanisms for an integrated approach:** Policy development should be a shared exercise between local communities and agency officials. We need to develop and hard-wire mechanisms and forums that embed this integrated approach; for example, expanding community group engagement beyond testing policy ideas and creating a more open mechanism through which key interest groups can communicate with government agencies and vice versa.

**Trust through meaningful engagement:** Top-down policy approaches have traditionally lacked sufficient engagement and trust of affected interest groups,

particularly of highly vulnerable demographic groups.

**Vulnerable groups:** We need to engage with individuals within communities with particularly vulnerable demographics (for example, general practitioners operating within areas with a high density of Māori and Pasifika peoples) to understand the challenges their patients or customers are facing day-to-day.

#### Recommendation 2: Managing transitions

**Re-defining winning:** The concept that all New Zealanders want equality does not necessarily hold true. Many individuals do not realistically want the systematic changes required to achieve equality if it means they personally have a perceived loss. We need to understand and articulate what we value universally as a society to help shape a win-win future.

**Redistribution of resources:** We need to consider how we promote more equitable ways to equalise the opportunities between people that are 'winning' and those that are 'losing' in the current system.

**“Many individuals do not realistically want the systematic changes required to achieve equality if it means they personally have a perceived loss.”**

**Reshaping systems:** We need to be aware of how we reshape systems to move and interact differently as a society, to foster more connection. These systems must be designed so that we can understand what transitioning means for the spectrum of society.

#### Recommendation 3: Mitigate bias

**Data collection:** We need to rethink what data is required for unbiased policy development, and to invest in data collection in a way that maximises accurate representation. We must be cognisant of data rights and information security.

**Data interpretation:** We must consider who is writing, reviewing and making decisions on our

policies. Meaningful, inclusive engagement with a range of stakeholders during the policy development process helps to minimise bias by capturing diversity of thought and experience. Organisations must have the capability (ability to engage with a diverse group of stakeholders) and capacity to undertake effective engagement.

**Accountability:** The media play an important role in holding policy makers accountable and calling out systemic and policy bias. Challenges are presented when our media itself is biased or one dimensional; reinforcing bias. We must hold media to account and encourage deeper level of thinking.

**Recommendation 4:**  
**Local wellbeing authority**  
**Tailored approaches:**

Communities need to be supported to articulate what wellbeing means to them, instead of trying to determine a one-size-fits all definition across a vast array of different social groups and demographics. Similarly, we can't necessarily just plug and play successful wellbeing policies from different communities or other countries without first accounting for the differences in context, culture and social strata.

**Funding to support delegated authority:** Local bodies and communities need to be empowered with delegated authority to act for the benefit of their own community. This needs to be supported by

**“We need to be bold and use the right language to drive tough and confronting conversations to make real progress at pace, particularly at the higher levels within our organisations.”**

funding, as currently central government holds the majority of financial control over funds that affect local communities.

**Support from the centre:** Communities need data to effectively make decisions, this is best provided by a central authority to ensure robustness and consistency. Frameworks can also be provided to local government to help guide them in effective decision-making.

**Recommendation 5:**  
**Beat the cycle**

**Political swing:** The public service needs greater insulation against the political whims of the day to be able to effect long-term change. We should empower cross party groups to depoliticise issues that require a multigenerational approach.

**Long-term thinking and planning:** Organisational-level strategy can empower long term thinking within the public sector, and hold organisations to account for this.

**Free and frank:** Reforms have moved away from free and frank advice to being overly guided by ministerial preferences. Agencies

need to balance the voices and priorities of Ministers with the direct voices of those they are serving, while maintaining and enhancing intergenerational equity.

**Recommendation 6:**  
**Hold to account**

**Wellbeing accountability:** There are a large number of agencies that currently exist for the size of our country – but there is no existing agency where the accountability for equality and wellbeing clearly sits.

**Our Treaty obligations:** Everyone is responsible and should be held to account for honouring our Treaty obligations, and addressing the underlying drivers of inequality. We each need to honour the commitments within and outside of our organisations - Government agencies in particular must lead by example.

**Language matters:** We appear to lack the ability to call thing out for what they are – such as where institutional racism exists. We need to be bold and use the right language to drive tough and confronting conversations to make real progress at pace, particularly at the higher levels within our organisations.



## Four over-arching themes from the workshop

**Redefining winning:** To improve wellbeing for all New Zealanders, we need to move away from notion that there are 'winners' and 'losers' that result from wellbeing policies; we need to be clear about we value as a society and what success looks like, to guide us in developing and implementing policies that will drive increases in wellbeing and equity within our country.

**Delegating power:** We need to be comfortable delegating power and sharing responsibility. We can provide guidance, tools and frameworks to support those in power to engage with diverse voices in a meaningful way. We need to earn trust from vulnerable / affected groups in policy development to drive quality engagement and effective solutions for problems.

**Calling out bias:** We need to place a greater emphasis on eliminating bias within our policy making, so that our investments in New Zealanders meet their needs equitably. We are all responsible for having bold conversations to reduce bias and address systemic racism within workplaces and in all facets of our lives.

**Improving data collection and interpretation:** We know equality is difficult to measure and statistics can be easily manipulated to support any narrative. Investing in collecting quality data is fundamental to developing evidence-based policy and minimising bias. Purposeful, inclusive and transparent engagement with representative stakeholders during policy development is key to reducing bias in the interpretation of data.

### Next steps

While this concludes our State of the State 2019 series in conjunction with our partners at Victoria University of Wellington, the actions to reduce inequities are only just starting.

We encourage each organisation to consider how they can apply these themes in their strategies, plans and actions, in order to improve the distribution of wellbeing.

And we thank our workshop participants for their time, energy and commitment to reduce inequities.

**"To improve wellbeing for all New Zealanders, we need to move away from notion that there are 'winners' and 'losers' that result from wellbeing policies."**

## Contacts

### David Lovatt

**Partner**

Tel: +64 (4) 470 3690

Email: [dlovatt@deloitte.co.nz](mailto:dlovatt@deloitte.co.nz)

### Adithi Pandit

**Partner**

Tel: +64 (4) 470 3871

Email: [apandit@deloitte.co.nz](mailto:apandit@deloitte.co.nz)

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities. DTTL (also referred to as "Deloitte Global") and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Shanghai, Singapore, Sydney, Taipei and Tokyo.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. Our network of member firms in more than 150 countries and territories serves four out of five Fortune Global 500® companies. Learn how Deloitte's approximately 286,000 people make an impact that matters at [www.deloitte.com](http://www.deloitte.com).

Deloitte New Zealand brings together more than 1400 specialist professionals providing audit, tax, technology and systems, strategy and performance improvement, risk management, corporate finance, business recovery, forensic and accounting services. Our people are based in Auckland, Hamilton, Rotorua, Wellington, Christchurch, Queenstown and Dunedin, serving clients that range from New Zealand's largest companies and public sector organisations to smaller businesses with ambition to grow. For more information about Deloitte in New Zealand, look to our website [www.deloitte.co.nz](http://www.deloitte.co.nz).

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte Network") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte Network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2020. For information, contact Deloitte Touche Tohmatsu Limited.