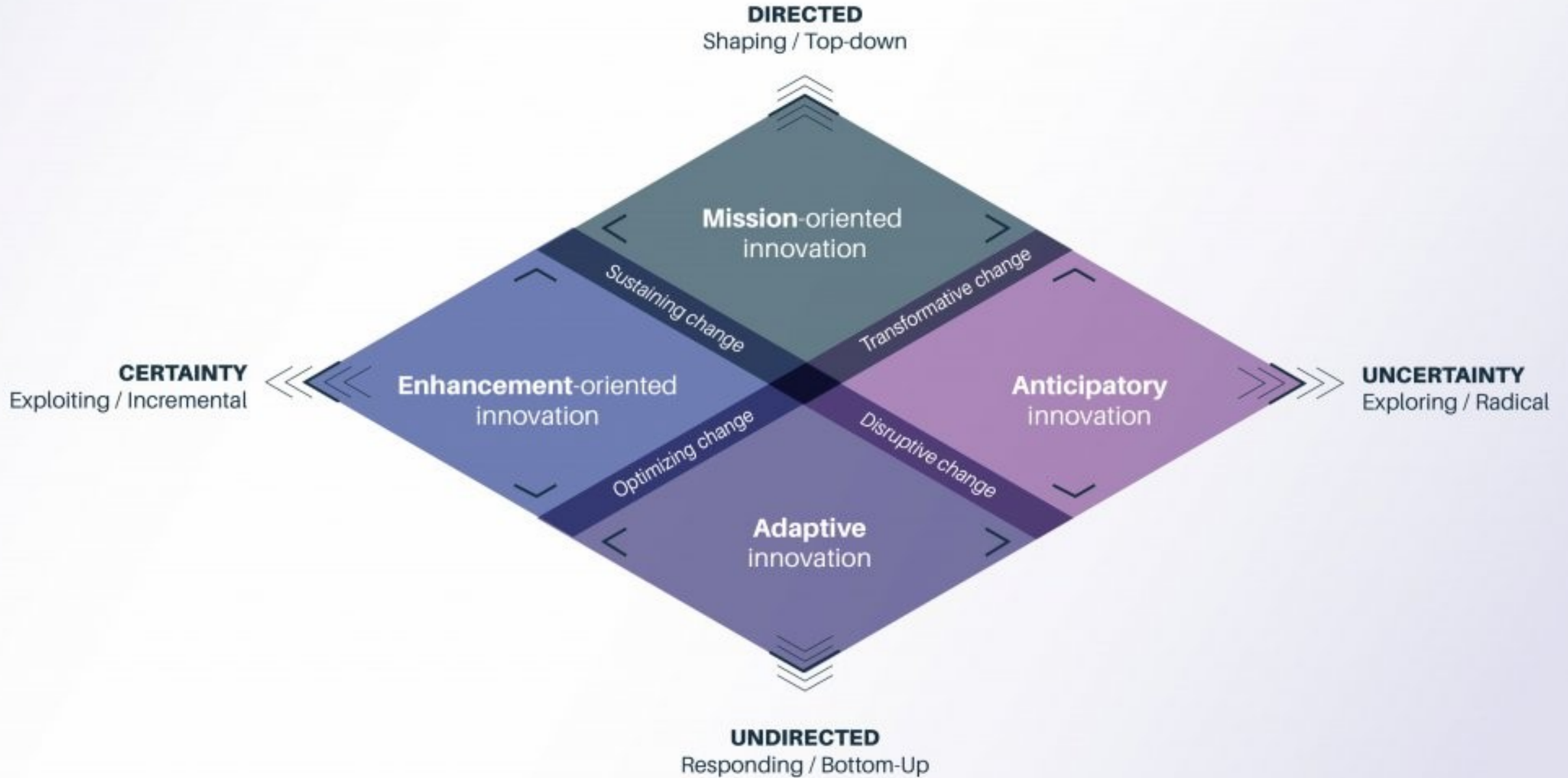


An aerial photograph of a city harbor, likely San Francisco, showing a large red and white ship docked at a pier. The city's dense urban landscape is visible in the background, with various buildings and streets. The image is overlaid with a dark blue gradient on the right side, where the title text is placed.

# Sustaining Innovation

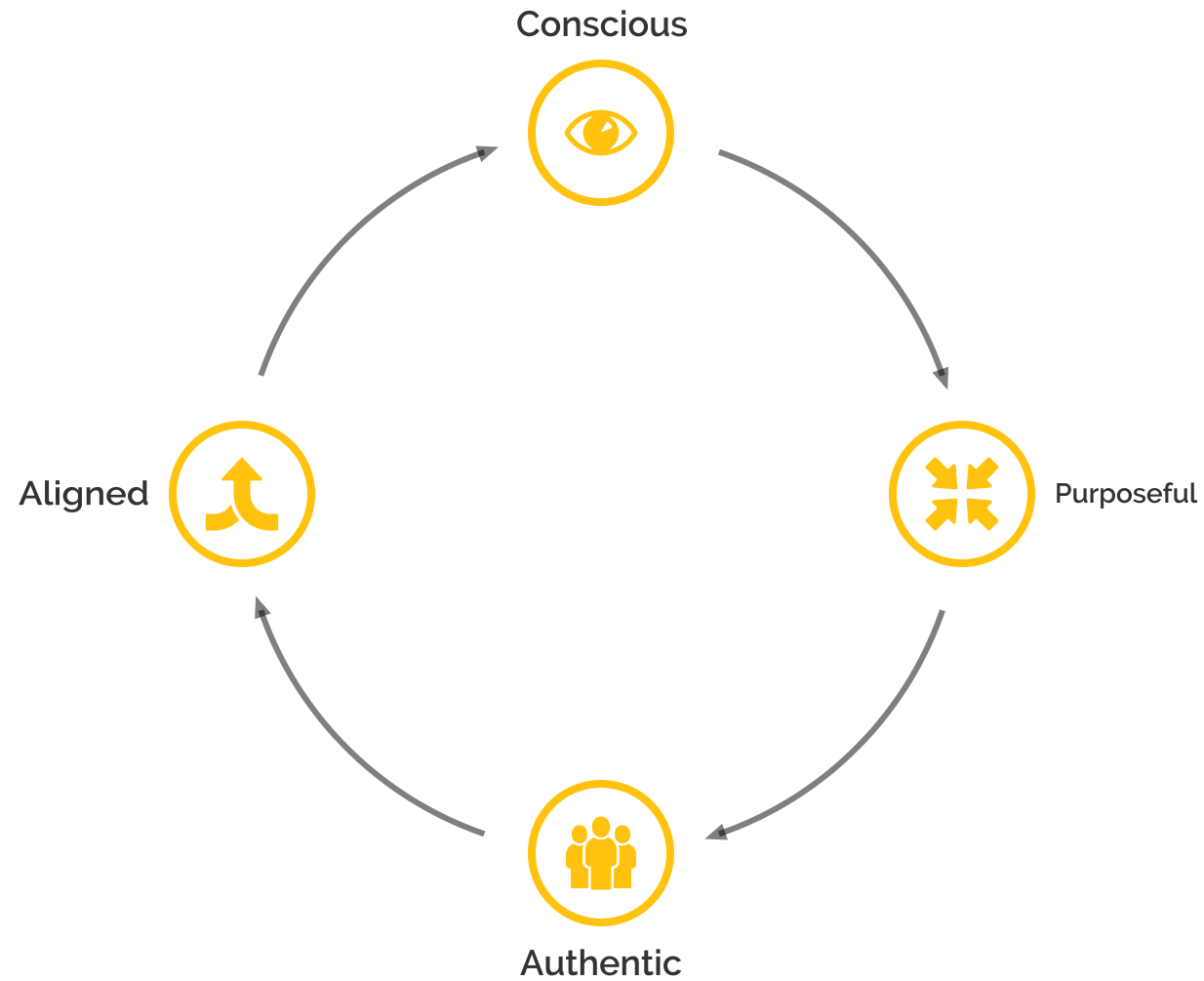
Public Service Innovation

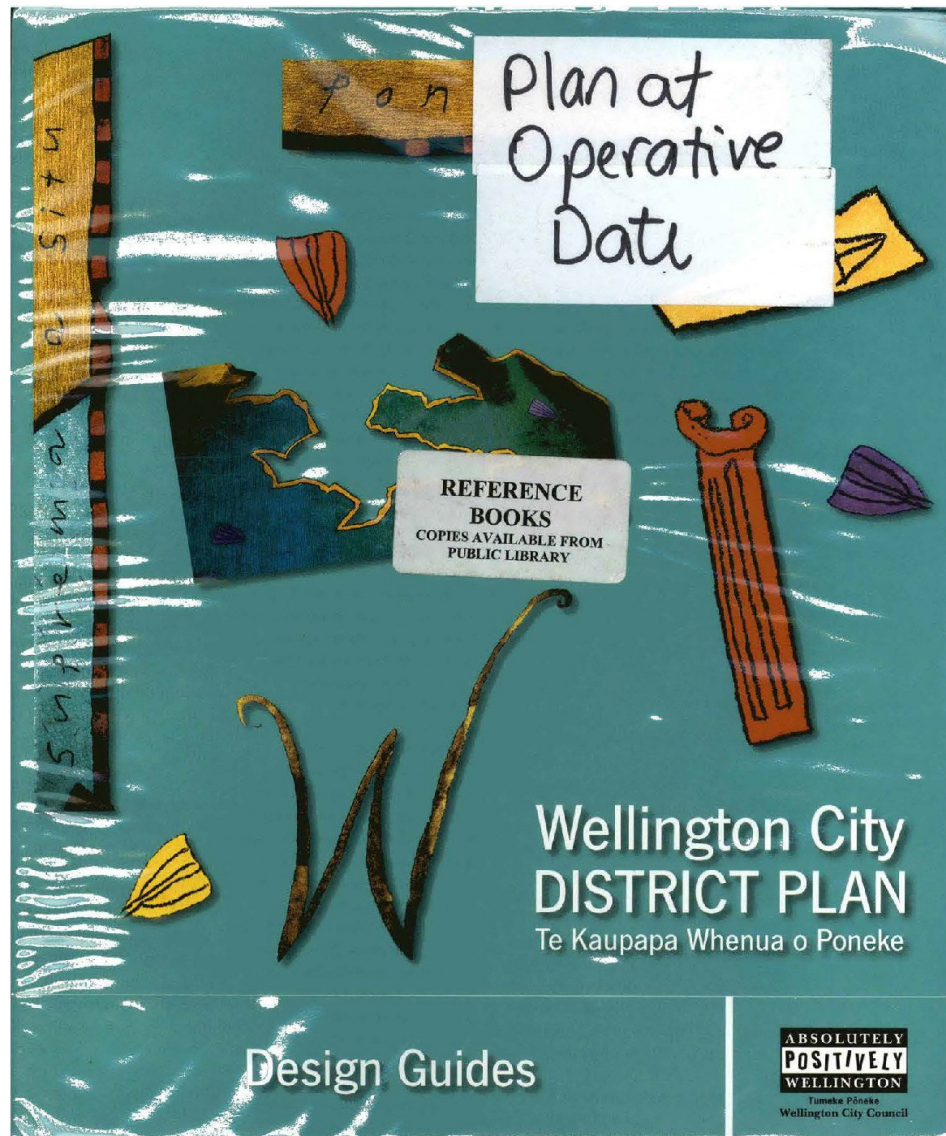
Pia Andrews & Sean Audain



# Innovative - Adaptive

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Design Guides

# Wellington City DISTRICT PLAN

Te Kaupapa Whenua o Poneke

ABSOLUTELY  
POSIT/VELY  
WELLINGTON  
Te Kaupapa Whenua o Poneke  
Wellington City Council



Search for an address...

**33 Thompson Street, Mt Cook**

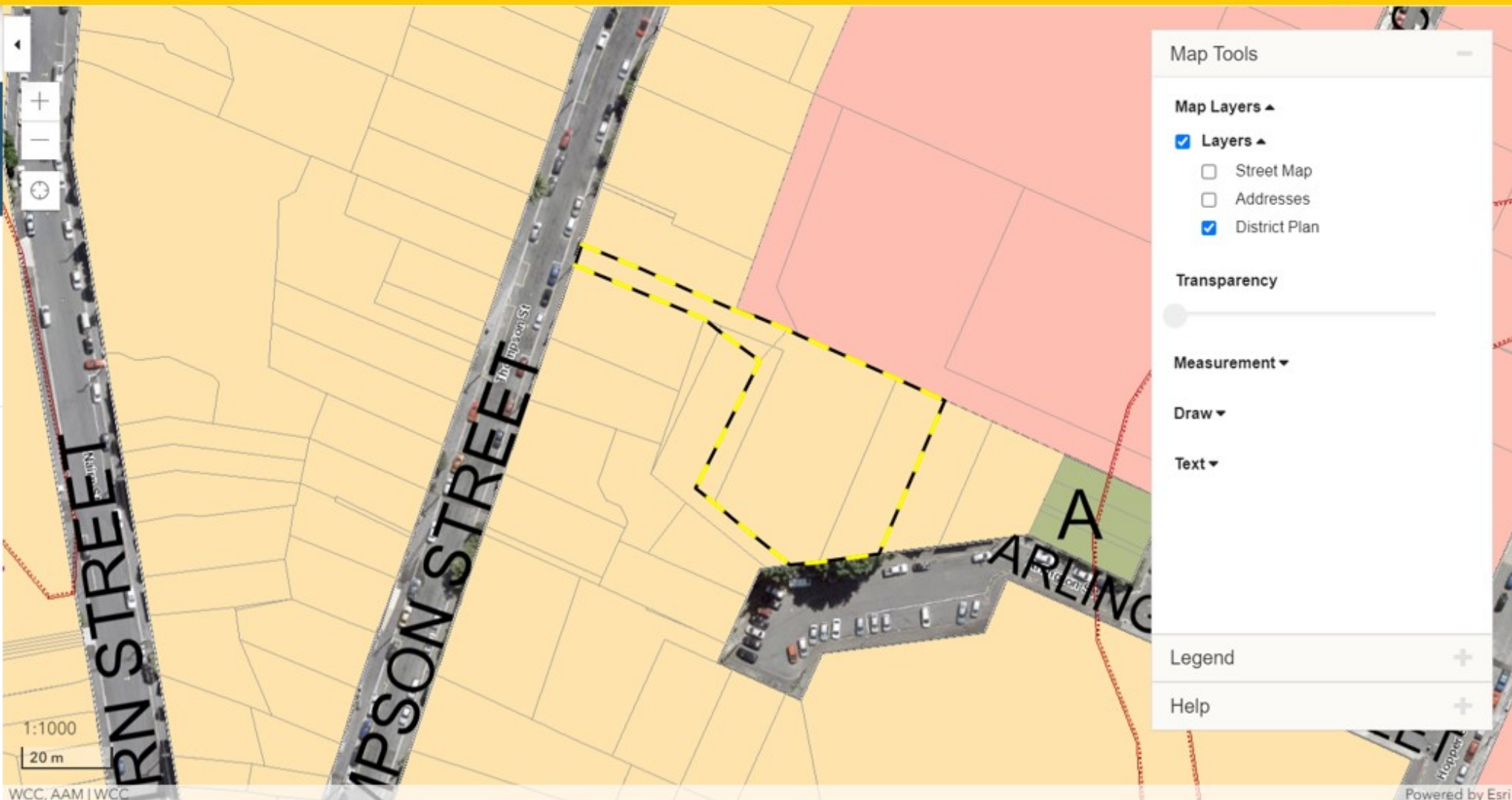


- Property Specific District Plan Chapters
- Read the full District Plan
- View Property Report (PDF)
- Zoom to selected property

The following information applies to this property

Zone

Inner Residential



## Map Tools

## Map Layers ▲

☒ Layers ▲

- ☐ Street Map  
☐ Addresses  
☒ District Plan

## Transparency

## Measurement ▼

## Draw ▼

## Text ▼

Legend

Help



**Video**

**Video**



1 **Property & planned work**

Property address

[Planned activities](#)

[Existing buildings](#)

[Changing size or shape of residential building](#)

[Site position](#)

[Household units](#)

2 **Proposal details**

3 **Compliance summary**

[Your summary](#)

4 **Next steps**

[Your next steps](#)

Property address

**What is the street address of the property?**

Select a location

105 Sunshine Avenue, Karori



Sourced from LINZ. CC BY 4.0

Powered by Esri

Suburb Karori

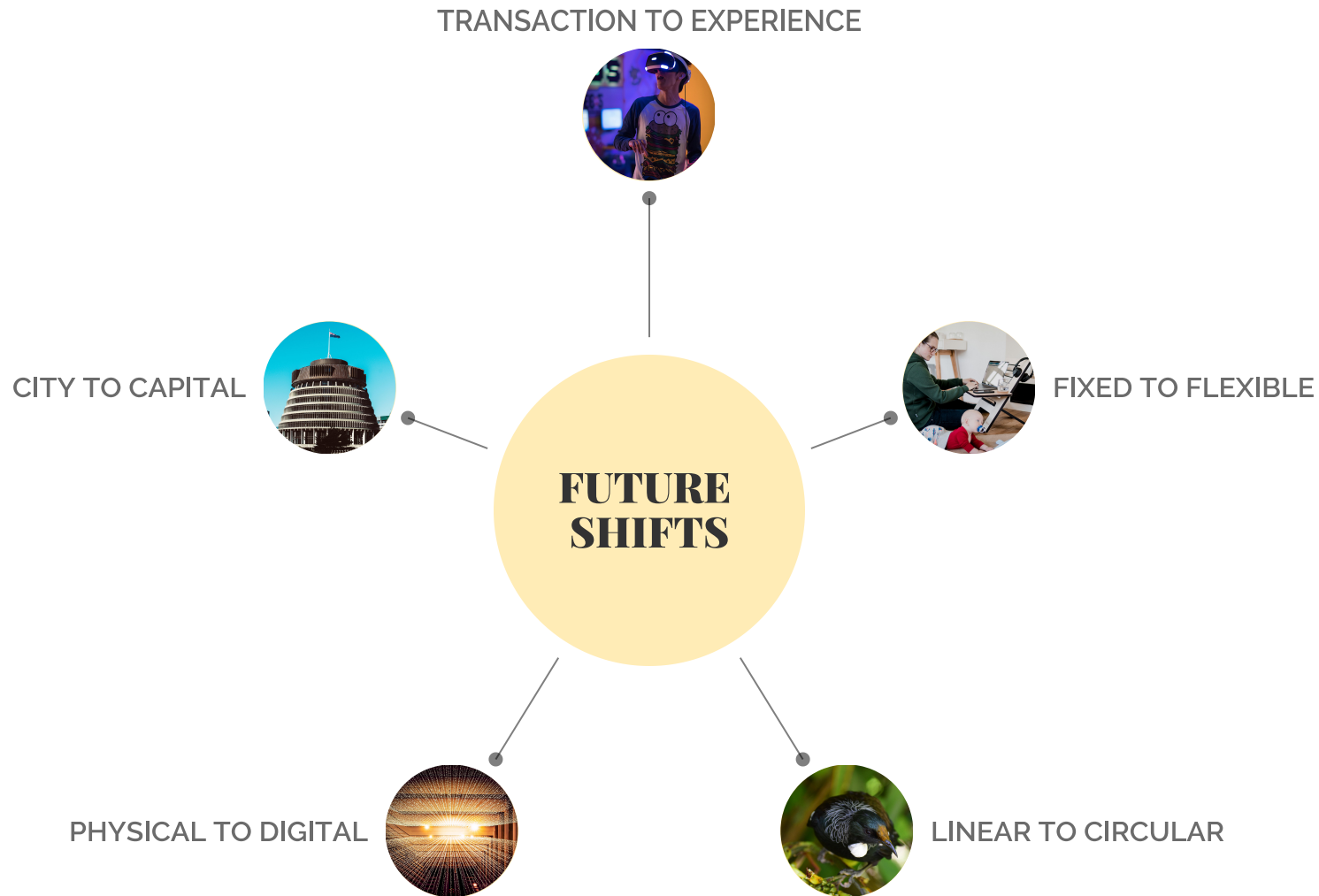
Land area 654 m<sup>2</sup>

Property zones Outer Residential

Continue

Start again

[↑ Back to top](#)



# Understanding our Future:

Strategy is the art of creating a new inevitable outcome.



# Transaction to Experience

---



## Dark Space

Cities are changing from places most people have to be - to places where people want to be.



## The Maker/Artisan Economy



## Purpose Based Working



# Linear to Circular

---



## "Story" Products

The ethics and impacts of businesses and governments are changing their relationships with people - making our economy more circular and less linear



## Enduring Ethical Relationships



## Biophillic/Bioenhancing Cities



# Fixed to Flexible

Wellington City Council Check if you need a resource consent

1 Property & planned work  
Property address  
Planned activities  
Existing buildings  
Changing size or shape of residential building  
Site position  
Household units


2 Proposal details

3 Compliance summary  
Your summary

4 Next steps  
Your next steps

Property address  
**What is the street address of the property?**

Select a location  
105 Sunshine Avenue, Karori



Suburb Karori  
Land area 654 m<sup>2</sup>  
Property zones Outer Residential

[Continue](#) [Start again](#)

[Back to top](#)

## Augmented Government

The Pandemic has made people stop and rethink their relationship with time, space and technology. This reassessment is changing previously entrenched patterns from commuting to criminal activity



## Dynamic Catchments



## Changing Time

# What's Next

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## Under Ground

How might we create a federated data market beneath our feet?



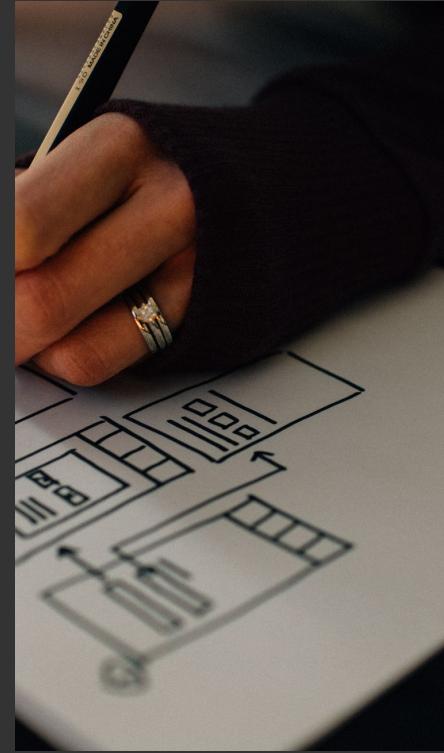
## Future Streets

How might we see the future together?



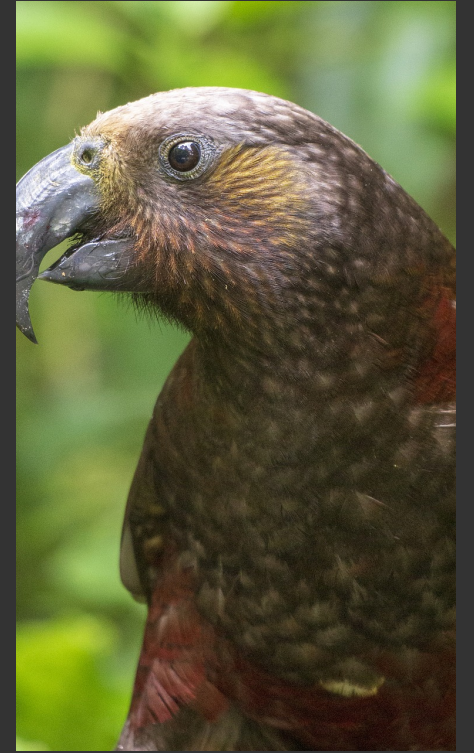
## Democracy

How might we be a digital democracy?



## Planning 2.0

How do we converge on a common future?



## Climate

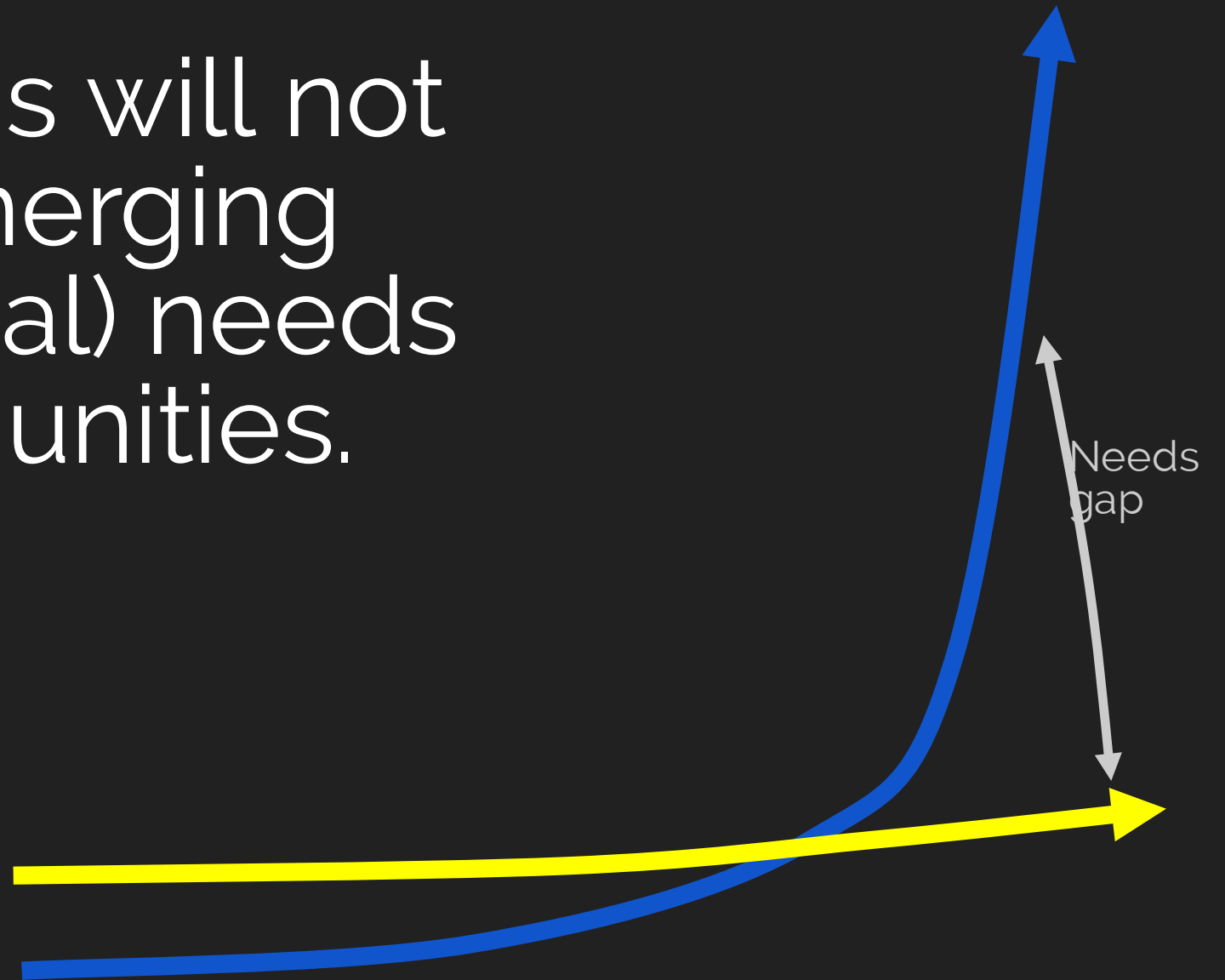
How might we drive vision zero?

# The change we need

From: reactive urgency  
(the deer in headlights)

To: responsive, scalable and proactive  
(the general)

Linear solutions will not  
meet the emerging  
(and exponential) needs  
of our communities.





# “Digital government” is evolving

## Early digital government

- reacting to change;
  - fringe digital teams;
  - digital service delivery channels;
  - process automation;
  - using tech on people;
  - Centralised & closed delivery;
  - measuring success financially;
  - some emerging technologies & trends, concerns about future;
- directed staff.

## Evolved digital government

- embracing social/tech changes;
  - distributed capability across sector;
  - Gov as a platform (APIs, etc);
  - design led services & system;
  - co-designing with communities;
  - Distributed & open delivery;
  - measuring outcomes holistically;
  - ambitious, optimistic, inclusive agenda to co-design better futures;
- empowered staff.

# Transformation in Government

Our work is to help public sectors transition to being **fit for purpose in the twenty-first century**: responsive, agile, proactive, values-led.

It is a **change journey** where we need to **reimagine, explore, map out, demonstrate, measure, guide and build the foundations** for change across all functions of government.

Iteration is an **“improvement”**.  
Transformation is **systemic & normalised**.  
Innovation is changing **how** you do things.  
Innovation is the **means to transforming**.

[Scaling innovation and transformation](#) article by Pia

A systemic [transformation methodology developed](#)

Iteration = faster, better, cheaper, more, less.

Unilateral value.

Change is measured in degrees.

Transformation = solved problem, systemic solution.

Multilateral value.

Change is measured in factors.



# Iterations

Faster horses

Faster cars

PDFs online

Sharing data

Better website/app

Better silos

Legislation as XML

New coffee blend

# Transformations

Cars

Portals

User centred application

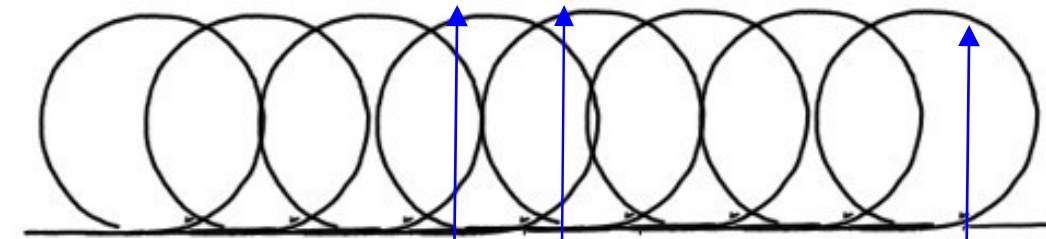
Verifiable claims

Personal AI driven services

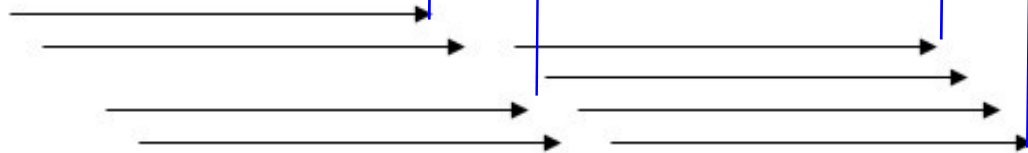
Gov as a platform

Legislation as code

Space food



Fast Value (helping people now)



Long Value (ensuring long term policy outcomes)

Pia's  
“eye of Sauron”  
for planning &  
expectations  
management  
FV gives authority,  
LV gives credibility



Do your teams and staff feel safe, supported, valued?

They need:

- Time / space
  - Permission to try
  - Strong culture
  - Encouragement
- Minimise "urgent"





# We all need sandpits to safely play

Attribution to Matthew Willis, 'construction pit', CC-BY-NC-ND at <https://flickr.com/photos/ukalpt/378747583/>



Servant Leadership  
is critical to  
empower and  
enable your staff.

The best way to scale your  
impact is to increase the  
impact of all your people.





# Openness enables transformation

Peer review & open development  
Building on the shoulders of giants  
Systemic nudging & collaboration  
Enables external channels  
(3rd parties, personal AIs)  
Algorithmic transparency  
Trust infrastructure  
Participatory governance?  
Tap external expertise/experience





Government as a  
platform/enabler.  
Public digital infrastructure  
built upon by natural  
motivation, a way to meet  
rising complexity.

