



Master Plan
Quality Care
and Lifestyle
for Older People

Project Lift will put older people at the centre of innovation

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Welcome

We are pleased to introduce Project Lift, an exciting new initiative to enhance the wellbeing of our older people and the rest of the community.

Our vision is for Horowhenua to become a hothouse for next-generation services, products and social practices that enhance the lifestyles and economic wellbeing of New Zealand's older population. Why? Because one in four of us living in the Horowhenua will be 65 or over by the middle of the century.



We want to act now so that the wealth of skills, experiences and knowledge of our older people continue to contribute to our community. And in turn, we want a community that supports our older people. Project Lift will put older people at the centre of innovation. We want products and services that really work for older people and for that we need older people to participate in the design process.

Project Lift is trialling a new way of developing products and services called a co-design lab. Co-design labs bring together people from different walks of life, and different sectors and specialities. Together, small, diverse teams, will learn about the challenges facing older people, come up with solutions that might help, and test those solutions to work out the best way forward. We anticipate sharing our solutions with the rest of the region and the world. As we innovate our way into the future, we anticipate the region will attract new skills, new employment opportunities and new investment.

We believe that genuinely meeting the needs of our older people by finding better ways of doing things will bring economic benefits to the rest of the community. We hope you are as inspired by the potential of Project Lift as we are.

Michael Feyen
Mayor
Horowhenua District

David Clapperton
Chief Executive
Horowhenua District Council



Horowhenua will become a hothouse for next-generation services, products and social practices that enhance the lifestyles and economic well-being of New Zealand's older population

Project Lift Vision

Executive Summary

This Master Plan outlines the opportunity and next steps toward creating a region that embraces its older people and creates economic benefits for everyone – **Project Lift**

We don't define older people by age, but by stage. We're focused on people who are transitioning out of full-time paid work and exploring new possibilities for themselves.

In the longer term, we see the Horowhenua region becoming a model for integrated personal, social and business growth with an ageing population. We will export initiatives that have been tried and tested in Horowhenua both locally and internationally. Through the development process we will improve the lives of older people and meet the demands of a significant and growing market worldwide. Specialising in solutions for older people, our economy will grow as we attract new investment, expertise, and business opportunities. Project Lift will deliver benefits for everyone.

Horowhenua – Future Scape

The face of our community is changing. We're becoming older and more diverse. In less than ten years, almost one in five people in the Horowhenua district will be aged 65 or older. Mid-century, this proportion will have grown to a quarter of the population. Our older generations will reflect the growth in the diversity we're seeing today.

And we say, what a great opportunity! We don't want a quarter of our population languishing because of poorly devised, scatter-gun solutions to challenges that are staring us in the face. We want to find ways of making the Horowhenua District the best place to live for all people post-paid employment. We want to harness those skills and talents collected over the years and make it easy for everyone to participate in whatever way they feel comfortable. We know that older people can actively contribute to their own solutions. And as consumers, they can drive innovation in products, services and social practices that suit them. The public and private sector need data, proof of concept and consumer testing to have the confidence to invest at scale. We see an opportunity to bring older people, the private sector, and the public sector together to work collaboratively toward workable solutions for older people in our community.

We expect the process of developing these solutions will generate new opportunities for employment, skill development and investment in our district. Downstream, we will share our solutions with the rest of the region and the world.

We'll be meeting the needs of older people and growing prosperity in Horowhenua in a virtuous loop.



Project Lift – Grasping the Opportunity

Project Lift is the product of years of collective effort in the Horowhenua district stimulated by the Ministry of Business, Innovation and Employment's (MBIE) regional growth agenda which began in 2014. In 2015, Accelerate>25 added a road map for eight 'opportunities' to grow the Manawatū-Whanganui Region. Project Lift is the prototype vehicle for realising the Quality Care and Lifestyle Opportunity. Here's how we see Project Lift supporting the wellbeing of older people.

Each of the boxes (bottom left) contain a project area that supports the wellbeing of older people. We need to get these project areas right for older people to feel safe, well and included. The pictures surrounding the boxes show how everyone - government, business, service providers, and the community - has a part to play in creating an inclusive lifestyle for older people.

Project Lift shares some of the development priorities and ways of working with Te Pae Tawhiti – the economic development strategy for Māori in the Manawatū-Whanganui Region. We anticipate opportunities to work together on Oranga Kaumātua (Vitality for Older Māori) and Hanga Whare (Housing) as our strategies progress. We share a desire to work collaboratively with multiple partners to improve the wellbeing of all our older people.

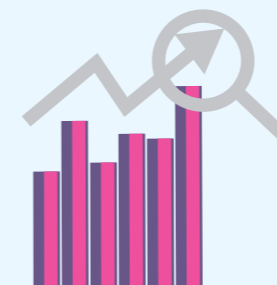


Source: Steering Group - Quality Care and Lifestyle for Older People

Why Horowhenua is a Great Place to Innovate for Older People

The Horowhenua region and the township of Levin/Taitoko offer fertile soil for innovation to support older people and regional growth.

- Commitment**
 The Horowhenua District Council (HDC) is leading the charge toward an inclusive lifestyle community using a process that engages and honours the people of the community. They are the local champions for solutions that draw on business, local government, central government and the not-for-profit sectors. Existing HDC strategies and plans recognise the value of older people and provide a good base for implementing innovative projects to promote wellbeing.



- A Magnet Town for Retirees**
 Horowhenua is already a magnet for retirees. Our need to get things right for older people and the community is current and likely to grow in the next decade and beyond. A growing older population means a growing marketplace for ideas, products and ways of doing things that serve our population.



- Size and Scale**
 Levin/Taitoko is small enough to trial collaborative, cross-disciplinary design processes, and large enough to see if proposed solutions work.

- Readiness to Innovate**
 People in Horowhenua are ready to work in new ways to achieve the community they want to have in the future. Our conversations with people and groups in the community demonstrate a willingness to change. We have a track record of making new initiatives work like the Social Sector Trial and the Children's Team. We can build on this knowledge and experience.



- Accessibility to Expertise and Markets**
 Levin/Taitoko is on the doorstep of Wellington and Palmerston North, both centres of concentrated expertise in governance, business development and specialist subject matter. Levin/Taitoko is also close enough to support commuters in larger centres.



- Existing Investment**
 Agencies like the Mid Central District Health Board are already investing in increased primary and secondary healthcare solutions in Levin/Taitoko and are open to alternative ways of delivering services.



- Open Doors**
 Right now, creative thinking for older people can feed into other planning opportunities like Levin/Taitoko's spatial plan and housing redevelopment. That means solutions for the built environment can contribute toward our goal of an inclusive lifestyle centre.

Re-Imagining Horowhenua with Co-Design Labs

Creating inspirational communities requires nothing short of inspired ways for reimagining our social, cultural and economic spaces. That's why we want to trial something new: a co-design lab.

Co-design is a process that puts people at the centre of collaborative design. Why? Because solutions have to work for the people they're intended to serve. For Project Lift, that's older people and our wider community.

Nobody exists in a social vacuum. New ways of thinking and new ways of doing things emerge when we listen to others. Co-design draws on the talents, skills and perspectives of people

in our community and across sectors in a structured process of experimentation that is geared toward finding solutions that work. We provide an outline of the co-design process below.

The Next Steps

The immediate next step is for the Ministry of Business, Innovation and Employment (MBIE) to agree to the proposal contained in this Master Plan. With MBIE's agreement, Horowhenua District Council will go to the market to find the right people to run the co-design process. We aim to have a provider in place by the end of November 2017.

With our co-design facilitators on board, we will call for teams to take up the challenge of designing services, products or social practices for our seven project

areas. At the end of the co-design lab in May 2018, we will choose solutions that best move us toward our goals.

We will also evaluate how well the co-design process worked and the value the process generated.

From mid 2018, we will start implementing solutions. Low cost innovative solutions will be brought to scale and evaluated. Where they work, we will be looking to share and market those solutions.

For solutions requiring significant public and private investment, we will develop business cases to attract funding and investment.

Beyond 2020, we will capitalise on our growing reputation as a hothouse for developing solutions for older people that also deliver benefits for the wider economy. We anticipate the balance of public to

private investment in the process will even out.

The Budget

This Master Plan includes the costs of project set up, running a Request for Proposals (RFP) process to contract co-design facilitators, as well as the costs of trialling the co-design lab process itself.

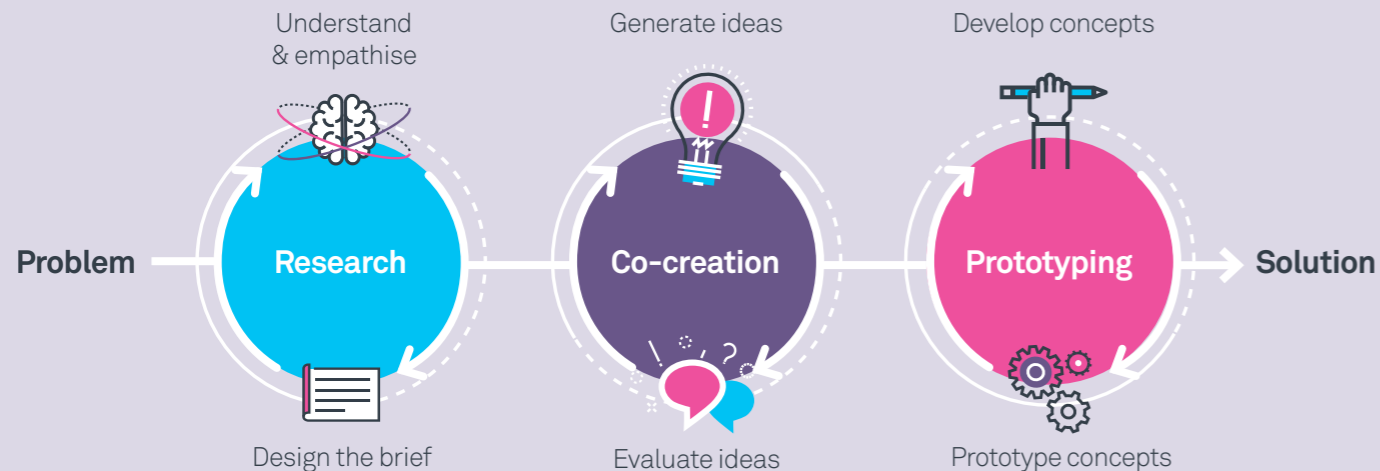
Beyond the scope of this Master Plan, we see the balance of costs of co-design moving from Central and Local Government to other investors.

We estimate the total cost of Project Lift at \$749,900.

This includes the direct costs of piloting a co-design lab \$491,000. Based on experiences of co-design elsewhere this is the indicative budget we need to be successful.

In-kind funding and direct investment from HDC will be required to make the pilot a success. In-kind support includes lending venues for labs and gifting people's time and expertise. We estimate the total investment contribution from HDC at \$259,400

We are asking central government to contribute \$491,000 direct investment to Project Lift (Indicative subject to RFP process).



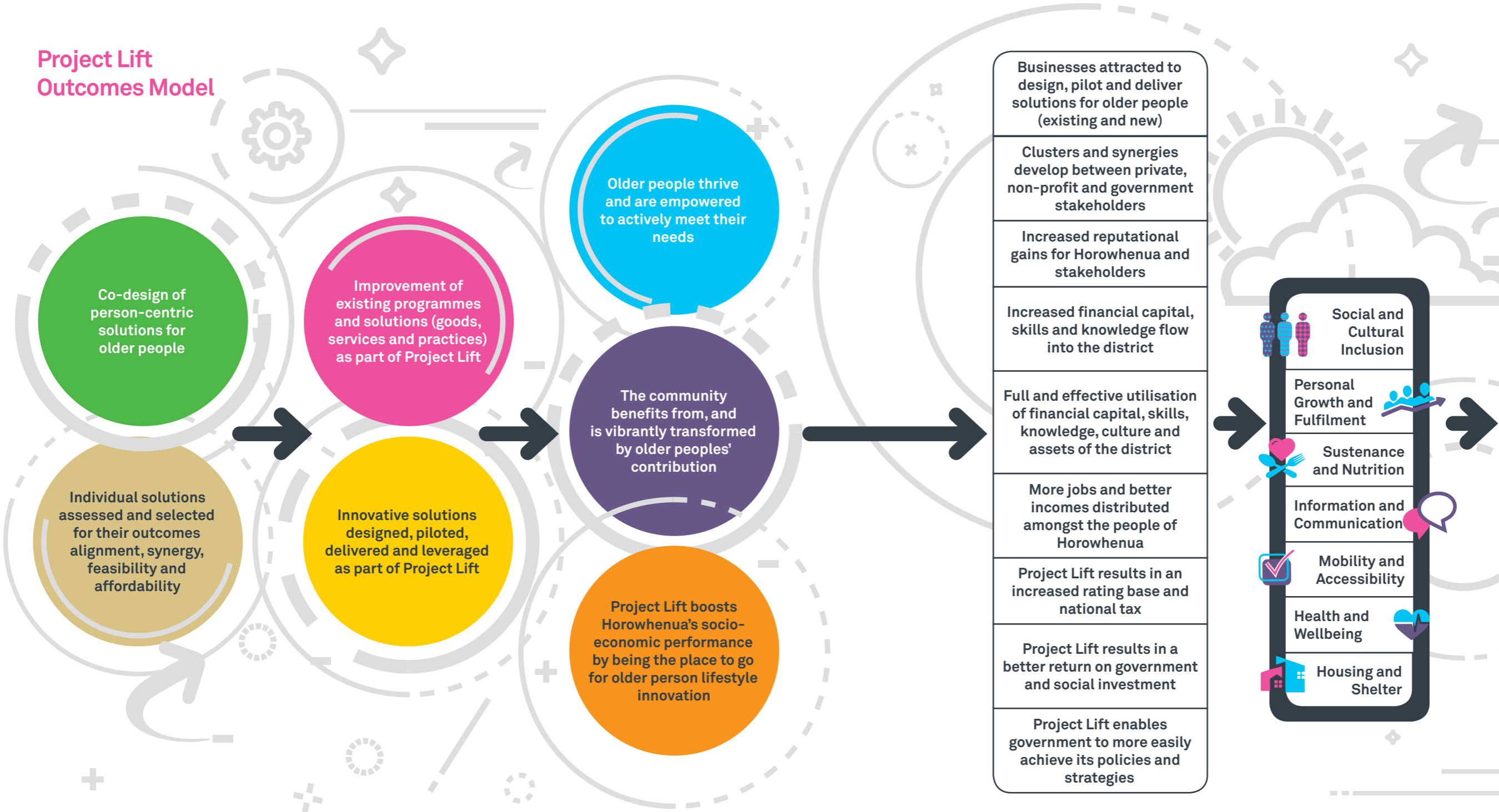
The Benefits

Benefits of Project Lift stem both from the innovative design process as well as the solutions generated and implemented in the district. An outcomes map on page 14 demonstrates how benefits flow from our co-design process.

For Older People	Active participation in shaping products, services and social practices that enable connection with their communities	A lifestyle community designed with older people in mind; accessible, affordable, inclusive and vibrant with the support they need when they need it	Enhanced quality of life
For the Community	Active participation in the process of shaping the environments, services and opportunities so everyone benefits	New ways of enabling older people to contribute their skills, talents and experiences – fresh sources of support and vibrancy	
For the Economy	A neutral hot-house process for businesses to test ideas and bring them to market	New skill sets developed through participation in the design process or becoming involved in taking solutions to market	Increased prosperity through business development opportunities realised in Horowhenua through Project Lift
For service Providers	Services that are effective and also efficient because they're well designed and meet the needs of consumers		
For the Region and NZ	A working model and suite of products, services and social practices that encourage inclusive lifestyle communities in their regions	A stronger evidence base for making social investment decisions	Avoided costs in healthcare and other social spending because older people are fully included in the community and have a better quality of life

Nobody exists in a social vacuum. New ways of thinking and new ways of doing things emerge when we listen to others

Project Lift Outcomes Model



Transform the lives and living standards of older people in Horowhenua through Project Lift

Grow the district's economic base and wider contribution through opportunities provided by Project Lift

Apply the successes of Project lift throughout NZ and the world (as applicable)



Background

In this section, we present a brief history of Project Lift and outline its vision and mission

The Genesis – The Manawatū-Whanganui Regional Growth Study Opportunities Report

In October 2014, MBIE and the Ministry for Primary Industries (MPI), working with the Manawatū-Whanganui region commissioned an Economic Growth Study for the region. The New Zealand Institute of Economic Research (NZIER) and Henley Hutchings completed the study.

The study identified significant opportunities to grow and diversify the regional economy and expand investment, employment and incomes in the region.¹ Starting in October 2014, the consultants investigated the region as a whole, and each of the sub-regions and a wide range of sectors, industries and enterprises including iwi/Māori and local government.

In July 2015, the Manawatū-Whanganui Regional Growth Study Opportunities Report was released. From a long list of over 80 opportunities, eight were identified as priorities for the region and government to advance. These included:

- Tourism and Visitor Services
- Sheep and Beef Farming and Processing
- Land Use Intensification
- Mānuka Honey
- Fresh Vegetables
- Poultry and Grain Processing
- Affordable Care and Lifestyle for Older People
- Business Process Outsourcing and Food Innovation Outsourcing

Three enablers were also identified including:

- Transport and Distribution
- Productivity of Māori Land
- Growing Businesses

Opportunities were cross-regional, however some were more suited to particular parts of the regions than others.

¹ Manawatū-Whanganui Regional Growth Study Opportunities Report, Ministry of Business, Innovation and Employment & Ministry for Primary Industries, July 2015. www.mbie.govt.nz/info-services/sectors-industries/regions-cities/regional-growth-programme/pdf-image-library/manawatu-growth-study-combined.pdf



Further Development - Developing the Quality Care and Lifestyle for Older People Opportunity

Following the release of the Regional Growth Study, Horowhenua District Council (HDC) was invited to lead the more detailed investigation and further development of the Quality Care and Lifestyle for Older People opportunity, with a view to providing actions to implement the opportunity.

To assist with this opportunity, a team of local, regional, national and international interest experts were convened from across the public-private spectrum to form a Steering Group. The Steering Group included members from HDC, Massey University, Mid-Central DHB, DNA, Ministry of Social Development (MSD), Electra Limited, and through the support of MBIE a subject expert from the Netherlands.

Over the eight months that followed, the Steering Group engaged with a wide range of stakeholders (domestic and international) to test thinking and to inform the proposed approach. Significant depth and detail were added to the opportunity. This approach was then included in the Accelerate>25 Economic Action Plan.

Confirming the Way Forward - Accelerate>25: Manawatū- Whanganui Region Economic Action Plan

In August 2016, the Accelerate>25: Manawatū-Whanganui Region Economic Action Plan was released with the purpose of providing a practical 'road map' to accelerate social and economic growth in the region through to 2025 by advancing the eight identified opportunities and related enablers².

Included alongside the release of the Action Plan was a pledge from government to make available initial financial support of \$250,000 for the Quality Care and Lifestyle for Older People project. This support was tagged to the project priorities as detailed in the Action Plan. These priorities are constructed on the basis of providing a stepped implementation approach over time. The framework for priorities was as follows:

- A Immediate Priorities:** Create a Master Plan.
- B Medium-Term Priorities:** Create a co-design lab to start the process of designing and testing solutions in the market.

Te Pae Tawhiti

Following the release of the Action Plan and drawing on the potential for improving economic outcomes for Māori, a further strategy was developed: Te Pae Tawhiti. Te Pae Tawhiti provides a long-range economic development strategy for Māori and is guided by Māori aspirations and preferences.

Project Lift shares some of the development priorities and ways of working set out in Te Pae Tawhiti. We anticipate opportunities to work together on Oranga Kaumātua (Vitality for Older Māori) and Hanga Whare (Housing) as our strategies progress. We share a desire to work collaboratively with multiple partners to improve the wellbeing of all our older people.



² Accelerate>25 Manawatū-Whanganui Region Economic Action Plan, August 2016. www.horizons.govt.nz/HRC/media/Media/Accelerate%2025/Manawat_Whanganui-Economic-Action-Plan-August-2016-WEB.PDF

Project Vision

Our vision is for Horowhenua to become a hothouse for next-generation services, products and social practices that will enhance the lifestyle and economic wellbeing of New Zealand's growing older population

We want to help showcase and test innovation. Our proposal is to create a platform that will attract investment and support for enterprises that bring aged care and lifestyle solutions to market. We want a catalyst economy that will improve quality of life for older people, especially in regional towns.

The Quality Care and Lifestyle for Older People Opportunity - Project Lift

The Quality Care and Lifestyle for Older People project has continued to advance since the release of the Accelerate>25 Action Plan. To reflect the action orientation of the project and our desired outcomes we have a new name, Project Lift.

Project Mission

Our mission is to help contribute to a better New Zealand and bring economic and reputation advantages to Horowhenua and our region

Project Overview

A shift in demographics is creating change for our society. Over the next 30 years, people in the developed world will live longer. The proportion of the population over 50 will grow.

If we tackle this shift as an opportunity, we can harness technology, medical advancements and the contribution of our older citizens to create an inclusive and prosperous society. Acting now to meet this opportunity will help us avoid potential costs. Costs like rocketing healthcare, reduced wellbeing as we age and the loss of human capital.

We are not alone in seeing an opportunity in this shift. Around the world people are innovating to address the challenges that arise with ageing. Technology is bringing people and information closer together. Mobility is becoming safer and more accessible for young and old. Governments are trialling new ways to support and deliver people's health needs. And investment managers are offering more savvy investment options for creating retirement income and supporting better money management. These are just a few of many examples.

The market for innovation is already large and growing.

At present, people providing services to older people generally work in silos. Accountability and performance requirements within organisations and agencies hinder cross-disciplinary and cross-sectoral working. Sectors tend to deal with the issues they're accountable for rather than approaching older people holistically.

The resulting lack of alignment across products and services for older people has not delivered a customer-centric model focused on the total needs of older people. Project Lift aims to bring all parties together. We believe the potential for maximum innovation and lowest cost-creation is in an integrated co-design approach with ageing people at the centre of the process.

The co-design process is borrowed from science and technology where multi-disciplinary collaborations successfully problem solve and bring new solutions to market. We propose trialling an innovation co-design lab. Our lab will bring all interested parties together to explore the needs of our ageing citizens, design potential solutions, and rapidly test their viability without the high costs of large scale failure. We see Levin/Taitoko as a typical rural community with a disproportionate ageing population which can provide the perfect environment

for a co-design lab to work. Strong backing from Horowhenua District Council with an existing network of community and private providers will support this initiative to thrive and prototype a wide range of ideas. Levin/Taitoko's proximity, its close relationships with its neighbours, and its willingness to back this opportunity will ensure commitment long past a political cycle.

The opportunity is to:

- **enhance** the quality of life of older people by ensuring they participate in relevant communities.
- **transform** Levin/Taitoko and the Horowhenua district into an inclusive lifestyle centre specialising in innovation for living while embracing older people.
- **increase** incomes by attracting new investment, skills and job opportunities to the area.
- **create** a pilot prototype for living that embraces older people and roll it out across other parts of the region (and the world).

To realise this opportunity, we need a framework and method for Project Lift. We present our framework on page 27. Our method, a co-design lab, is detailed in section 6 of this Master Plan.

Our Framework -

Learning From Local and International Strategies for Ageing

Drawing on local and international strategies and the literature on ageing, our team have adopted a human-centric model for Project Lift. We want to create a community which gives older people the best chances of meeting their individual needs: physiological, psychological, sociological and cultural. This requires having the best products, services and social practices in seven areas. We have adopted these as our project areas. The project areas support older people to reach their potential and in turn actively contribute to communities. Together the project areas form a mutually reinforcing structure for older people. For example, good nutrition is associated with social inclusion and housing arrangements. People who share meals are more likely to eat well.

Figure 1 illustrates our framework. For Project Lift, the project areas are a framework for organising activities promoting wellbeing for older people. We will use these project areas to guide the process of researching, testing and evaluating solutions for older people. We expect solutions will enhance the lives of older people across many of these areas.

Success in these seven areas will mean we are supporting the wellbeing of older people through the development of fit-for-purpose products, services and environments. Many of these changes will benefit other parts of the community – for example, shopping

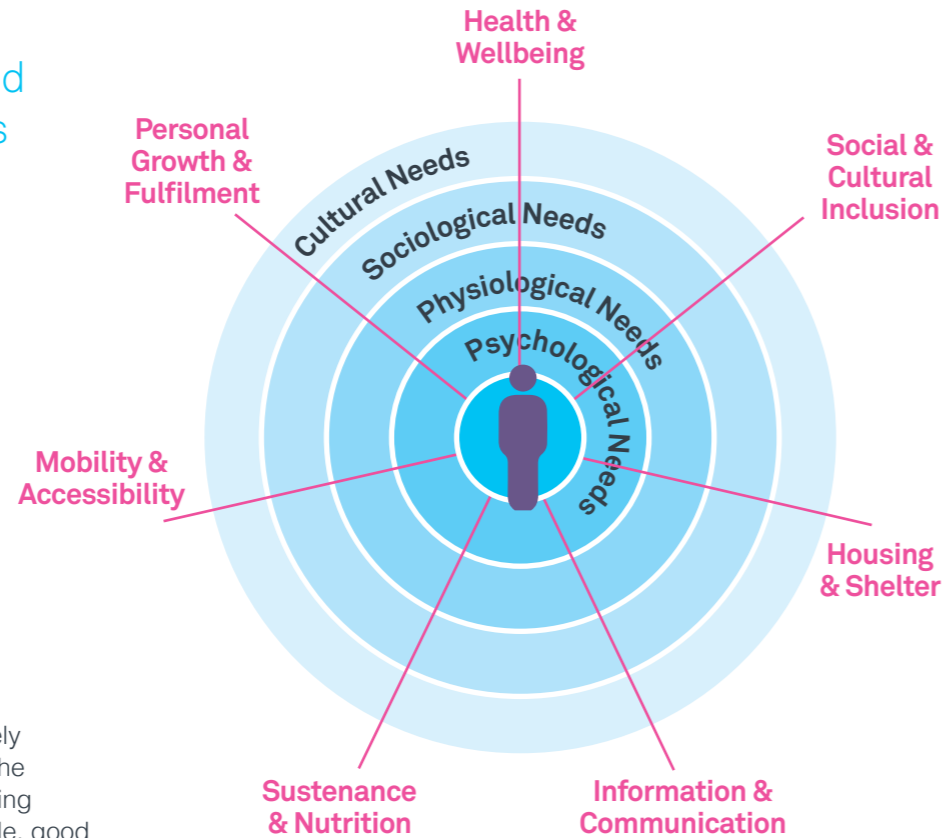


Figure 1: Human centric model of needs and pleasures applied over the seven selected pillars for inclusive lifestyle

precincts that are easy to get around. And in meeting the needs of older people, we will be generating opportunities for business growth and diversification for the region.

Project Lift offers a unique opportunity to produce wins both for the wellbeing of older people and for economic growth for Levin/Taitoko and the Horowhenua district. We outline the potential benefits of Project Lift next.

We want to create a community that gives older people the best chances of meeting their needs

Success and Benefits – Outcomes Model

Our outcomes model below gives a high-level overview of the expected benefits derived from our proposed co-design process (Figure 2). The coloured boxes represent the activities and outcomes of Project Lift.

The monochrome boxes show the flow on effects of Project Lift for local businesses and the economy. These then flow into outcomes for older people and ultimately the high-level outcomes on the far right.

While this is a linear representation, we imagine Project Lift will create positive feedback loops between activities and outcomes – older people’s wellbeing, impacting the community, and the wider economy.

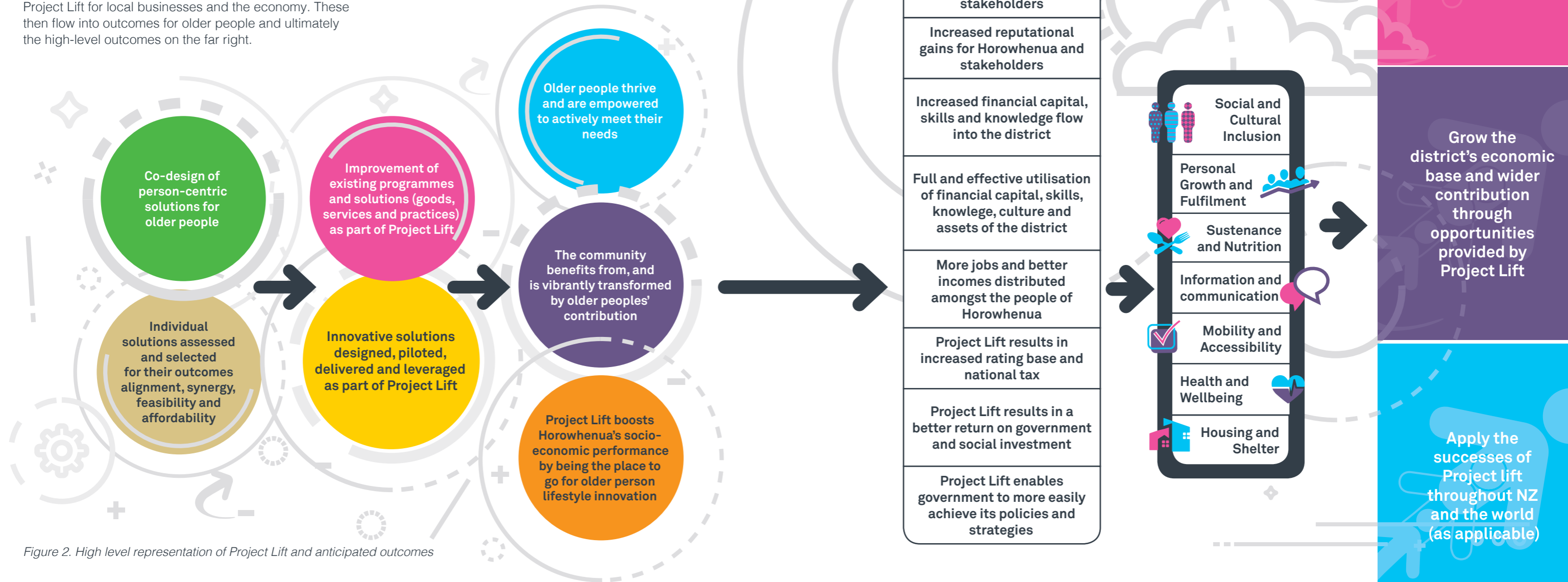


Figure 2. High level representation of Project Lift and anticipated outcomes

Early Returns

The Horowhenua community has already derived benefits in the process of developing Project Lift to this stage. These benefits are:

- a raised awareness in the district of our ageing population and the chance to reframe this challenge as an opportunity
- a raised awareness among Council and other people associated with Project Lift of the potential of co-design as a way of generating, testing and implementing people centred solutions
- strengthened networks among older people, service providers, councillors, academics and businesses who are part of the ecosystem that will participate and benefit from the project
- a shared understanding of Project Lift's vision, mission and how we will get there

These early benefits have in turn resulted in:

- increased readiness of the ecosystem around older people to innovate toward our project vision

Medium to Longer-Term Benefits

We expect Project Lift to deliver benefits to older people, the community and the local economy. If our solutions work well, benefits could extend nationally and globally.

Figures 3-5 outline the immediate and long-term benefits we expect to see in three outcome areas: wellbeing for old people, enhanced community wellbeing and economic growth and prosperity for Levin/Taitoko. Our outcomes maps model the process of intervention from needs development through to long-term identifiable differences in people's lives. These models mirror the stages within a co-design process and beyond to benefits realisation in the real world.

Benefits for Older People

Project Lift will develop community-based models (prototypes) of care or product innovation to introduce into the day-to-day lives of older people. The products, services and social practices developed through Project Lift will help integrate older people into communities so they can continue to contribute in whatever forms they choose, well beyond retirement age. The ability of older people to contribute could be achieved through the use of design and technology to adapt their living environment – the house, shopping areas, and social spaces – to changes in their capacity as they age.

If successful, solutions could later be extended into the mainstream community throughout the region, and beyond.

Community Benefits

Being active participants in solution development as well as taking up new opportunities offered through Project Lift innovation, older people will be better able to contribute to their communities. Finding ways to include and value older people means they can maintain a sense of place and meaning in their lives as well as a positive outlook. These are important aspects of wellbeing.

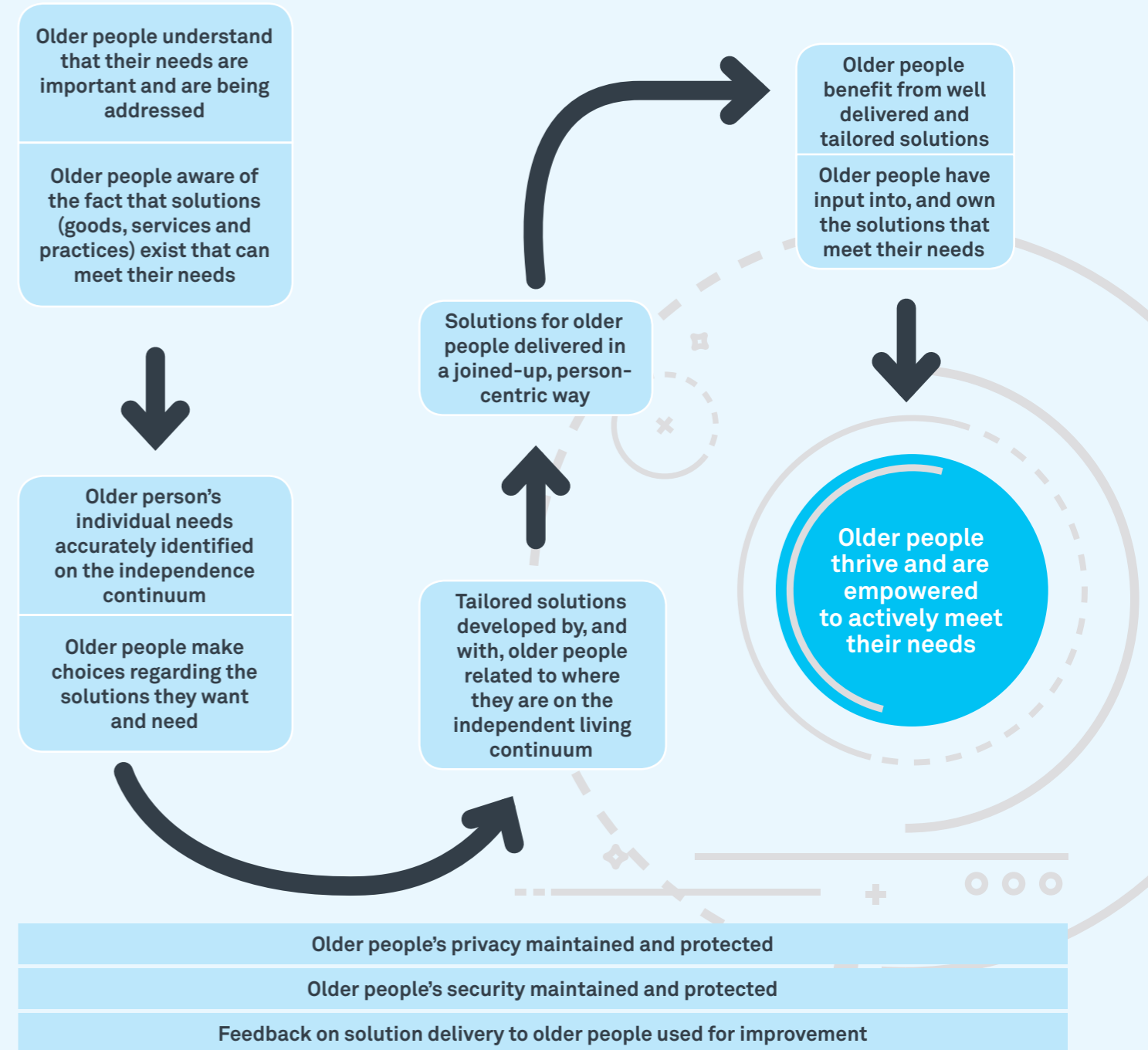
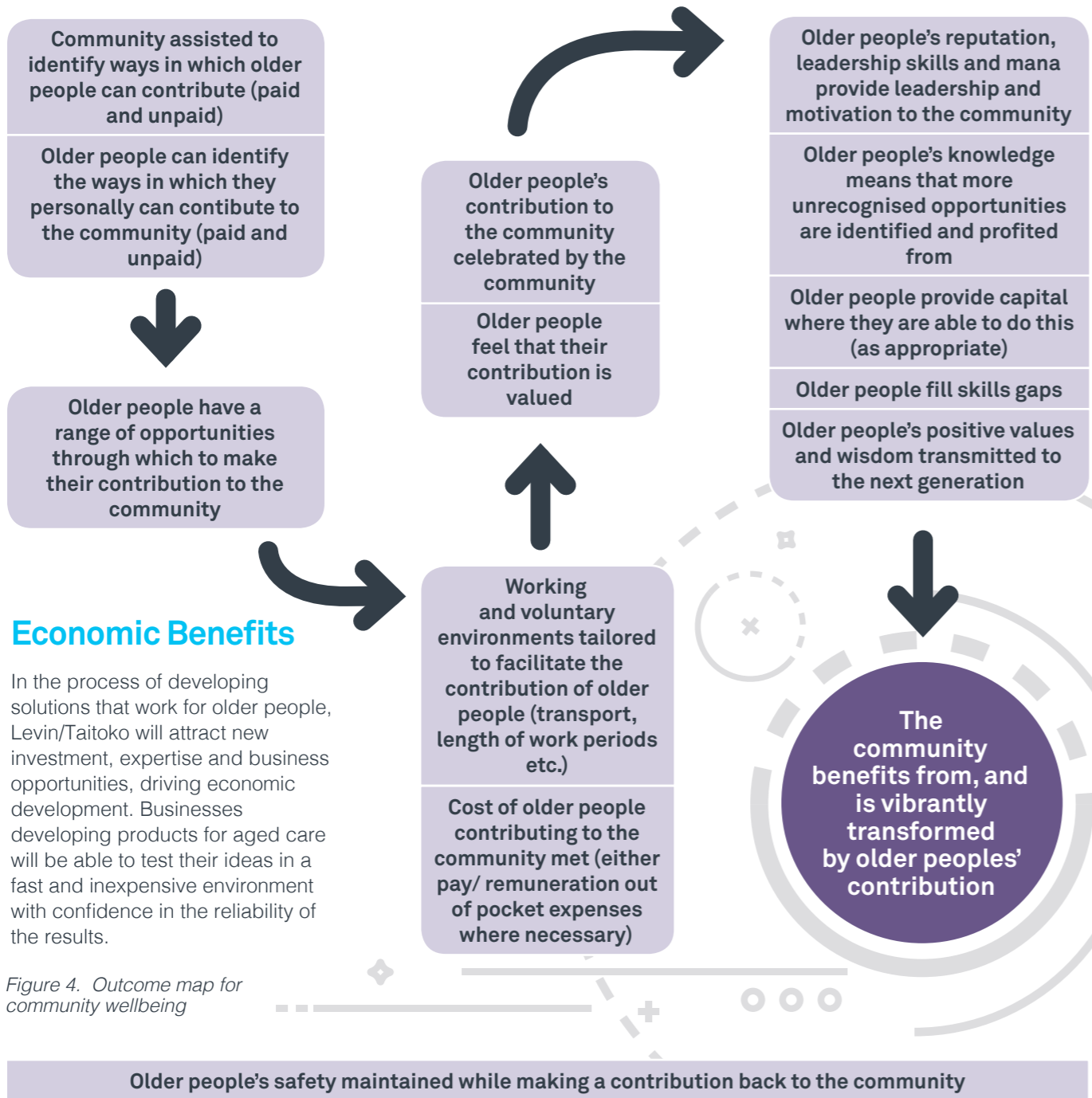


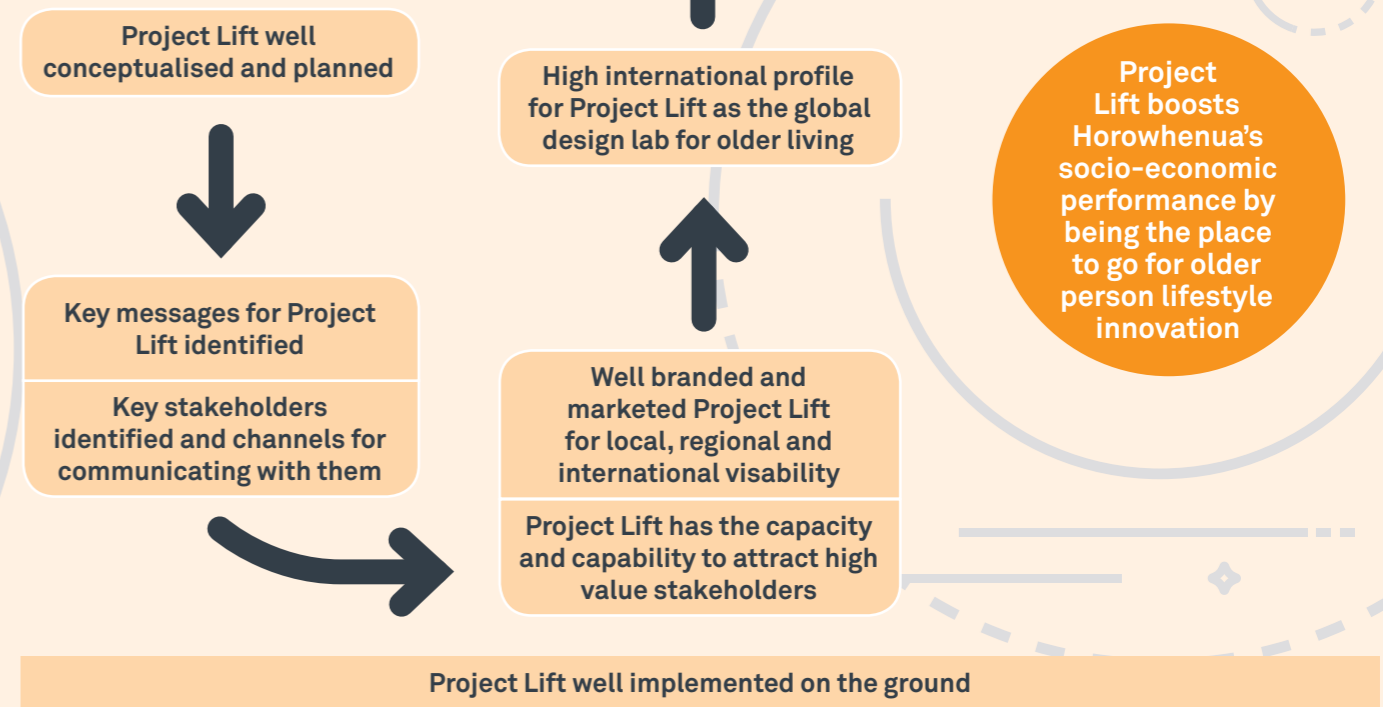
Figure 3. Outcome map for the wellbeing of older people.



Knowledge Benefits

A further benefit of Project Lift is knowledge development. Learning from our experience, people making public policy decisions could make better informed social investment decisions.

By having a rigorous methodology for assessing the value of social initiatives, the co-lab approach can meet the government's criteria for social investment. Our experience could steer decision makers toward high-quality social investment, where scarce funds can achieve the greatest social returns. Effective investment will,



in turn, reduce the demands on social services as people maintain independence and gain choice through improved quality of life.

Figure 5. Outcome map for economic transformation

How will we Know we are Successful?

We are developing an evaluation plan for Project Lift (see section 5 for more detail).

The evaluation will capture learnings from the co-design experience and identify a robust set of indicators to monitor short, medium and longer-term impacts of the project. Critical early tasks will be pulling together a suite of baseline measures with which to monitor progress against, and establishing a methodology that can give assurance that changes are attributable to Project Lift.

We expect our baseline assessment to expand our understanding in each of the project areas for wellbeing, as well as cover expected changes to community wellbeing and the economy illustrated in our outcome models.



Project Lift could produce wins for the wellbeing of older people and for economic growth for the Horowhenua district

Strategic Context

In this section, we show why Levin/Taitoko and the Horowhenua district are perfectly poised to innovate toward a lifestyle centre inclusive of older people

Why Levin/Taitoko and the Horowhenua District

The Horowhenua district and township of Levin/Taitoko offer fertile soil for innovation for older people and regional growth. We have the commitment, the leadership, the people, the reputation, as well as existing opportunities for change and development to leverage success for Project Lift.

A Commitment to Helping Older People Thrive in the Horowhenua

The Horowhenua District Council is leading the charge toward an inclusive lifestyle community by proposing a co-design process that

engages and honours the people of the community. We will build on our existing track record of looking out for older people.

The needs and contributions of our older people are recognised in the Horowhenua 2040 Strategy, our Community Wellbeing Strategy, our Positive Ageing Plan 2016-2019, and our goal of becoming an Age-friendly Community. These are mutually reinforcing strategies. They build on and align with national and international initiatives that aim to encourage the inclusion of older people into communities and supports the people to stay well, safe and active into their old age.

Our local strategies provide a positive base for Project Lift to develop new and enhanced services, products and social practices, enabling older people to flourish. We outline each of these strategies next.

Horowhenua 2040 Strategy

Vision: Intergenerational wellbeing in a spectacular Horowhenua

The Horowhenua 2040 Strategy aims to improve living standards by investing in four outcome areas: an exuberant economy, a stunning environment, thriving communities and vibrant cultures. With the associated enabling infrastructure, this strategy results in a portfolio of projects phased over 23 years, and a spatial plan.

Project Lift aligns and supports our goals for people in the 'Transition from Work' life stage within the 'Thriving Communities' outcome area.

Community Wellbeing Strategy

Vision: Everyone in the Horowhenua district is thriving

The purpose of the Community Wellbeing Strategy and the supporting Community Wellbeing Committee is to ensure that every person thrives. Within this strategy, our goal is for all older people / kaumātua and people with disabilities in the Horowhenua district to live meaningful lives, play an active role in community life, and thrive.

This goal is aligned with Horowhenua's Long Term Plan³ which states: Our older people have access to opportunities that enable them to live a satisfying and healthy lifestyle. It is also aligned with our goals for resilient and connected neighbourhoods.

By working collaboratively, individual agencies and specific programmes and initiatives can contribute to a positive result through their accumulated impacts on their customers.

The Community Wellbeing Strategy monitors the wellbeing of older people through several indicators.

These include indicators of loneliness, connectedness, use of mobility services and elder abuse.

We anticipate Project Lift will use some of these indicators (and those from other strategies) to assess progress for older people.

Positive Ageing Action Plan 2016-2019

Vision: To ensure that Horowhenua residents are empowered to make choices enabling them to live a satisfying and healthy lifestyle

Horowhenua embraces older residents as a highly valued integral part of the community. The Positive Ageing Action Plan⁴ incorporates ideas that will encourage our older people to be active within the community whilst being supported by the facilities, events and services they need to ensure a positive ageing experience. The plan aligns with the values New Zealand's Positive Ageing Strategy⁵ and the New Zealand Healthy Ageing Strategy (more on these in the Appendix).

- 1 **Aim 1:** Older people in Horowhenua will be given the opportunity to be involved in decisions that affect them.
- 2 **Aim 2:** Older people in Horowhenua live in a connected and inclusive society full of social activity and opportunity.
- 3 **Aim 3:** Older people in Horowhenua are equipped with good information and empowered with the means to navigate and access services.
- 4 **Aim 4:** Older people in Horowhenua live in a safe, secure and healthy environment, physically, socially and financially.
- 5 **Aim 5:** Older people in Horowhenua are recognised, celebrated and supported for their contribution to the community and are given opportunities to work, volunteer and grow.

We anticipate Project Lift will create both new opportunities for older people and mechanisms for older people to access both existing and new opportunities.

³ Horowhenua District Council. Horowhenua: 2015 – 2025. (PAGE 2) <http://www.horowhenua.govt.nz/Council/Plans-Strategies/Long-Term-Plan-2015-2025>

⁴ Horowhenua District Council, (2016.) Horowhenua Positive Ageing Action Plan, 2016-2019.

⁵ MSD Positive Ageing Strategy, Ministry of Health, Healthy Ageing Strategy REF

Age-Friendly Communities

Horowhenua is currently working towards becoming an age-friendly community. Ensuring older people are seen as an important part of all populations gave rise to the World Health Organization's (WHO) Age-friendly City and Community model. This model has been adopted by hundreds of communities around the world now recognised as age-friendly by the WHO. Age-friendly communities recognise that a good life in our later years depends not just on the individual but on where we live – do we feel secure, can we access the services we need and are we able to participate in the community as we wish? The Office for Seniors in the Ministry of Social Development is advocating for age-friendly communities in New Zealand and Horowhenua has accepted the challenge.

Project Lift focuses on people transitioning out of the paid workforce. Our project areas align with the goals of New Zealand's Positive Ageing strategy⁶, Horowhenua's Positive Ageing Plan and other initiatives discussed above.

We share the focus on health and wellbeing, inclusion and making the most of the skills and talents offered by older people. What Project Lift offers is a process for realising these goals by putting older people at the heart of a collaborative co-design process. We will maximise the likelihood of new ideas working for older people. Project Lift will provide test cases and exemplars for policy goals within and across these areas.

In addition to these strategies, we see opportunities for Project Life to leverage off initiatives already live in the community.

Existing Investment and Development Opportunities

Right now, creative thinking for older people can feed into other planning opportunities.

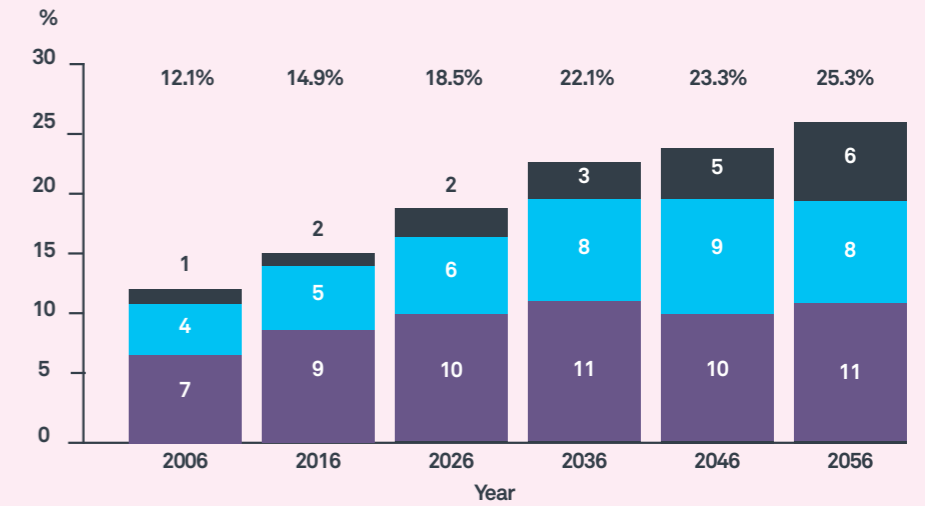
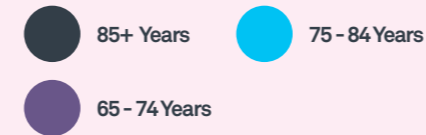
For example, Horowhenua District Council is in the midst of developing a strategy to transform Levin/Taitoko's Town Centre. The Levin/Taitoko Town Centre Development Strategy will present enormous opportunities for access and mobility of older people.

Central government's investments in the Roads of National Significance (RoNS) will transform the landscape of Horowhenua. The RoNS investment in State Highway 1 - known as the Wellington Northern Corridor (WNC) - will ultimately reduce the travel time between Wellington and Levin/Taitoko by 40 minutes at peak travel times. As well as improving connectivity to Wellington, this initiative is prompting thinking about integrating roading infrastructure and networks with the needs of users in mind.

Agencies like the Mid Central District Health Board are already investing in increased primary and secondary healthcare solutions in Levin/Taitoko and are open to alternative ways of delivering services.

Figure 6: Proportion of population aged 65 years and over in Horowhenua, 2005–2056 (projected) by age group

Source: Statistics NZ, National population projections, by age and sex, 2016 (base) to 2068 lifestyle



Horowhenua's Social Infrastructure

Te Takeretanga o Kura-hau-pō, Culture and Community Centre, Levin/Taitoko opened in September 2012. A community heart and hub, the centre brings together library services, as well as services and facilities for community, business, youth, and tourism.



Nationally, Te Takeretanga o Kura-hau-pō has become a flagship of its kind - a relevant and convenient destination to complement people's lives at home, school and work. Recreational, cultural, learning, digital and social experiences are located in one convenient, modern and accessible facility in the heart of Levin/Taitoko. This concept and venue support the activities that enable social inclusion of older people with the rest of the community.

Te Takeretanga o Kura-hau-pō reflects the richness and diversity of the community and showcases all that is great about Horowhenua. Well connected to local activities, businesses, institutions and organisations, Te Takeretanga o Kura-hau-pō contributes to the social and economic prosperity of the Horowhenua district.

An Older than Average Population

Horowhenua is located in the heart of the lower North Island, with a population of nearly 32,000 residents. Statistics New Zealand identified Horowhenua as the fifth oldest District behind Waitaki, Central Otago, Kapiti and Thames-Coromandel. Approximately 7000 people over the age of 55 with a range of levels of dependency across the population group currently reside in the region.

Figure 6 shows the proportion of people over 65 will grow to nearly one in five of people living in the Horowhenua district by 2026 and one in four by 2056. The number of people aged 85 and older is expected to more than triple by the middle of the century. Projections indicate that all ethnic populations in New Zealand will gradually age over the coming decades, reflecting the combined effect of reducing fertility rates (people having fewer children) and people living longer.

Levin/Taitoko and the Horowhenua district host an existing and growing market in which to test new products, new services and new ways of doing things. The region is a perfect location for innovation for older people, which in turn will stimulate economic growth for the district.

⁶ except goal 9 which focuses on employment). MSD Positive Ageing Strategy

Size and Scale

Levin/Taitoko is a service centre for the surrounding rural area and is a magnet town for retirees.

With a population of nearly 21,000 people, Levin/Taitoko is small enough to trial collaborative, cross-disciplinary design processes, and large enough to see if proposed solutions work.

Natural and Cultural Assets to Attract People and Support Wellbeing

With unspoilt sandy beaches, expansive green landscapes and friendly people, Levin/Taitoko and the Horowhenua district offer plenty of scope for recreation. And the diverse cultures and history enrich the lives of people who live here. Levin/Taitoko offers an attractive place to invest, work and play.

Labour and Manufacturing Expertise

Retaining its 'small town New Zealand feel', and nature-based lifestyle, Levin/Taitoko and Horowhenua are still very much a thriving business centre. We already have skilled people in manufacturing, construction, the social sector, agriculture, horticulture and technology to draw on.

Readiness to Innovate.

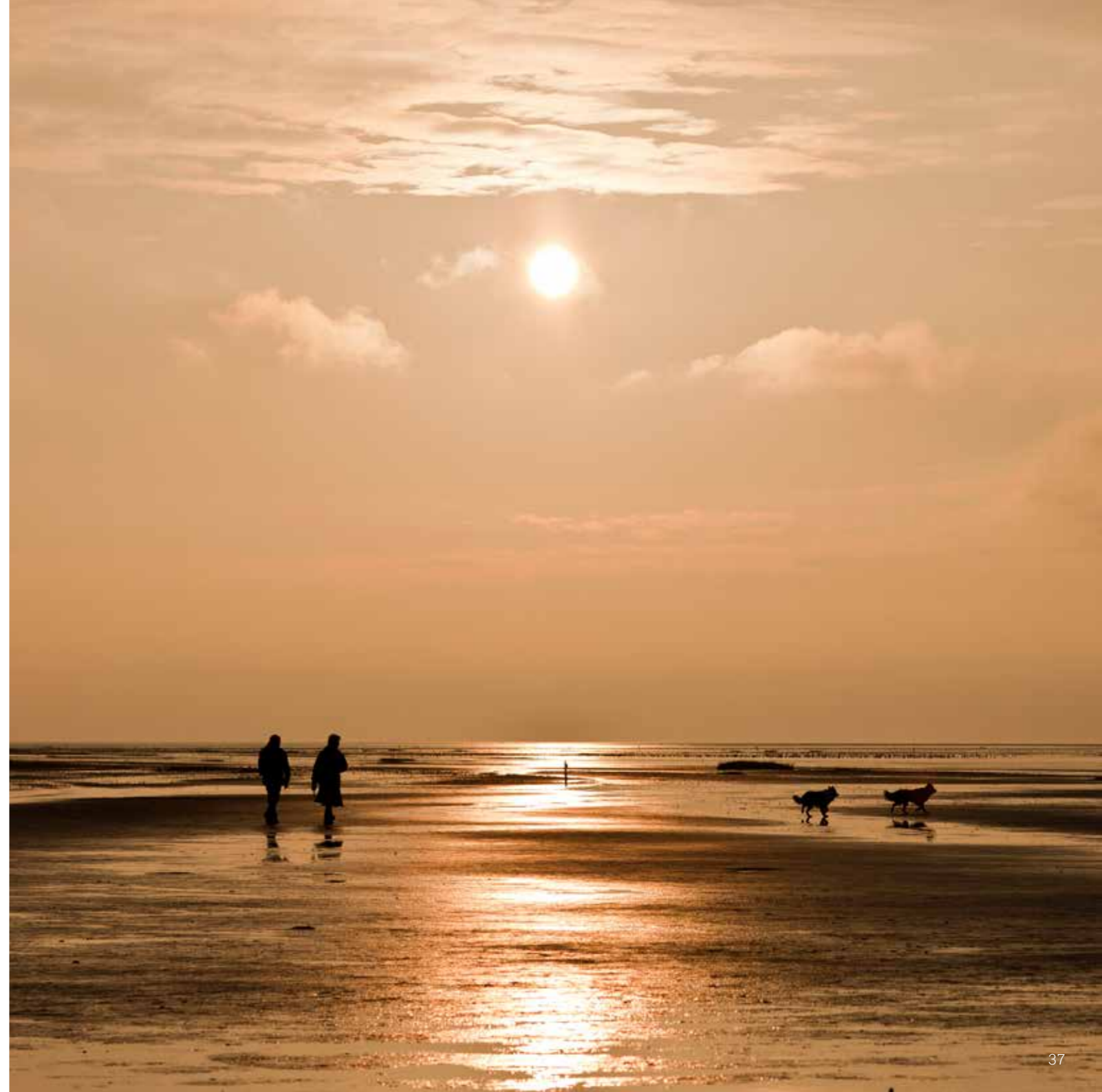
People in Horowhenua are ready to work in new ways to achieve the community they want. Our conversations with people and groups in the community demonstrate a willingness to change. We have a track record of making new initiatives work here like the Social Sector Trial and Children's Team. We can build on this experience.

Accessibility to Expertise and Markets

Levin/Taitoko is on the doorstep of Wellington and Palmerston North, both centres offer concentrated expertise in governance, business development and subject matter experts. We can draw on the experience and expertise of people in these centres in our co-design processes and easily keep decision-makers in the loop as Project Lift develops. With four airports in easy reach and the expressway connecting both south to the capital and further north, Levin/Taitoko offers easy access to people and business.



We believe Levin/Taitoko and Horowhenua have the conditions to support innovation for older people. The following section outlines both the need and the aspiration for older people in the district according to our seven project areas.



Current State | Future State

In this section, we outline what we have now (current state) and then outline how we imagine a future that fully includes and meets the needs of older people (future state). The future state is essentially our vision of an exemplary lifestyle centre designed with older people in mind

An Overview of the Current State

As noted in section 3, Levin/Taitoko has one of the oldest populations in the country with nearly one in five people aged 65 or over.

We also note that our current younger generations are expected to live longer. And we'll be enjoying a good level of health into our senior years.

Our population is culturally diverse. At the last census, the majority of people in Horowhenua identified European as one of their ethnicities (82%). However, we also have a higher than average proportion of people identifying as Māori (22.8%). Our Pasifika and Asian communities are also well established (Figure 7).

We need to future proof our region so our experience of life is rewarding as we age, rather than feeling like a burden. Now is the time to act.

How well is our current generation of older people being served?

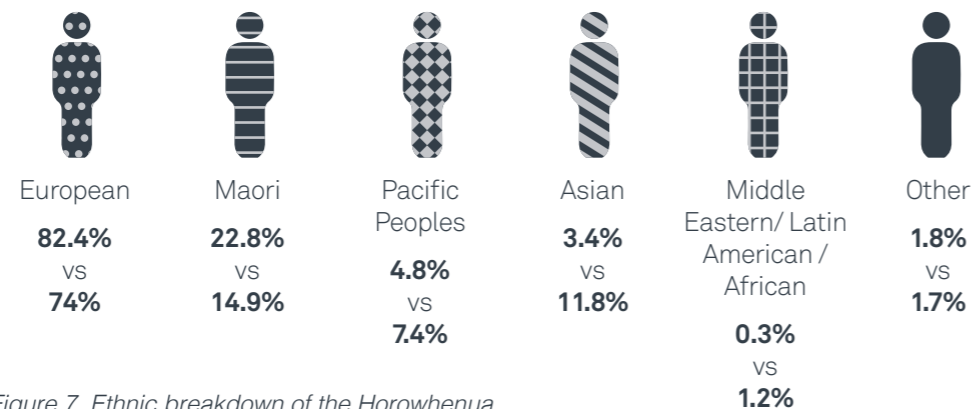


Figure 7. Ethnic breakdown of the Horowhenua district vs the national average, 2013

Stakeholder Views

Throughout 2016 and 2017, we convened a series of stakeholder engagement sessions with older people in Horowhenua and their service providers (like health and social providers). Participants said that support services were delivered in a fragmented way with different services delivered by individual agencies based on their own funding incentives and service standards. Also, at times people were unable to afford care and found it hard to access separate funding entitlements to get support.

Participants identified social isolation and social exclusion as key concerns.

A lack of transport options was also a perceived barrier to accessing social goods. For example, it is 30 minutes to a level 2 hospital. However, services from Public Health Organisations are provided locally.

Housing is low cost. However, housing quality, suitability and availability for older people is a key challenge.

Participants also identified some positive signals. The travel time to/from Wellington is estimated to drop to sub one hour. In addition, new services were being created nationally to meet current and future needs.





An Overview of the Future State

We want Levin/Taitoko and Horowhenua to thrive. For that to happen we need to have a district that provides opportunities for everyone from all walks of life, including older people, to flourish. We recognise that some factors constrain wellbeing across our seven project areas. Tackling problems in one area will provide dividends in another.

We want a district where older people are not excluded or isolated because of low incomes or poor mobility. We want a built environment - from houses to our town centres and beyond - that support mobility and access for older people. Access to food, health services, other people and whanau, and activities that keep people active, curious, and hungry for life.

We want people to have choices about where and how they live and have access to enabling technologies in health, social connectivity and opportunities for learning. We want opportunities for people to support and contribute to their communities across leisure, caring and business activities. As our district grows and attracts new people and new skills, we want to have the mechanisms already in place for people to share their experiences and talents.

We want people mechanisms that encourage people to appreciate each other and the unique histories that we all contribute to our diverse communities.

The Seven Project Areas – What we have now and what we want to see

Housing and Shelter

Housing and Shelter is a primary need and has a clear and well-established impact on the health of occupants. Affordable and appropriate housing protects people from hazards and promotes good health and well-being. The older population is as diverse as any in our society, and older people live in all kinds of dwellings. Regardless of this diversity, there are a number of common housing hazards older people face, and with an ageing population, this has significant implications for older people in our community.

Current State

Our stakeholder meetings suggested housing in the region is low cost. However, housing quality, suitability and availability for older people is a key challenge. Our existing housing stock was built with families in mind with large houses and large sections. These are not fit-for-purpose for an ageing population and do not provide the comforts and technologies that will enable positive ageing experiences.

At present, there is an increase in the number of retirement villages and rest homes for those who can afford them and want a facility dedicated to catering for their later years. Research suggests this is not the preferred options for most people, neither is it affordable.

Hui with Māori progressing Te Pae Tawhiti suggest the Hanga Whare priority (Housing) is common ground with Project Lift. Māori in the district are looking to develop

Papakainga housing models that integrate older Māori into their communities. Models for Papakainga housing – literally a nurturing place to return to – will support connection with the whenua and the whanau. These connections, in turn, support cultural inclusion and the intergenerational sharing of wisdom, resources and culture.

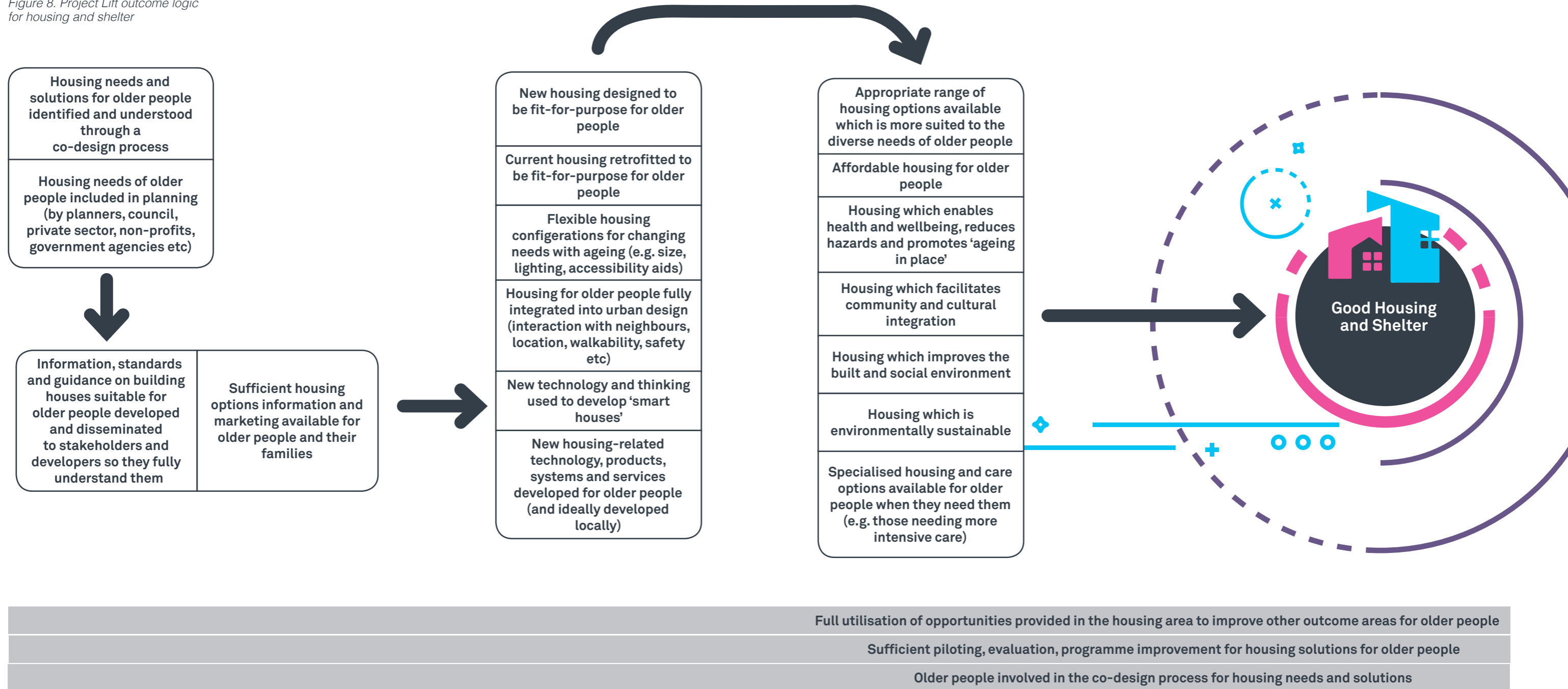
Future State

Research conducted by Davey (2006) suggests the vast majority of New Zealand home owners would like to age in place⁷. That is, people want to live in non-institutional housing in the community. This research concluded that a continuum of housing types and options for older people would need to be developed, with appropriate levels and types of service provision. Housing options could vary from staying in the family home to specially designed units and supported accommodation in the community. We anticipate a range of housing options in the future, including Papakainga housing that supports Māori preferences and aspirations.

Figure 8 on the next page outlines how Project Lift will work toward housing and shelter solutions that support the wellbeing of older people.

⁷ Davey, J. (2006). "Ageing in Place": The Views of Older Homeowners on Maintenance, Renovation and Adaptation. *Social Policy Journal of New Zealand*, 27. Ministry of Social Development. Wellington. <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/journals-and-magazines/social-policy-journal/spj27/ageing-in-place-the-views-of-older-homeowners-27-pages128-141.html>

Figure 8. Project Lift outcome logic for housing and shelter



Sustenance and Nutrition

A healthy diet is a crucial part of people's health and wellbeing.

According to a background paper from the Ministry of Health on food and nutrition guidelines for older people, adequate sustenance and nutrition are determined by many factors. 'Healthy ageing is associated with a number of physiological, cognitive, social and lifestyle changes that influence dietary intakes and nutritional status. Access to and consumption of healthy food for older people is influenced by the wider determinants of health. These determinants include cultural, social, historical and economic factors.'⁸ Personal conditions, whether you share your meals, whether you have enough money and whether you can navigate a supermarket are some of the many factors that impact how well older people eat.

Current State

Horowhenua is abundant in fresh produce. Ensuring the older population consumes an adequate diet is likely to rely on many factors including; access to food, social networks and living arrangements, levels of illness and medication, and cultural and personal preferences.

We need to address food affordability and access to food sources for older people (supermarkets and markets). We need to understand how well current initiatives, like meals on wheels, and on-line shopping with home delivery (New World and Countdown, Levin/Taitoko) are supporting the sustenance and nutrition of older people.

Future State

Older people will have ready access to fresh foods and a varied diet.

We envisage a range of models for making raw, fresh and prepared foods affordable and accessible to older people – from community gardens to food bags. Food distribution will be customised to the preferences of older people. Food will be good quality and education about food and nutrition will support healthy eating habits. Clearly, adequate nutrition will also be influenced by the other seven project areas. Getting things right like income, living arrangements and mobility will support good nutrition.

Figure 9 (right) outlines how Project Lift will work toward good nutrition for older people.

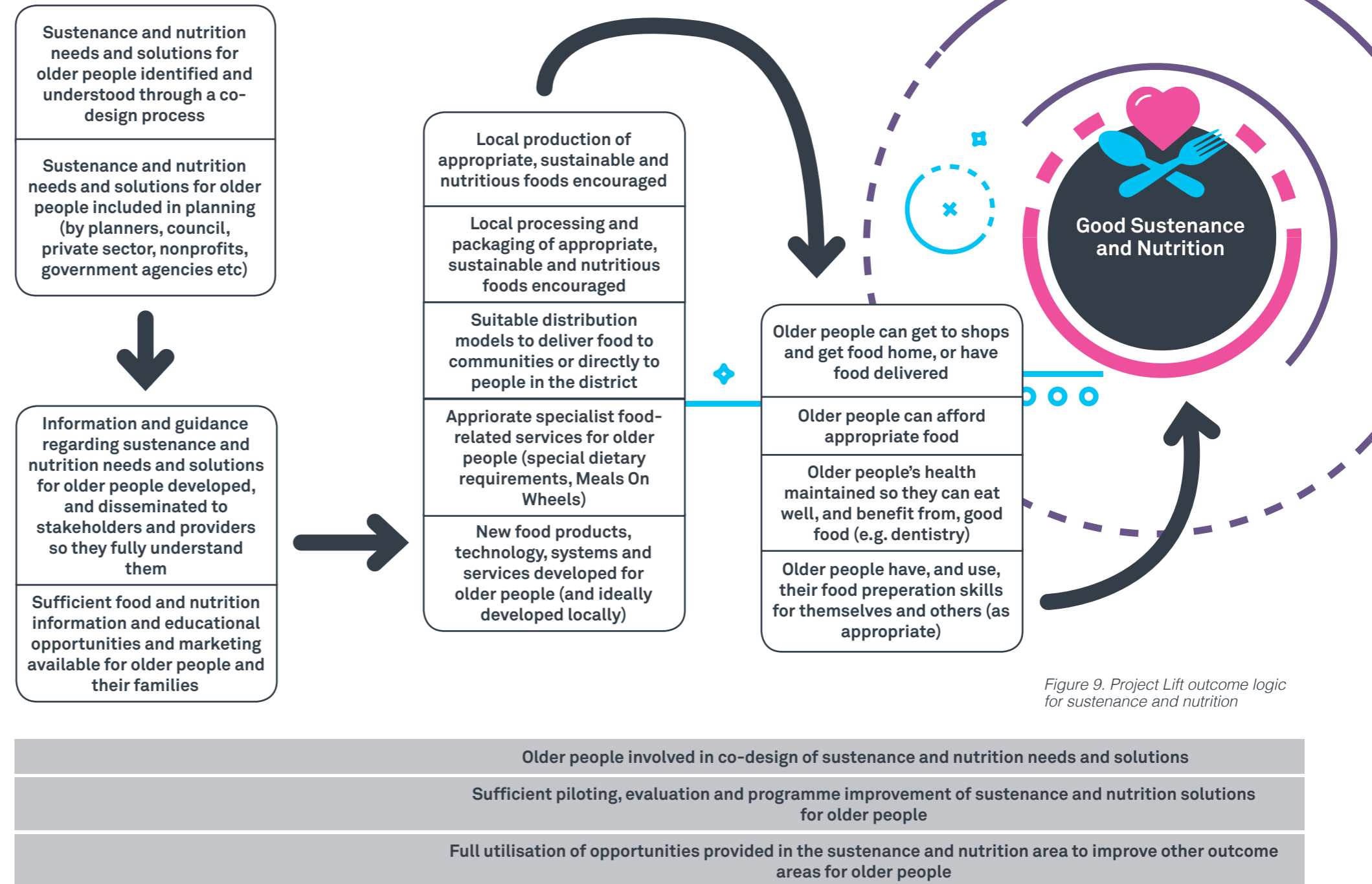


Figure 9. Project Lift outcome logic for sustenance and nutrition

⁸ Ministry of Health. 2013. Food and Nutrition Guidelines for Healthy Older People: A background paper. Wellington: Ministry of Health. <http://www.health.govt.nz/system/files/documents/publications/food-nutrition-guidelines-healthy-older-people-background-paper-v2.pdf>

Mobility and Accessibility

Making a friendly built environment, from people's homes right through the front door and into the community, benefits everyone.

For example, making pavements 1.5 meters wide eases access for people with mobility disabilities, families with pushchairs and young children, and couples walking hand in hand.

Having an environment that is easy to get around supports physical activity, social connections and access to goods and services.

Current State

The HDC roading group have been active in supporting older people and other vulnerable road users. Over the past several years we have been able to replace many footpaths and crossing points as part of a street upgrade project. All new and replacement footpaths and crossings are constructed to 1.5 metres wide and at the busier crossing points, tactile ground surface indicators are installed. The community is actively engaged in assisting our team to identify areas of improvement, including crossing points and intersections around the CBD area in Levin/Taitoko that are hard to negotiate for mobility scooter users.

Mobility in the community is also supported by A Day Out In Town bus service. This service provides

low-cost travel between Levin/Taitoko, Waitarere Beach, Foxton, Foxton Beach and Shannon every Friday. Horizons Regional Council provides this service in a bid to support increased affordable and accessible public transport options. Horizons are currently trialling a bus service from Levin/Taitoko to Waikanae. The service has been timed to connect with the Metro trains into Wellington and provides a way for Levin/Taitoko shoppers to get to Waikanae and beyond. The Horowhenua Community Health Shuttle service provides five return trips to Palmerston North each weekday. It allows users of all ages and without transport, or who cannot drive themselves, to attend medical appointments at the hospital or nearby clinics. Plus, on Saturdays, it transports dialysis patients for treatments.

The Health Shuttle is often oversubscribed. As the population grows, we will need to extend the bus services to meet demand and find other solutions for making services accessible.

Future State

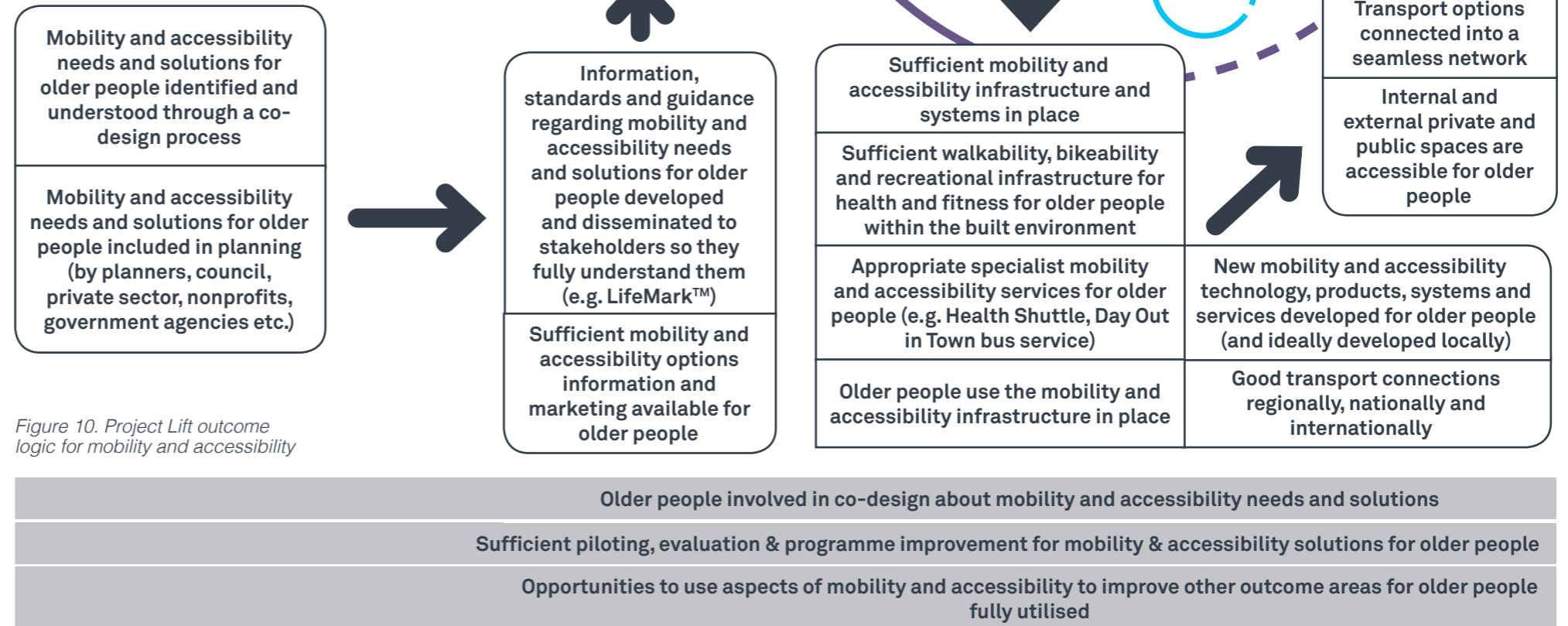
Older people will have full access to community amenities and live in built environments that support their quality of life.

As a minimum requirement, our solutions will meet The Lifemark™ Standards. These standards will ensure that the interior spaces are suited for all living purposes.

We will extend this standard into community facilities as well.

Walkways and distribution paths will support various forms of sustainable transport such as autonomous self-driving shuttles, electric taxis, personal electric transporters and shoes.

Figure 10 outlines how Project Lift will work toward an accessible environment that supports mobility for older people.



Health and Wellbeing

Good health is necessary to lead a full and active life. Healthy ageing is influenced by personal and lifestyle factors which are in turn supported by economic, social and cultural influences. The availability of high-quality healthcare is one factor among many. But it is an important factor.

Living and ageing in place means that residents are not separated from the general community according to their state of health or means.

Current State

There is a burgeoning demand for health services in the region and across the country. The basic structure of primary and secondary healthcare provision already exists in Horowhenua. As mentioned previously, The Horowhenua Community Health Shuttle service provides five return trips to Palmerston North each weekday. The Health Shuttle is often oversubscribed.

InterRAI clinical assessments for older people living in facilities and in the community are now providing comprehensive and interoperable information about the health of older people⁹. All information is linked with medications dispensed, mortality, rest home admissions, hospital admissions (including ICD codes). As well as showcasing how

technology can support informed clinical decision-making for older people, interRAI also indicates needs. For example, a national study based on over 70,000 old people found that three in ten older people had fallen one or more times in the past 30 days.

Healthcare providers in the region want to expand to meet the population's needs and extend further into wellbeing, fitness and nutrition services.

Future State

Older people will have access to a full range of services to support their health. Older people will be empowered to keep themselves healthy through information about themselves. Health services will be integrated and easy to access through a single point of contact for older people. Healthcare specialists will be supported by state of the art data services, seamless health records and digital tools to encourage older people to take an active interest in their health and wellbeing. A focus on prevention and keeping active will help older people remain independent for longer and reduce the costs of remedial health care.

Figure 11 (right) outlines how Project Lift will work toward integrated and accessible health care provision for older people.

⁹ The term interRAI refers to both the international organisation responsible for developing comprehensive clinical assessment systems, and the suite of clinical assessment tools available. interRAI stands for 'international Resident Assessment Instrument'. New Zealand is the first country in the world where interRAI tools are used nationwide in the home and community setting, as well as in aged residential care. <http://www.health.govt.nz/our-work/ehealth/other-ehealth-initiatives/common-clinical-information/comprehensive-clinical-assessment-aged-care-interrai>

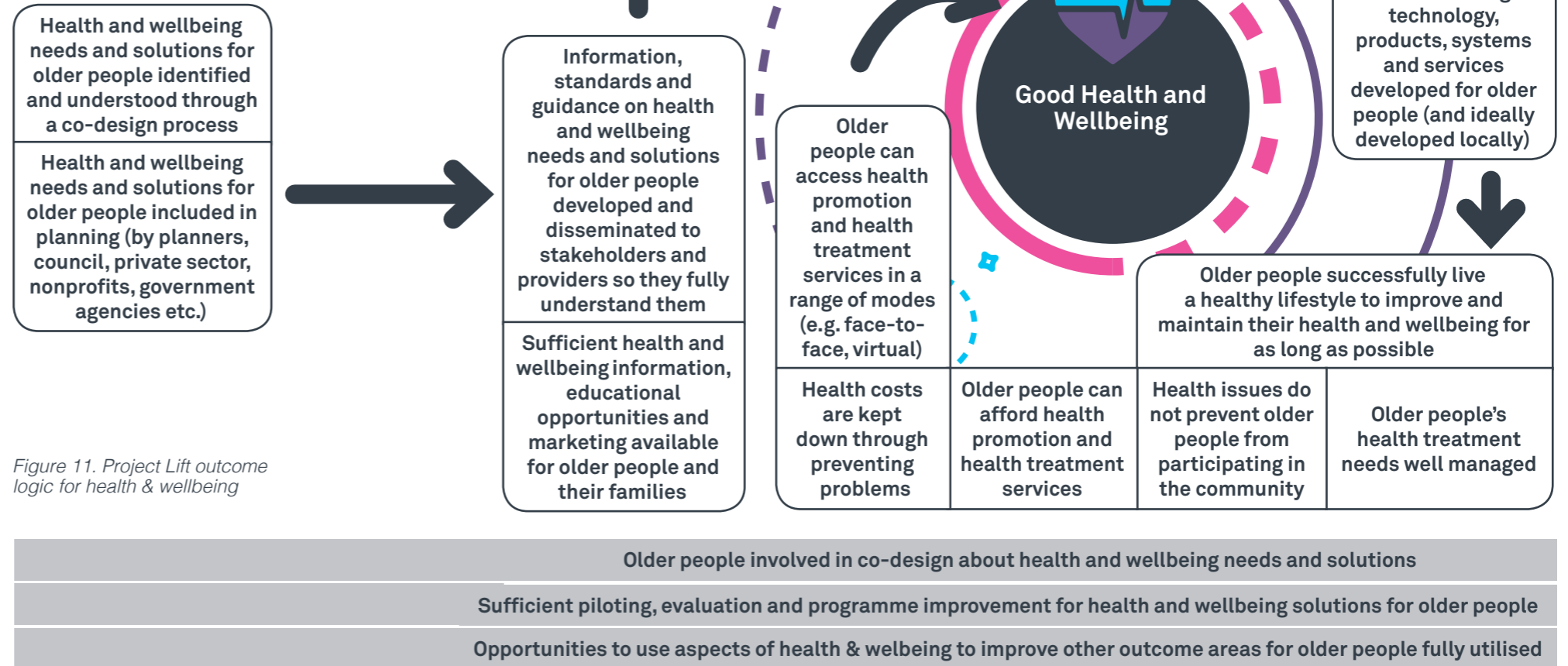


Figure 11. Project Lift outcome logic for health & wellbeing

Personal and Social Growth and Fulfilment

A sense of worth and meaning in one's life contributes to overall happiness and wellbeing. Opportunities to retrain and learn new skills and contribute to the family and the community emerge when people transition out of work.

Current State

Horowhenua District Council's Positive Ageing Action Plan makes a commitment to ensuring that older people in Horowhenua live in a connected and inclusive society full of social activity and opportunity. There is a broad range of activities, clubs and organisations targeting older people in Levin/Taitoko and Horowhenua that can be accessed by all.

For example, the annual Age on the Go Expo helps mark the International Day of the Older Person each year. Organised by Horowhenua District Council and partnering with Mid Central Health, the expo showcases services and products that focus on good health. It provides networking and social opportunities, general information, education and entertainment for the hundreds of visitors that attend.

Future State

Older people will have many opportunities to realise their full potential through individual pursuits and community activities.

Figure 12 outlines how Project Lift will work toward opportunities for personal growth and fulfilment for older people.

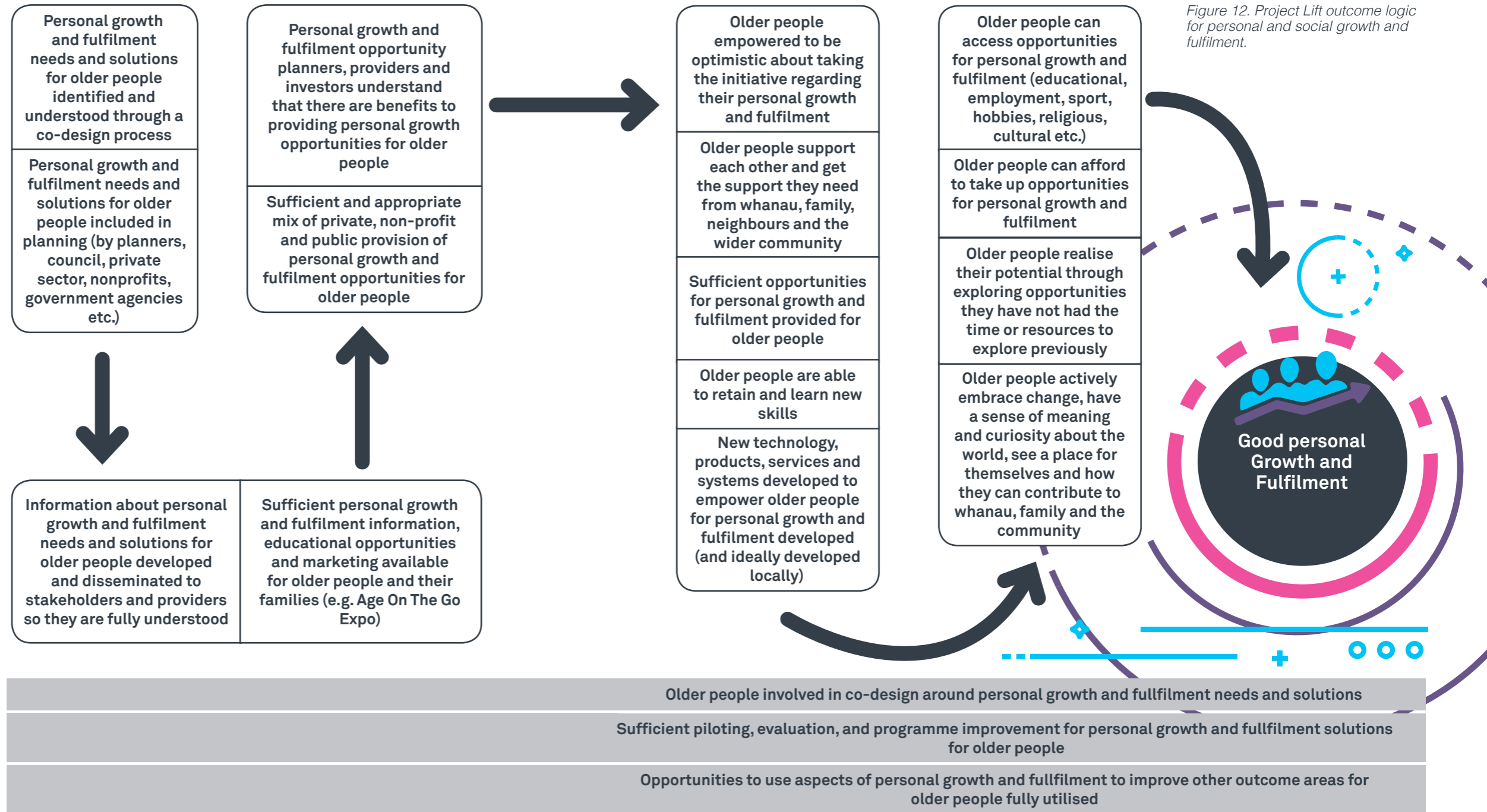


Figure 12. Project Lift outcome logic for personal and social growth and fulfilment.

Intergenerational Connection and Cultural Inclusion

Social connections with family, friends and whanau support our sense of identity and belonging. Connecting with others provides opportunities to help, mentor, care and receive support in return. Connecting across generations and across cultures can expand our worldviews. We learn from each other and, by learning, retain a sense of purpose and curiosity about the world. These elements promote a personal sense of wellbeing and point of connection with our families, whanau and wider culture.

No one culture or group has the monopoly on how to live well.

Current State

Opportunities for intergenerational connection and cultural inclusion are constrained by environmental and social factors. Older people don't share the same physical spaces as younger people. Some older people are separated from the rest of the community by their living arrangements (inside retirement villages). Historically, the design of social spaces and the development of social practices have favoured majority groups.

The interRAI health assessment of older people in New Zealand found one in five older people felt lonely.

And those who felt lonely were 31% more likely to enter residential care. This is the opposite of what we want for older people.

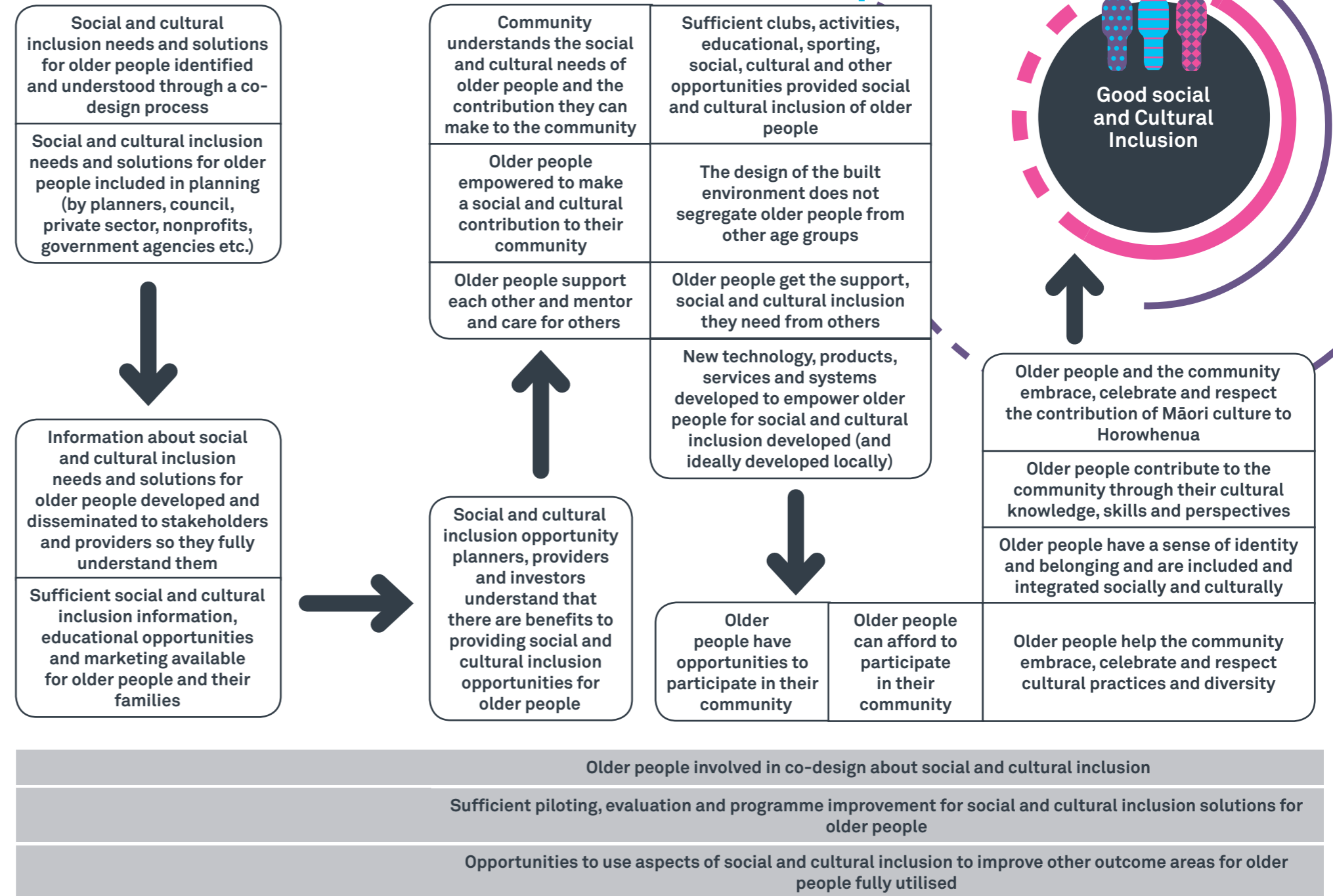
For our Māori elders, progress toward the Hanga Whare priority in the Te Pae Tawhiti strategy identifies the need to develop Papakainga housing. Papakainga housing models seek to integrate kaumātua into their communities and connect them with their whenua – rather than separating them.

Future State

Older people will feel a sense of connection and cultural inclusion within their communities. Social spaces will be planned with inclusion in mind and older people from diverse backgrounds will actively participate in programmes of sharing, understanding, co-learning and celebration. New models in housing, including Papakainga housing, will also promote a sense of belonging and inclusion.

Figure 13 outlines how Project Lift will work toward opportunities for intergenerational connection and cultural inclusion for older people.

Figure 13. Project Lift outcome logic for intergenerational connection and cultural inclusion.



Information and Communication

Making good choices requires access to reliable information that is communicated clearly.

This applies to printed and digital forms of communication. Increasingly, information about people is collected digitally in many places and by many sources. Easy access to many services such as banking and medical care relies on digital connections. Digital connectivity is becoming a necessity rather than a choice.

Current State

Barriers to information and communication stem from both the quality of information available and access to information.

While internet use among older people is growing over time (Statistics New Zealand, 2012), recent reports suggest use is lower among older people (Crothers et al, 2016)¹⁰. This was particularly the case for older people on low incomes. In Horowhenua, 48% of households have access to the Internet by comparison with the national average of 61%¹¹. In Horowhenua, Ultra Fast

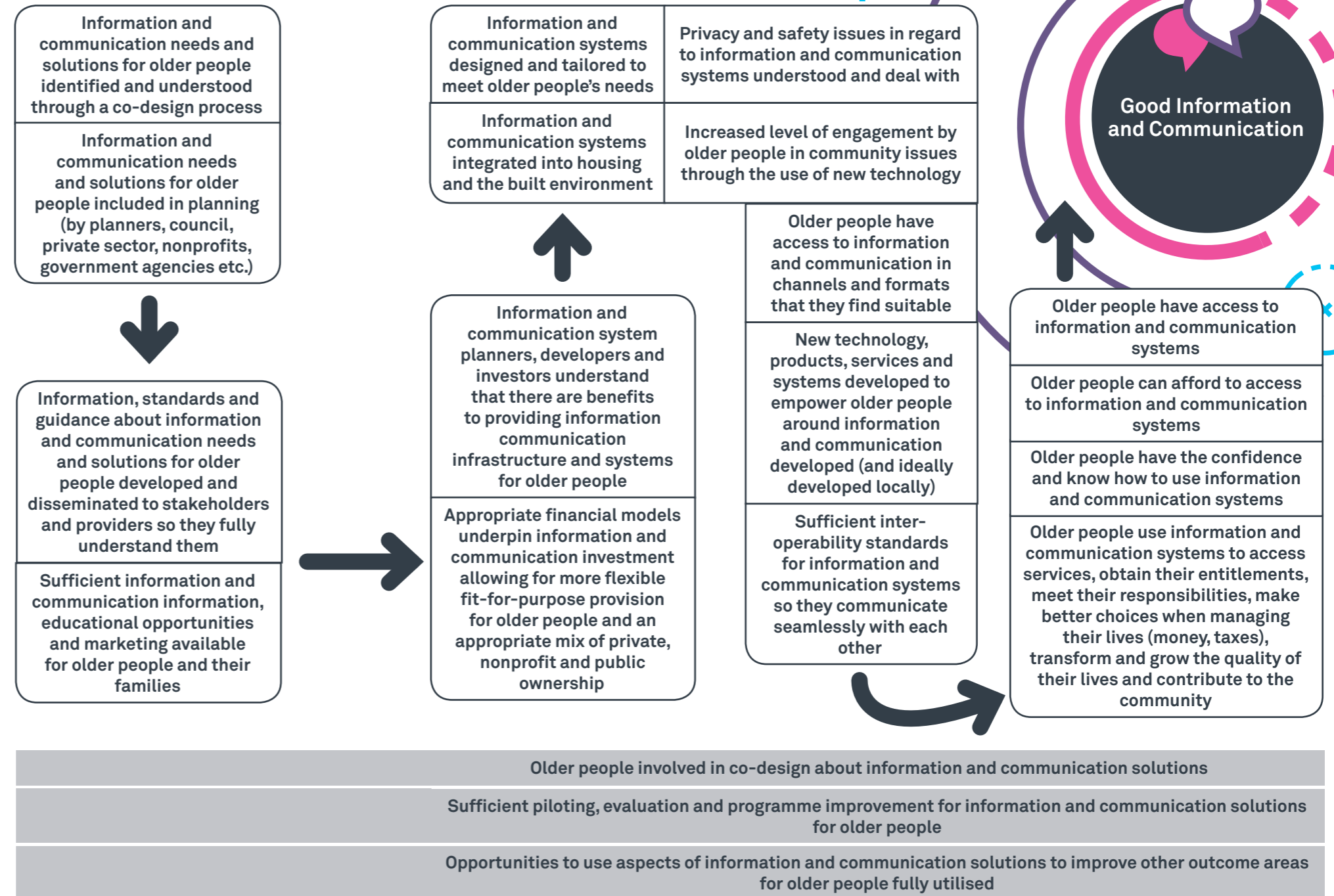
Broadband is deployed across the district but may not be taken up by older people because of cost or a lack of understanding of the potential benefits of digital connections.

Future State

Older people will have access to information in their preferred formats. All government, council and community communication, both formal and informal will be easy to access and understand. Older people will have access to digital communication (internet) and know how to use it if they want to. Technology with the potential to connect people socially or with other services like healthcare monitoring will be embraced by older people. Older people will be supported to actively use enabling technologies that enhance the quality of their lives.

Figure 14 outlines how Project Lift will work toward providing clear communication and information for older people.

Figure 14. Project Lift outcome model for information and communication.



¹⁰ Crothers, C., Smith, P., Urale, P. W. B., & Bell, A. (2016). *The Internet in New Zealand 2015. Auckland, New Zealand: Institute of Culture, Discourse & Communication, Auckland University of Technology.* https://icdc.aut.ac.nz/_data/assets/pdf_file/0020/73442/WIPNZ-Report-060515.pdf

¹¹ REF taken from Business Case for Horowhenua 2040 Strategy



PART FIVE

The Response – Co-designing our Future

Customer-Centric Design

We want to put older people at the centre of our design process because solutions must work for their intended population. Bad solutions will fail older people and fail in the marketplace.

Globally, a powerful and growing body of evidence supports the case for rethinking the way we design, develop and deliver good outcomes. Currently, with many individual organisations and agencies trying to solve larger systemic problems, interventions proliferate. The potential for duplication and waste is significant, and the chances of poor returns on social investments are high.

We want a different process for developing and testing and potential solutions. We want to bring stakeholders together from all disciplines, sectors, organisations and walks of life to find workable solutions for older people.

In short, two critical criteria shaped our search for a preferred approach to enabling the wellbeing of older people in our community. Approaches needed to:

- actively involve customers (older people) in the design process
- bring together people with diverse skills, experiences and talents to work in multi-disciplinary teams.

These criteria excluded top-down conventional policy development processes, and continuous improvement methodologies, such as Lean 6 Sigma, and business process management.

Our criteria directed us to co-design as a preferred approach for Project Lift.

The Co-Design Process

Put simply, co-design is a process that enables different stakeholders (individuals and groups) to work together collaboratively on a given problem or opportunity space.

The co-design process can be more or less structured. It can be facilitated to a lesser or greater extent. And the problem or opportunity space can be more or less defined.

However, three components are critical to the success of any co-design process.

- Teams must be multidisciplinary. For a successful process, we need to have as many perspectives and options as possible brought into the process. New ideas spring from seeing opportunities from different perspectives. Innovation is often about borrowing ideas that work in one area and applying them to another.
- The physical space must enable collaboration. Working in teams requires the right space for people to come together dynamically and ways to capture ideas.



- The collaborative process must focus on implementable solutions. Co-design goes further than simple ideas generations. Solutions are expected to range from the immediate to the longer term (systemic and social change) and to enable a customer-centric delivery model to emerge.

Potential Co-Design Approaches

Co-design approaches vary according to the opportunity space, and the people, time and resources available.

Ultimately, we want to develop an Innovation Hub which would be a permanent facility for running design challenges for the community, the region or the nation.

To test the viability of this aspiration, we are proposing a smaller scale 'co-design lab.' A lab has similar requirements to a hub and uses the same approaches, processes and methodologies. We've outlined the components of a lab hereafter.



The Co-Design Lab

We are familiar with labs from medical and other scientific disciplines. We accept that these labs produce results by encouraging multi-disciplinary collaboration. Labs produce new strategies and interventions in their dedicated field.

By extension, a co-design lab:

- focuses on a specific challenge or domain
- offers a stable space that supports the practices required to address that challenge
- runs a disciplined practice of experimentation.

Instead of teams of scientists and experts, co-design labs are run by a diverse team of stakeholders with an interest in the challenge. For Project Lift, teams could include older people from different walks of life, service providers, public officials, business people and academics.

Figure 15 (left) illustrates the stages of innovation embedded in a co-design process borrowed from Nesta¹². Stage Five signals the end of the co-design lab itself with the innovation process moving into the 'real world', ultimately triggering social change.

These stages will guide the co-design lab process over time, right through to implementation and system change. Nesta's model is also useful as a communication tool to help us talk to people about where we are throughout the process.

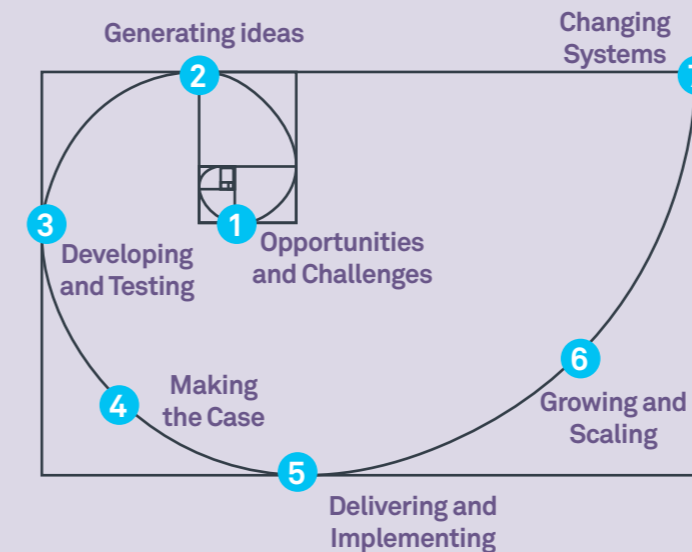


Figure 15. Stages of Innovation from Nesta Innovation Lab

¹² <http://www.nesta.org.uk/innovation-lab>

Preferred Option(s)

Co-design labs can take different approaches and formats. We considered two co-design lab options which we have outlined in Figure 16 and 17.

Option A: The longer and more comprehensive option

This option typically runs for a 12-week intensive period, preceded by 4 weeks of preparation and further work to achieve full implementation. Full implementation can vary from a few days to months (even years in relation to national policy settings), depending on the solution options.

Option A: Benefits and costs

Option A is more comprehensive, can deal with more problems/opportunities being dealt with by different teams in parallel and will produce a more complete set of solutions for HDC and partners to consider. It is also more time and resource consuming and requires extensive stakeholder engagement, communication, and on-going effort.

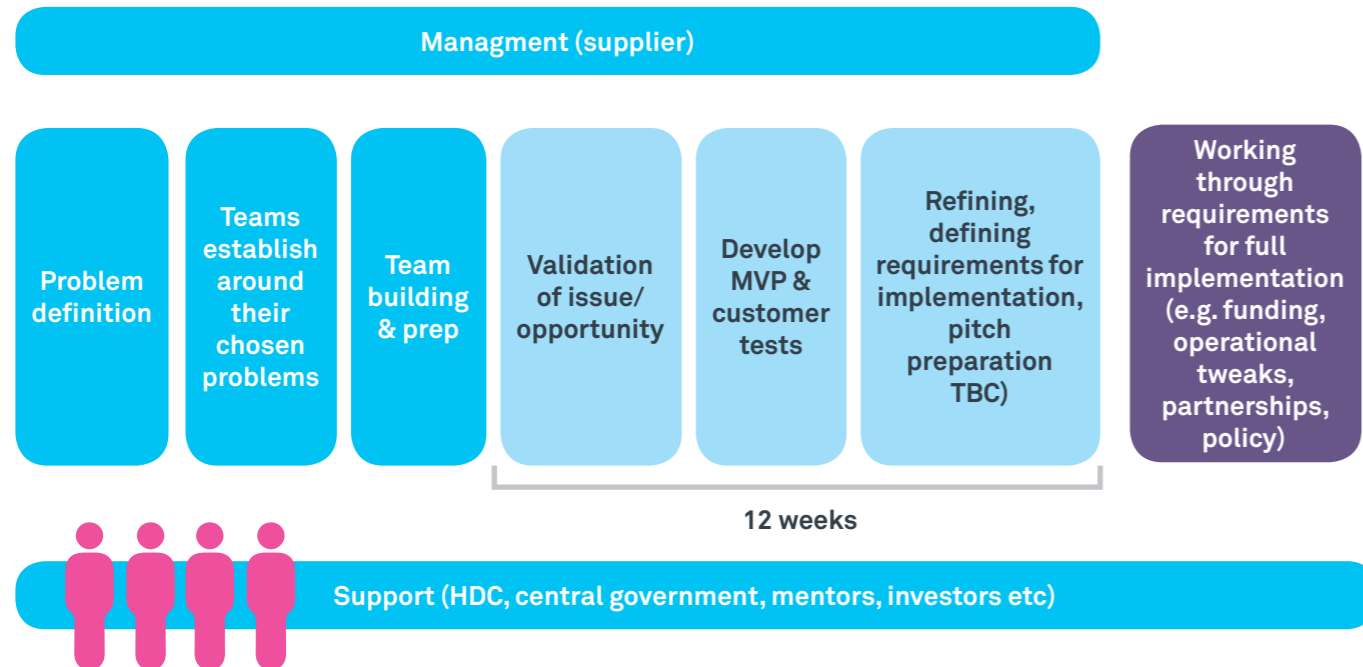


Figure 16. Co-design Option A

Option B: The shorter option (including a 'sprint').

This approach takes 4-6 weeks and is typically constrained to a few already defined opportunities, which the team(s) can work on in the design sprint phase. It relies heavily on a tight problem definition (although this can be refined throughout the sprint phase). This approach is shorter and less reliant on an upfront commitment to larger implementation efforts (time and resource).

Option B: Benefits and costs

Option B delivers immediately implementable solutions or hypothesis rejection at a lower cost. The short option does not produce the mix of intervention options at different scales, complexities, or impact, offered by Option A. This can have a detrimental effect on private sector engagement if the rewards are not perceived to be high enough to warrant investment. (Note, hypothesis

rejection is an equally relevant outcome which also applies to Option A.)

Option A

We prefer Option A because it can deal with more opportunities, with more teams working in parallel, to deliver a more comprehensive set of solutions to take forward post-lab. Option A also allows more set-up time to fully grasp the opportunity area and therefore provides a stronger platform for options development.

We expect our co-design lab to deliver a set of validated, customer-centric and feasible solutions, ranging from immediate implementation options to longer term policy and strategic solutions. Solutions should demonstrably contribute to the Project Lift outcomes.

Next, we set out our criteria for assessing solutions produced by the co-design lab.

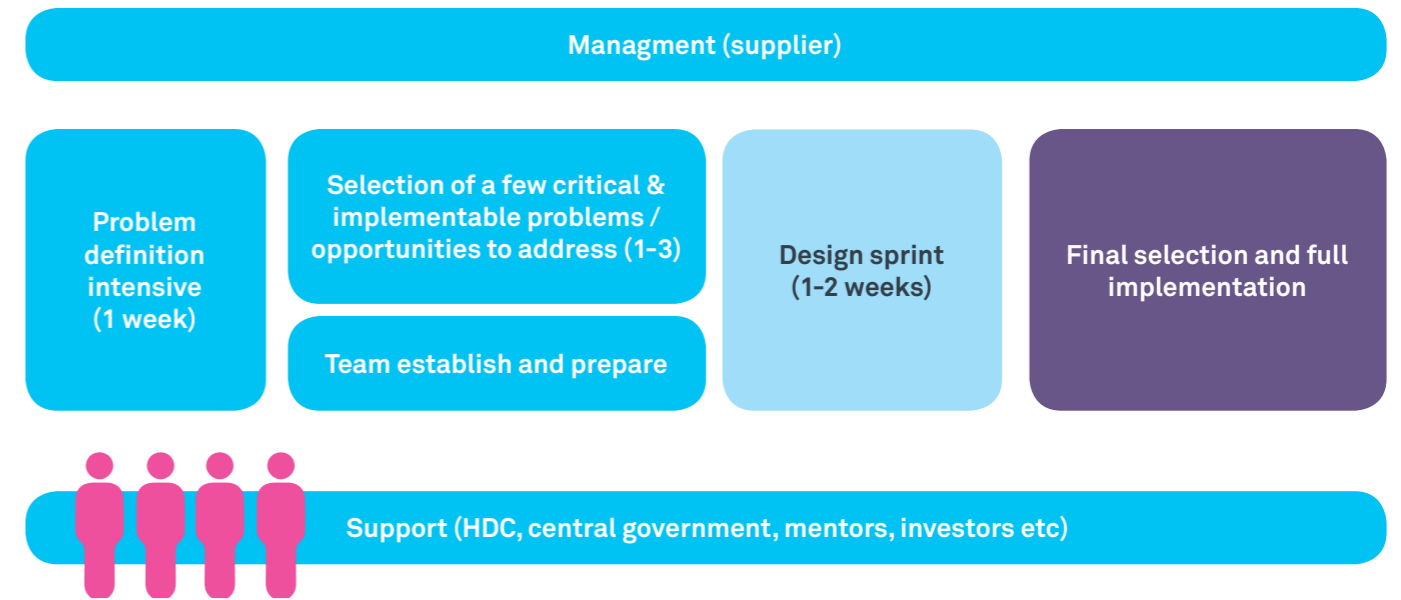


Figure 17. Co-design Option B

Criteria for Assessing Solutions Produced by the Co-Design Lab

Criteria for assessing solutions produced by the co-design lab will be agreed by stakeholders and the co-design lab providers before the co-design process begins.

Criteria will be shared with co-design lab participants. Teams working on solution options need to know these criteria from day one so they can continuously test their hypothesis and solution iterations against them.

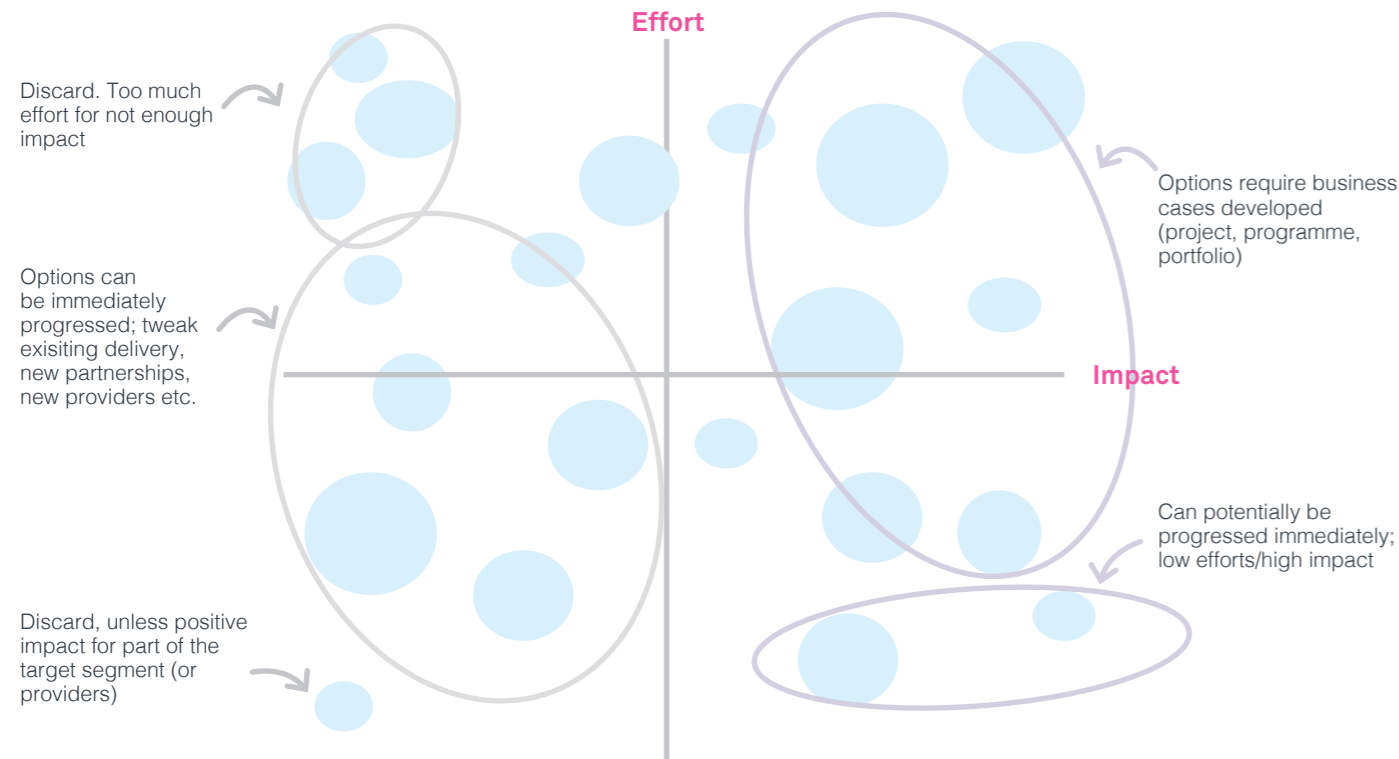


Figure 18. Distribution of solution impacts against effort from Larsen, S. (2017). A prototype co-design process to improve 'transitioning from work' experience for people in Horowhenua. Author.

Note: each bubble represents one solution option. In this conceptual representation, the size of the bubbles is for demonstration purposes only. In the final version, size - and perhaps other parameters, such as colour - can indicate importance/criticality to customers, strategic alignment (e.g. integrated customer-centric delivery system), time to implement, funding requirements etc. Every solution could be delivered by one or more partners and across sectors and several separate solutions may be developed and delivered as one solution.
Source: Larsen, S. (2017). A prototype co-design process to improve 'transitioning from work' experience for people in Horowhenua. Author.

The criteria needs to be principle-based, rather than prescriptive, so as not to preclude any new modes of delivery and/or funding models which may arise from the co-design process.

Below we give examples of criteria. Solutions can be evaluated against the extent to which they:

1. Align to strategic plans including. Accelerate>25, Horowhenua 2040 and critical frameworks like Treasury's Higher Living Standards Framework¹³, Healthy Ageing and Positive Ageing Strategies.
2. Clearly address identified community needs
3. Include multiple stakeholders in the process, including clear engagement from community, service providers, local, regional, and central government, private sector etc.
4. Provide a demonstrable plan for how to progress solutions e.g. timeframe to implementation, funding requirements and sources, impact analysis, ownership (IP, asset) etc.
5. Scale (to regional or national level) and/or work in other sectors (extensibility criteria)
6. Provide immediate or long-term solutions.

We illustrate how the above criteria can be visualised when mapped against effort (Figure 18). It's likely solutions will vary from immediately actionable ("low-hanging fruit") to quite expansive policy, system and social change options. Figure 18 also gives a conceptual representation of how solution options could be distributed.



¹³ Karacaoglu, G. (2015) The New Zealand Treasury's Living Standards Framework - Exploring a Stylised Model <http://www.treasury.govt.nz/publications/research-policy/wp/2015/15-12/>

Executing Solutions

We intend to subject all solution options to an options evaluation adapted from the Better Business Case's (BBC) Economic Case, overlaid with an assessment of immediate, medium term and longer- term implementation potential. This assessment will be carried out by a combination of HDC, the governance board, and any relevant stakeholders.

The exception to this approach will be solution options where the responsible team(s) have secured agreement and funding from the relevant stakeholders as part of the lab process and can proceed straight to implementation in the community.

Expected Benefits of a Co-Design Process

Here we outline what we expect a co-design process to offer Project Lift:

- A proven method (a process that has co-design as a core tenet) to rapidly evaluate, prototype and deliver new service concepts.
- Access to a vast pool of knowledge, experience and talent through sourcing ideas and concepts from a wide range of individuals and organisations in the public and private sector; locally and beyond.
- A structured programme that focuses on the delivery of viable, customer-centric and validated solutions. This may include mentoring and support from experienced entrepreneurs (as distinctly different from project management methodologies which focus on the correct application of a process).
- A comparatively inexpensive method for the rapid delivery of solutions that will significantly contribute to HDC 2040 outcome areas and targets.

- Seamless integration with other processes and methodologies e.g. Better Business Cases, portfolio management, on-going engagement, funding, and policy commitments where relevant.
- A “good value for money” resource allocation process based on an investor mind-set (of the panel) at the “pitch event” and/or as a result of the business case process for medium to longer term solution options.
- Highly motivated teams (which include HDC, central government, local interest groups, existing and potential new service providers from private and NGO sectors) and an entrepreneurial mind-set for participants to deliver “game changing” results quickly.
- A high level of acceptance of the proposed solutions (within HDC, central government, and the wider service provider and local community) as a result of the “crowdsourced” approach to idea and concept gathering.

In addition, our trial will provide tangible evidence of co-design processes as viable mechanisms for producing the required results and as such warrant additional investment in a local/regional Innovation Hub.



Co-design enables people from diverse backgrounds to work together for positive change

Project Scope, Time-Frames and Deliverables

We are taking a phased approach to Project Lift.

The first deliverable for the project will be an agreed upon Master Plan.

Out of scope for this Master Plan is a detailed work programme for the phases after the co-design lab pilot. This is because the following phases (five through seven) will be dependent on the outcomes of the pilot.

Table 1 provides an overview of the phases, approaches, activities, role, broad time-frames, required investment and outputs for Project Lift to the end of 2025. The phases are structured by Nesta's stages of Innovation outlined previously.

More detail about activities and timing for Project Lift follows at Figure 19.

	Purpose (why)	Approach (how)	Activities (what)	Key roles (who)	Timing (when)	Investment	Outputs
0. Set-up	To align project to strategies. To make the case to stakeholders and seek funding. To develop RFP for co-design lab provider. To attract participants (teams, coaches, specialists) To agree expectations of co-design lab as a process and what success is.	Engage locally and with central government using HDC people and specialist support	Meetings to engage people. Develop communication & initial marketing material. Develop co-design plan.	HDC Econ. Dev. Mgr. HDC Community Services Marketing advisor Co-design process advisor (MBIE procurement)	August 2017 – February 2018	HDC salaries + specific expertise	RFP to market. Responses to RFP Selection of supplier and contract signing

Table 1. Project Lift phases

	Purpose (why)	Approach (how)	Activities (what)	Key roles (who)	Timing (when)	Investment	Outputs
1. Opportunities & Challenges	To clearly understand and define problem and opportunities	Customer research and problem validation ('size of opportunity')	Insights derived from formal research and informal knowledge gathering	Lab participants and suppliers + mentors (e.g. business case, risk, governance, financial & benefits modelling, funding, government, private sector etc.), inspirational speakers, international talent and experience	Lab 1 March – 31 May 2018 Detail plan subject to supplier's approach	Estimated lab investment (direct) \$491,000 + HDC direct and indirect investment and in-kind support from government agencies and private sector organisations	User journey mapping Ethnographic and insight research Foresight and horizon scanning Mapping current knowledge and systems
2. Generating Ideas	To generate ideas to develop and test	Ideation and facilitation of creative thinking	A clear account of change or likely causation, supported, but not overly constrained, by evidence. Can be achieved via, for example: Creative thinking techniques Idea generation events Crowdsourcing Awards and rewards Challenge prizes				Clear problem definitions and approaches to explore options

	Purpose (why)	Approach (how)	Activities (what)	Key roles (who)	Timing (when)	Investment	Outputs
3. Developing & Testing	To build a stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users, service providers, partners etc.	Design techniques coupled with implementation and business model expertise	Rapid prototyping Service, product and process design Beta-testing Control group experiments Cost-benefit modelling (tangibles and intangibles)	Lab participants and supplier + mentors (e.g. business case, risk, governance, financial & benefits modelling, funding, government, private sector etc.), inspirational speakers, international talent and experience	Lab 1 March – 31 May 2018 Detail plan subject to supplier's approach	Estimated lab investment (direct) \$491,000 + HDC direct and indirect investment and in-kind support from government agencies and private sector organisations	Demonstration that the idea works, or evidence to support a reworking of the idea, or stopping work on the idea. Team can – depending on time spent – tackle a new idea within the lab
4. Making the Case	To seek clarity about which ideas and their worked-through solutions warrant implementation and funding	Business case development and evaluation.	Market sizing and development. Market testing. Business case analysis. Evidence gathering. Identifying cashable savings. Identifying non-monetary benefits (especially relevant to HDC and government agencies, where relevant).				A first iteration of the business case

	Purpose (why)	Approach (how)	Activities (what)	Key roles (who)	Timing (when)	Investment	Outputs
5. Developing & Implementing	To deliver an implemented and sustainable innovation into the community (or a robust plan for how to get there)	A robust and detailed case developed through formal evaluation and evidence gathering – for example through the use of a control group to isolate impact	Business modelling. Policy design. Programme design. Organisational design.	Lab participants and supplier + mentors (e.g. business case, risk, governance, financial & benefits modelling, funding, government, private sector etc.), inspirational speakers, international talent and experience	Lab 1 March – 31 May 2018 Detail plan subject to supplier's approach	Estimated lab investment (direct) \$491,000 + HDC direct and indirect investment and in-kind support from government agencies and private sector organisations	A robust business case incl. business model
6. Growing & Scaling					TBD		
7. Changing Systems					TBD		

From 2018 to 2025, Project Lift will enter a solution implementation phase. The activities and timeframes for this activity will depend on the solutions that are prioritised from the co-design lab. Implementation will also depend on available funding and commitment by stakeholders.

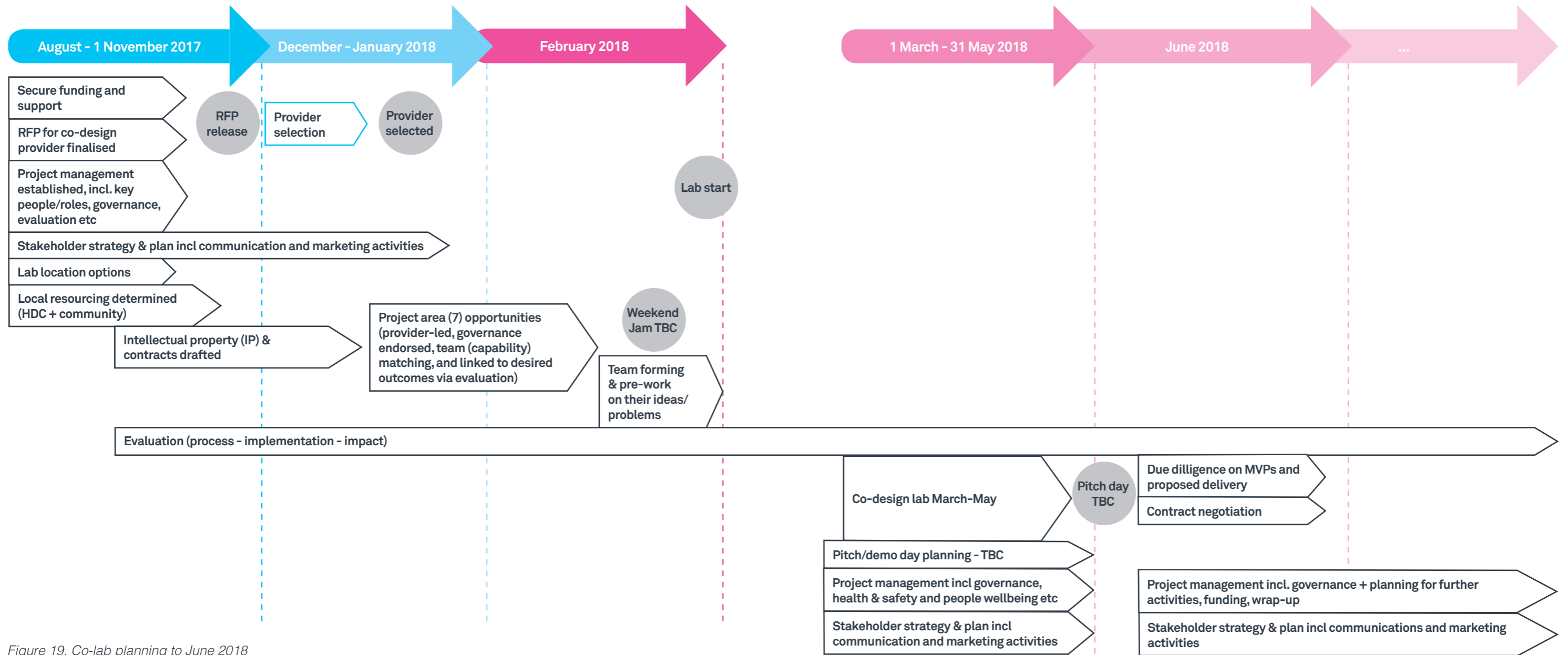


Figure 19. Co-lab planning to June 2018



Evaluating Project Lift

To capture the learnings from the co-design pilot and the longer-term impacts of Project Lift, we are working on an evaluation plan.

The evaluation will:

- capture learning about the co-design process in the early phases (implementation and process evaluation) and co-design impacts (eg, improved awareness, knowledge, acceptance of co-design as a method for solution development)
- assess the impact of individual solutions emerging from the co-design process
- assess the overall impact of Project Lift on the wellbeing of older people, the community and the economy

Where appropriate, the process of evaluation for each of these areas will incorporate:

- a logic model outlining outcomes and activities to reach the outcomes
- an assessment of how well activities have been undertaken
- an assessment of the outputs of each activity
- baseline outcome measures for later comparison
- methods to establish whether outcome changes can be attributed to Project Lift activities (impact evaluation)
- methods for valuing the impact of Project Lift activities (eg, value for money assessments like social return on investment).

Evaluators will work with the HDC and the Project Lift Governance group to identify a monitoring framework that leverages off existing monitoring efforts and captures project impacts in the longer term.

Requests for Proposals - Criteria for Selecting Co-Design Providers

While we want to remain open to different proposals for setting up a co-design lab, we have developed a set of elements we would expect to see in viable proposals. Such proposals would have:

- a process for concept collection. In this process, selected HDC staff, existing service provider organisations, as well as any other relevant and interested non-government organisation (NGO) and private sector organisations submit ideas and concepts for improving the wellbeing of older people.
- A selection period where submissions from concept collection are grouped, evaluated and selected for admission into the co-design process prototype.
- A team composition process where small cross-functional teams are assembled around chosen concepts and assessed for their ability to work together constructively in a pressure-cooker environment.
- A clear co-design process (research, ideas generation, testing) where cross-functional teams develop proof of concepts/prototypes for their given concepts.
- A mechanism for progressing their prototypes. Either: A pitch event where teams present their work and pitch for funding to implement their proposed solutions or a business case process. A business case process is for the medium to longer term solution options (or clusters of options). These solutions will typically require higher levels of funding, involvement from multiple parties, and detailed negotiation about Intellectual Property rights (IP), business and delivery.
- A post-co-design phase where teams that have received funding at the pitch event receive ongoing support to guide implementation and benefits realisation of proposed solutions.

We anticipate developing the RFP with the assistance of MBIE's procurement team. We understand this team has considerable experience working through agile and light/fit-for-purpose contracts as a result of the R9 Accelerators process, particularly as they relate to private sector partnerships and how to handle Intellectual Property (IP) questions. This expertise will be invaluable for HDC throughout this process.

Required Capabilities

Here we outline the required capabilities and dependencies for a running a successful co-design lab pilot.

Beyond the co-design lab pilot phase, we will need to develop required capabilities and dependencies, based on the desired way forward (moving toward an Innovation Lab, progressing business cases and other solutions).

A successful co-design lab pilot depends on:

- HDC staff and Council's on-going support and involvement in the co-design lab prototype (these supports are detailed below)
- sourcing an experienced delivery/facilitation team via the RFP process to plan, run and support the co-design lab
- budget being available to adequately procure services (team) to run and operate the process
- potential funders and delivery partners of solutions expecting to be involved in an on-going way after the co-design lab process, including enabling access to funding. Regional and central government agencies continuing to offer in-kind services as relevant to support HDC and the lab teams with expertise and connections (e.g. procurement, and active championing)

HDC will need to:

- provide a suitable space for the co-design lab with multiple stakeholder groups and individuals present, including the successful RFP respondent to deliver an appropriate co-design process
- make available key staff members full-time for the duration of the co-design process as required as well as other staff depending on the challenges and emerging solution options

- actively engage the community and key stakeholders and own these relationships throughout the prototype (and beyond)
- develop a marketing and communications strategy for pre, during, and post the co-design pilot process
- engage or run an evaluation alongside the process and include at a minimum implementation, process, and impact evaluations (reliant on funding availability)

Governance

Strong governance for the co-design lab is just as important a securing the right capability to run the lab and having the right people participate within the lab.

We expect the governance board will consist of five to seven people. Representatives will come from HDC, central government, the private sector (business mentors), older people and someone specifically from the investor community.

Successful governance boards for co-design initiatives like Project Lift have members who display some of the following skills, attributes and behaviours:

- curiosity and creativity - and the leadership courage to pursue and stand by a different process and emerging potential solutions
- an investor mindset - asking how can we make an idea into a reality and who can help us (compared with what compliance can we put in place to oversee and manage this)
- an agile understanding of risk - appreciating that co-design has different risks to conventional policy development and R+D processes - not increased risks
- good connections across the community - and the willingness to influence and engage with those networks to support solutions

- marketing expertise - to understand potential markets and tailor messages to them
- a focus on benefits realisation - measuring success against outcomes not outputs (widgets)

The final composition of the governance board will be worked through with project owners at Horowhenua District Council, HDC executive, officials, and stakeholders in the private sector. We anticipate the board will be active by the time the RFP is released.



Budgetary Requirements

We estimate the Project Lift budget to the end of the co-design lab trial (including the evaluation) at \$749,900.

We anticipate the costs will be met by HDC and MBIE.

In Table 2, we show the estimated budget over two broad phases of the project plus incidental costs, and give a breakdown of costs to the Horowhenua District Council and to the MBIE. Broadly, HDC will cover one-third of costs, with the balance funded by MBIE.

Implementing Pilot Solutions

We expect a range of solutions to emerge from the co-design lab, including low cost and more expensive solutions. Budgets for implementation will need to be developed once preferred solutions emerge.

Phases	Functions	Sept 17	Oct 17
Set up	Senior Project Manager	5,000	5000
	Project Administration/Coordination	1650	1650
	Management Overhead		
	Business Analyst/Data Specialist	2500	2500
	Communications Adviser	2500	2500
	Procurement Advisor	2400	
	Cust Insight Analyst		
	Evaluation (process, implementation, impact)		2500
Incidentals			
	Lab location	1500	1500
	Travel	500	500
	Sub Total		
Opportunités & Challenges	Programme Manager/Director		
Generating Ideas	Head of lab		
Developing & Testing	Senior Project Manager		
Making the Case	Project Administration/Coordination		
Delivering & Implementing	Management Overhead - HDC costs		
	Business Analyst/Data Specialist		
	Communications Adviser		
	Procurement Manager		
	Cust Insight Analyst		
	Evaluation (process, implementation, impact)		
	Specialist Skills incl. mentors, coaches, technical expertise		
	Sub Total		
Incidentals			
	Lab location		
	Travel		
	marketing & comms material		
	Events		
	Catering		
	Sub Total		
Growing & Scaling TBC			
Changing the System TBC			
	TOTAL		

Table 2: Estimated budget

Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sub Totals	RFP / Central Govt	HDC
15000	15000									40000	40000	
1650	1650									6600		6600
2500										2500		2500
2500	2500									10000		10000
2500	2500									10000		10000
2400										4800		4800
2500	2500									5000	5000	
2500	2500									7500	7500	
1500	1500									6000		6000
500	500									2000		2000
										94400	52500	41900
4000	4000	4000	4000	4000	4000	4000	4000	4000		36000		36000
		15000	25000	25000	25000	25000	7500	2500		125000	125000	
		15000	15000	15000	15000	15000	15000	15000	15000	120000	80000	40000
		2000	2000	2000	2000	2000	2000	2000	2000	16000		16000
		2500	3000	9500	9500	9500	3000	3000	1000	41000		41000
7500	7500	7500	7500	7500	7500	7500	7500	7500		67500	45500	22500
			5000	5000	5000	5000	5000	5000	5000	35000	20000	15000
				2000	2000	2000	2000	2000		10000		10000
		4000	4000	4000	4000	4000	4000	4000		28000	28000	
				8000	8000	8000	8000	8000		40000	40000	
			15000	17000	17000	17000	17000	17000		100000	100000	
										618500	438500	180500
		1500	1500	1500	1500	1500	1500	1500	1500	12000		12000
		1500	1500	1500	1500	1500	1500	1000	1000	11000		11000
		500	500	500	500	500	500	500	500	4000		4000
			1500	1500	1500	1500	1500			7500		7500
				500	500	500	500	500		2500		2500
										749900	491000	259400

Managing Risk and Benefits

Table 20 outlines risks and mitigations for running the co-design pilot.

Risk Category	Risk	Probability	Consequence	Mitigation
Universal Risks	Availability of project team	High	Moderate	Agreement by key stakeholders to resource project. Good project planning to ensure key staff know when they will need to be available to support the project.
	Lack of support amongst decision-makers & key influencers	Low	Severe	Ensure projects are well scoped to ensure stakeholders are well informed Key stakeholders have been involved early in the process to mitigate this risk.
	Lack of support amongst public	Possible	Minor	The development and testing of a prototype is unlikely to generate much public interest, unless impact can be demonstrated Opportunities to be involved ("being around the table") Communication and marketing
	Difficulty in gaining multi agency agreement for project	Low	Severe	Key stakeholders have been identified and engaged at an early stage of the project to mitigate this risk.

Table 20; Risks and mitigations

Risk Category	Risk	Probability	Consequence	Mitigation
Universal Risks	Lack of service provider participation	Possible	Moderate	Key service providers will be engaged early to mitigate this risk Connect provider community with regional and national (and international) opportunities, where relevant
	Lack of adoption	Possible	Moderate	There is a risk that current urban assets may not be ideally suited to inclusive living and aging in place; reducing the effectiveness of potential recommendations. Key stakeholders understand the project may recommend changes to the status quo.
	Lack of adoption	Possible	Minor	There is a risk that once the projects have been completed the recommendations are not implemented. This project is structured to allow stakeholders to evaluate the results of the prototype before committing to any further developments. The risks to this project are limited.
	Lack of funding	Possible	Major	Key organisations may lack the financial capability to provide the financial support required Discussions with key stakeholders to date indicate a willingness to contribute. In the event that key funding cannot be secured, other funding sources will be sought, or project delayed.
	Risk that governance arrangements are not equipped to operate in a non-linear environment/process	Likely	Major	Governance group members have a different profile to existing governance boards and require different skills, including a different risk framework Identify required skills and people who possess these from across sectors Ensure board understands the proposed approach and their accountability and responsibilities Ensure wider environment (local, regional, central government and service provider community) understands board role and approach

Risk Category	Risk	Probability	Consequence	Mitigation	
Universal Risks	Funding arrangements unclear	Funding of teams and solution options need to be worked through up-front to avoid lengthy negotiations after the lab (where avoidable e.g. for immediate implementation options), causing team, provider and community discontent	Possible	Major	Seek out and include lessons from other lab experiences Identify funders with openness towards process and the potential for downstream investment Co-design future funding agreements
	Teams not suitably skilled and/or not compatible	Team members not suitably skilled to address the problem they're working on and/or not able to work constructively together	Possible	Moderate	Ensure team members are matched to appropriate challenge/problem to suit their skills Ensure co-design process has team development activities in-built During lab, on-going temperature checking and appropriate interventions engaged if issues arise
	Outcomes not met	There is a risk that the project does not deliver the expected outcomes.	Possible	Moderate	The design of the prototype, the operation of the prototype, incl. HDC's active leadership and management, the selection of provider, governance, and the evaluation of the prototype are all key steps to mitigating this risk. These steps will be carefully considered and discussed with key stakeholders to ensure the deliverables can be met.
Risks by Innovation Stage	1. Exploring opportunities & challenges	No or no uniform agreement (both operationally and at governance level) on how to deal with and respond to customer and other stakeholder insights	Low	Moderate	Clarify upfront that insights gathered through any research method are sacrosanct and need to be included in teams' work in the lab

Risk Category	Risk	Probability	Consequence	Mitigation	
Risks by Innovation Stage	1. Exploring opportunities & challenges	Problems that are too vague, too prescriptive, or not sized appropriately (too big, too small) will not enable teams to produce implementable products or services	Possible	Moderate-Major	Spend time pre-process to ensure problems are defined enough (collaborative assessment across relevant stakeholders) to progress through lab Allocate resources (appropriately skilled researchers and analysts) to gather as much and as varied data as possible pre-lab Support from relevant stakeholders to ensure teams can work through inevitable challenges in lab On-going monitoring of team progress with possibility of further refinements, pivot (radical shift in a team's focus area), or complete stop
	2. Generating ideas	There is a risk that current urban assets may not be ideally suited to inclusive living and aging in place; reducing the effectiveness of potential recommendations.	Low	Low	Make clear to everyone (in lab, at governance and leadership levels) that high failure (weed out) rates are to be expected. This is an indication of process success, not failure Ensure there are multiple extra, well-defined problems that teams can turn to when one (or more) is ruled out as a viable problem Equip leaders to articulate this to wider stakeholder and other interested parties e.g. local community, people involved in the discarded problem to date, the press etc.)
	3. Developing & testing	Low or no acceptance that ideas/problems are ruled out as a result of research findings	Low	Low	Make clear to everyone (in lab, at governance and leadership levels) that high failure (weed out) rates are to be expected. This is an indication of process success, not failure Ensure there are multiple extra, well-defined problems that teams can turn to when one (or more) is ruled out as a viable problem Equip leaders to articulate this to wider stakeholder and other interested parties e.g. local community, people involved in the discarded problem to date, the press etc.)

Risk Category	Risk	Probability	Consequence	Mitigation	
Risks by Innovation Stage	4. Making the case	Low or no preparedness to adjust approach or solution proposal if user and stakeholder input, or evaluation results demand it	Possible	Moderate	<p>Ensure that passion is about solving real community problems, not pursuing personal ambitions when evidence point to the contrary</p> <p>Enable and support teams to work through material critically at all stages, incl. constructive challenging from provider, specialists and mentors</p>
	5. Delivering & implementing	Low or no preparedness to adjust approach or solution implementation if user and stakeholder input, or evaluation results demand it	Possible	Moderate-Major	<p>Ensure that passion is about solving real community problems, not pursuing personal ambitions when evidence point to the contrary</p> <p>Enable and support teams to work through material critically at all stages, incl. constructive challenging from provider, specialists and mentors</p> <p>Ensure that teams working on solutions, which require organisations to partner, or government policy/ processes to be changed understand that these complex arrangements take time to implement</p> <p>Equip leaders and governance to facilitate results and potentially have difficult conversations with partnering organisations or government agencies</p>
	6. Growing & scaling	TBD			
	7. Changing the system	TBD			

Together we can innovate toward a better future for older people and our communities

Ageing Strategies

Positive Ageing Strategy

Since 2001, work with, and for older people in New Zealand has been guided by New Zealand's Positive Aging Strategy. It recognises:

- the value and importance of lifelong good health and wellbeing
- that older people have an abundance of skills, knowledge and experience to contribute to our country
- that we all have an interest in ensuring that older people can be active participants in society for as long as they possibly can.

The Positive Ageing Strategy has 10 goals for central and local government agencies and communities. The 10 goals are:

1. Income – secure and adequate income for older people.
2. Health – equitable, timely, affordable and accessible health services for older people.
3. Housing – affordable and appropriate housing options for older people.
4. Transport – affordable and accessible transport options for older people.

5. Ageing in the Community – older people feel safe and secure and can age in the community.
6. Cultural Diversity – a range of culturally appropriate services allows choices for older people.
7. Rural Services – older people living in rural communities are not disadvantaged when accessing services.
8. Positive Attitudes – people of all ages have positive attitudes to ageing and older people.
9. Employment Opportunities – elimination of ageism and the promotion of flexible work options.
10. Opportunities for Personal Growth and Participation – increasing opportunities for personal growth and community participation.

Project Lift focuses on people transitioning out of the paid workforce. Our project areas neatly align with the goals of the Positive Ageing. The Positive Ageing Strategies focus on health and wellbeing, inclusion and making the most of the skills and talents offered by older people are also at the heart of Project Lift. What Project Lift offers is process for realising these goals by putting older people at the heart of a collaborative co-design process. We will maximise the likelihood

of new ideas working for older people.

While the Positive Ageing Strategy and its successor provide us with broad goals so we can be 'on the same page', sectors are also progressing strategies for older people.

As these strategies emerge and marry up with our seven project areas, we will be looking to incorporate, learn from and contribute to their development. Project Lift will provide test cases and exemplars for policy goals within and across these areas.

For example, Project Lift aligns with the Ministry of Health's Healthy Ageing Strategy. In fact, the Ministry of Health's Strategy/Action Plan has already been embedded in the Accelerate>25 Action Plan, more specifically, the Quality Care and Lifestyle for Older people Opportunity.

Healthy Ageing Strategy 2016

During 2015 and 2016, the Ministry of Health consulted widely on the health of older people to develop the Healthy Ageing Strategy. The strategy's vision is that 'older people live well, age well, and have a respectful end of life in age-friendly communities'. It takes a life-course approach that seeks to maximise health and wellbeing for all older people.

The Ministry of Health states that 'to achieve this vision, we need to ensure our policies, funding, planning and service delivery:

- prioritise healthy ageing and resilience throughout people's older years
- enable high-quality acute and restorative care, for effective rehabilitation, recovery and restoration after acute events
- ensure older people can live well with long-term conditions
- better support older people with high and complex needs
- provide respectful end-of-life care that caters to personal, cultural and spiritual needs.'

The Ministry of Health intends to achieve its vision in these five areas within a system that is people powered, delivers services closer to home, is designed for value and high performance and works as

one team in a smart system.

The strategy heavily promotes a cross-government approach. This will enable innovations that seek to link personal health and wellbeing initiatives with initiatives from the wider social sector. Project Lift directly aligns with this approach and aims to use collaboration with Community to develop solutions that will enable older people to age positively.

Community Wellbeing Strategy – Indicators for Older People

Key Indicators that have been included in monitoring report requirements specific to older people are as follows:

- Number and % of people who have felt lonely in the last 4 weeks (Manawatu – Whanganui; 2008 – 67.3%, 2010 – 75.5%, 2012 – 71.4%), by gender, age, ethnicity). New Zealand General Social Survey, Department of Statistics – two yearly. HDC will investigate way to measure
- Number and % of people who report belonging to community club, group or organisation (by gender, age, ethnicity) New Zealand General Social Survey, Department of Statistics- two yearly. HDC will include in its annual Residents Survey.

These key indicators contribute to measuring and monitoring that neighbourhoods and all communities in the Horowhenua district are resilient, connected and thrive. (This result is aligned with the State Services Commission better public service priority result and target of reducing crime)

- Number and % of older adults (people aged 65 years over) with ambulatory sensitive hospital admissions (ASH) (ethnicity); Mid Central Health
- Number of people on the "Total Mobility" scheme in Horowhenua and number of new applications received (frequency of use and satisfaction data to be included in time); Horizons Regional Council.
- Number of substantiated incidents of elder abuse reported within Horowhenua (by type - psychological, financial, physical, self-neglect, sexual and institutional); Age Concern.

Stakeholder Engagement with Project Lift

Date	Stakeholder	Summary
2015/2016	Fiona Allpass - Massey University as part of Steering Group	Workshops and discussions to contribute to the development of the Accelerate>25 Quality Care and Lifestyles for Older People
2015/2016	Grant Davidson – Service provider to Steering Group, former Head of Design, Philips Global Healthcare	Workshops and discussions to contribute to the development of the Accelerate>25 Quality Care and Lifestyles for Older People
2015/2016	Murray Georgell – Former CEO of MCDHB as part of steering group	Workshops and discussions to contribute to the development of the Accelerate>25 Quality Care and Lifestyles for Older People
2015/2016	Prof Ray Geor Pro Vice-Chancellor College of Sciences, Massey University	Workshops and discussions to contribute to the development of the Accelerate>25 Quality Care and Lifestyles for Older People
2015/2016	Dr Allanah Ryan - Head of School of People, Environment and Planning, Massey University	Workshops and discussions to contribute to the development of the Accelerate>25 Quality Care and Lifestyles for Older People
2015/2016	Fiona Alpass PhD - Professor of Psychology School of Psychology, Massey University	Workshops and discussions to contribute to the development of the Accelerate>25 Quality Care and Lifestyles for Older People
2015/2016	Neil Simmonds – CEO Electra Group	Workshops and discussions to contribute to the development of the Accelerate>25 Quality Care and Lifestyles for Older People
2015/2016	Katie Brosnahan – Regional Commissioner MSD	Workshops and discussions to contribute to the development of the Accelerate>25 Quality Care and Lifestyles for Older People
11 April 2016	Chris Benewith – Massey College of Creative Arts	Checked on competences for Innovation Hub and process for iterative innovation. They are ready to engage with Open Lab approach, and open for collaboration with other parties. Request for a rough indication of investment.
	Chris Jackson – DNA Wellington	Checked on competences for Innovation Hub and process for iterative innovation. Clarified role of DNA in project. Request for rough indication of investment.

Date	Stakeholder	Summary
12 April 2016	Jim Nicolson & Ross Judge, Strategy & Policy Group MoH	Understanding the relationship of the various ministries to the project, and the related funding streams. Discussion on reference cases known to MoH relevant for the project.
	Horowhenua Economic Development Board	Introduced concept and answered first questions. General enthusiasm and welcoming of the initiative. Eagerness to understand the practical consequences for local business.
13 April 2016	Mayor Brendan Duffy/CE David Clapperton – Horowhenua District Council	Confirmation of the concept and chosen direction. Discussion on the role of Horowhenua District Council and related ownership, leadership, and governance of the project. Full support pledged from Horowhenua District Council.
	John Sax – Southpark Corp.	Telco to introduce the concept and heard from John the learning from the Tamaki Regeneration project. Agreed to meet in Auckland 22 April.
14 April 2016	Eric Crampton/Shamubeel Eaqub	Understand how the “Special Economic Zone” structure could apply to the project in the light of the need for regional cross-border collaboration and possible need for challenging national policies. Project confirmed as appropriate growth response to RoNS opportunity.
15 April 2016	Cathy McCartney –Strategic Projects Coordinator, Horowhenua District Council	Workshops and discussions to contribute to the development the Accelerate>25 Quality Care and Lifestyles for Older People
	Craig Johnston – Mid Central District Health Board Acting General Manger Planning & Funding	Discussion on project concept and the role of Mid Central DHB. Very constructive meeting with clear alignment of direction and a positive intent to collaborate with investment, both in the further distributed provision of healthcare and the supporting IT backbone.
18 April 2016	David McCorkindale – Senior Manager Strategic Planning, Horowhenua District Council	Introduced the project concept and discussed the possible consequences for spatial planning, particularly in Levin/Taitoko. Positive reception and the start of a thinking process.

Date	Stakeholder	Summary
	Monique Davidson – Group Manager Customer & Community Services, Horowhenua District Council	Introduced the project concept and discussed social impact. Stock taken of the successful social trials and indications given as to scaling and expanding these. Best practice social trial governance recommendations given (All of Government approach.)
19 April 2016	Hamish Gow – Director of Business Innovation and Strategy, Massey University	Update on project concept and brainstorm on set up of Innovation Hub with recommendations on how to engage Academia. Challenge to Massey to provide a ‘single point of contact’ for the project.
	Adrian Dixon – Whanganui & Partners	Understanding what initiatives have been undertaken in the Whanganui Innovation Quarter and how these can be connected to the Horowhenua Innovation Hub
	Jo Smith – Senior Portfolio Manager Health of Older People, Mid Central District Health Board	Update on project concept and discussion on present initiatives regarding healthcare for older people. Very positive confirmation of the project concept and recognition that this could be the leverage needed to align efforts and investments to best effect.
20 April 2016	Leigh Auton – Auton Associates	Introduction to project concept and it’s relation to the Auton report ‘Horowhenua’s Future - Strategic Positioning’. Very positive response from Leigh.
	Brendan Duffy - Former Mayor and current Deputy Chairperson Mid-Central DHB/ CE David Clapperton – Horowhenua District Council	Short preview of developed project concept prior to Council Meeting. Very strong support confirmed.
	HDC Council Meeting	Formal presentation of project to full council. Very enthusiastic reception and principle support for direction.
21 April 2016	Di Grennell – TPK/Toni Senoia - MSD	Executive debrief on developed project concept and action plan. Very positive response from both Di Grennell and Toni Senoia. Initial discussion on how to organise top-down government buy-in. Di Grennell actively supporting.
	Di Grennell - TPK	Discussion on multi-cultural aspects of the project, and a confirmation that the inclusive approach taken is correct and should be pursued further.

Date	Stakeholder	Summary
22 April 2016	John Sax – Southpark Corp.	Introduction to the project concept. Very positive response, recognising that this project goes even further than Tamaki Regeneration. Discussion on project governance taking into account the best practice of the Tamaki project. John expressed readiness to support the Horowhenua project with advice and connections.
19 November 2016	Horowhenua Older Persons Network	Introduction to the project and a request to feed into the planning work with feedback on challenges that older people are facing in the District.
23 May 2017	Horowhenua Age Friendly Communities Working Party	Introduction to the project and a request to feed into the planning work with feedback on challenges that older people are facing in the District.
20 June 2017	Horowhenua District Council Community Wellbeing Committee	Project update and informing the group that Stakeholder engagement will follow.
7 July 2017	Jo Mason – Councillor and General Manager Community Connections	Project update and input into the Master Plan. Jo indicated her support of the project and provided some useful feedback with a focus on integrity, technology, ageing in place and neighbourliness.
11 July 2017	Michael Feyen – Mayor, Ross Campbell – Councillor	Introduction to the project concept. Very positive response and willingness to support where needed.
11 July 2017	Toni Senoia - MSD	Project update and input into Master Plan which lead to discussion regarding strategy and work programme.
13 July 2017	Blake Shepard - MBIE	Project update and clarification of any areas of uncertainty. Blake made suggestions on what content should be included in the Master Plan.
13 July 2017	Di Grennell - TPK	Project update and input into Master Plan which lead to discussion regarding strategy and culture.
13 July 2017	Diane Turner – Office for Seniors MSD	Project update and input into Master Plan. Diane made suggestions for potential stakeholders and linkages with other projects focusing on the older person.
13 July 2017	Amanda Hinkley - MoH	Introduction to the project and ensuring the Master Plan aligns with MoH strategy.

Date	Stakeholder	Summary
20 July 2017	Dan Geraghty – Age Concern Horowhenua	Project update and input into the Master Plan. Dan provided relevant statistics.
20 July 2017	Jo Smith and Barb Bradnock – MidCentral DHB	Project update and input into the Master Plan. Jo indicated that there was potential for Project Lift to tap into other resources and provided relevant statistics and contact details.
20 July 2017	Craig Johnston – General Manager - Strategy, Planning & Performance - MidCentral DHB	Project introduction and update on engagement and progress of project. Craig indicated that Project Lift aligns with the DHB's vision and provided valuable in-sight and information.
25 July 2017	Scott Ambridge - General Manager Enable NZ	Project introduction and update. Scott made direct linkages with the Disability System Transformation Process and said that there is a natural overlap between the needs of older people and those with disabilities.
28 July 2017	Ruma Karaitiana (Chair Southern Iwi – Te Pae Tawhiti / Accelerate>25 Lead Team) & Willis Katene (Regional Manager, TPK)	Project update and discussion on cultural needs and opportunities.
8 August 2017	Horowhenua District Council Leadership Team	Project update and presentation of Master Plan
8 August 2017	Economic Development Board	Project update and presentation of Master Plan
11 August 2017	Accelerate>25 Lead Team	Project update and presentation of Master Plan

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