# TOWARDS AN
# AUCKLAND KAI LAB

## A SUMMARY OF EXPLORATION AND ACTION
## AUGUST - DECEMBER 2015

# TOWARDS AN AUCKLAND KAI LAB

# BACKGROUND

Kai Auckland engaged Resilio to support with the exploration and foundational work for the establishment of a social lab to address Auckland's most pressing food challenges. This document is a summary of that work.

Kai Auckland was set up to address some of the following issues: *"There is a growing price disparity between nutritious health foods and energy dense nutrition-poor unhealthy food. Staggering degrees of wastage are also hard wired into our food system; with some estimates as high as one third of food that is produced globally as going to waste. Currently, in New Zealand 20.1% of households experience food insecurity and as a result, many children are experiencing hunger and poor nutrition. Rising levels of obesity is also a significant social problem connected with poor nutrition and lifestyle. Being obese or overweight reduces life expectancy, can lead to heart disease, type 2 diabetes and some cancers. It can also lead to stigma, prejudice and low self esteem. WHO has described it as a 'global epidemic'."*

Based on the concept of a social lab, Auckland Kai Lab has specific defining qualities and characteristics[1]. It is:

- social - individuals and organisations working together;

- inclusive - includes the people most affected by the challenge in the creation and implementation of solutions;
- systemic - seeks to address systemic root causes;
- develops capacity and capability for leadership and systemic change;
- focused on action, experimentation, prototyping and iterative processes; and
- focused on learning, research, documentation and theory.

*"We have scientific and technical labs for solving our most difficult scientific and technical challenges. We need social labs to solve our most pressing social challenges."[2]*

The best description that we came up with that people could relate to is that a social lab is like an Olympic campaign: the core team is the support staff (physio, nutritionist, trainer, healers, doctors etc.), the lab team are high performance athletes and different prototyping teams are like different athletics teams – swimming, rugby, track & field, hockey etc.

Exploring the establishment of an Auckland Kai Lab attracted many Kai Auckland network members and a

social labs approach to tackling Auckland's complex food challenges attracted a number of new people from a range of sectors to Kai Auckland. Feedback from the wider existing Kai Auckland network members was that a Kai Auckland social lab would need to be inclusive and action orientated.

Towards an Auckland Kai Lab engagements included:
- Initiation meeting with key public sector organisational stakeholders
- Exploring Social Labs workshops
- Roles and Responsibilities mail out
- "Cracking On" workshop

Next steps for this initiative include the formation of a core team, the securing of funding for the lab and engaging with specific stakeholders not currently involved in Kai Auckland.

1. *Kai Auckland - Knowing, growing and sharing - http://kaiauckland.org.nz/*

2. *Prototyping Our Future: Social Labs For A Sustainable, Regenerative, & Thriving Future http://issuu.com/joshuacubista/docs/prototyping_our_future_-_pdf*

3. *Social Labs Revolution: A new approach to solving complex challenges, Zaid Hassan - https://www.youtube.com/watch?v=f3Siqovj-RY*

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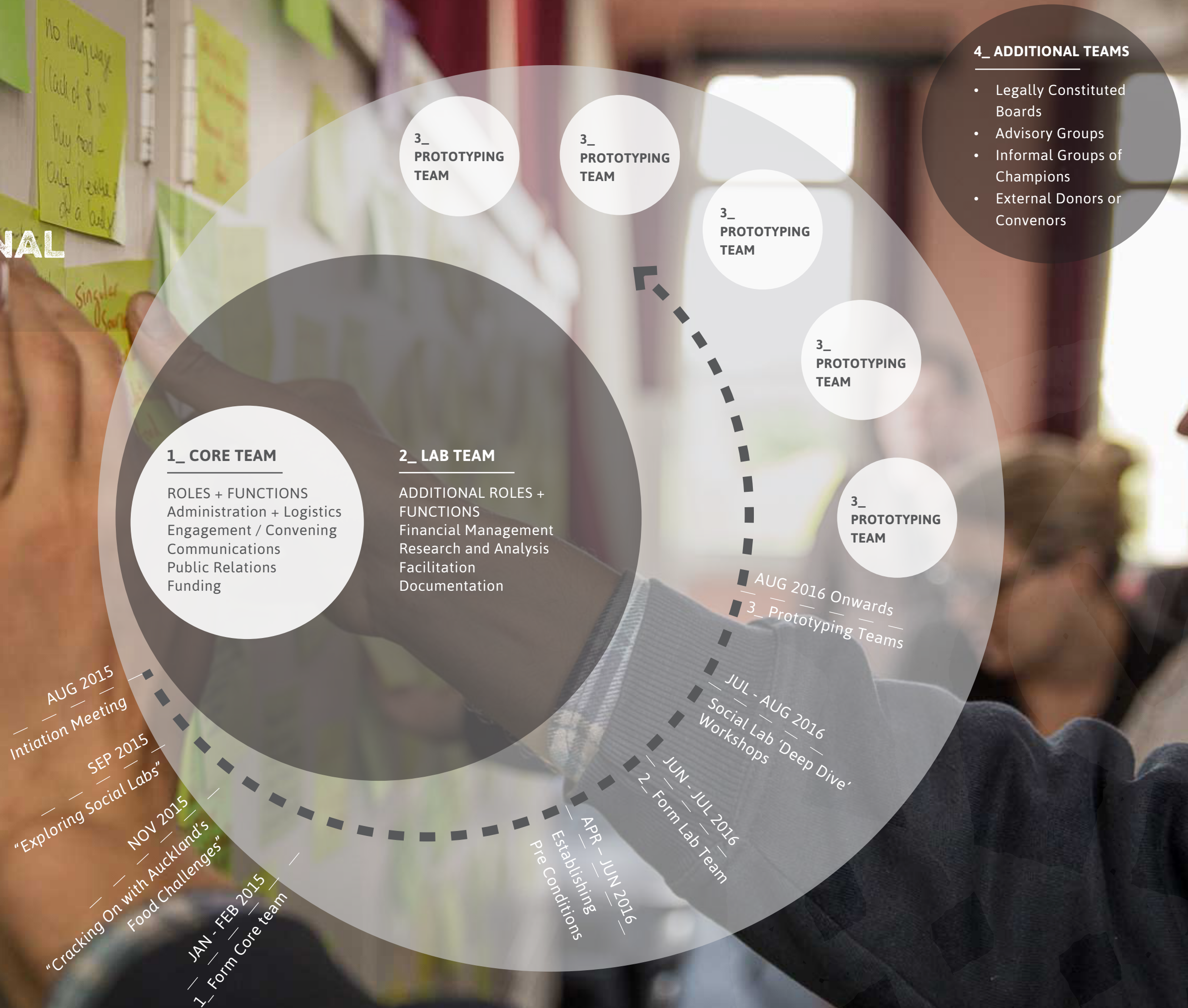
# VALUE PROPOSITION

**16 reasons for organisations and individuals to become involved in Auckland Kai Lab:**

- Use the concept of a lab as a framework for trying new ways of working to address a range of social (and health) issues.

- Provide insight and opportunity for business to help solve some of our most challenging and pressing food related challenges.

- Engage in a promising new initiative and explore emerging business directions/trends.

- Build social, human and cultural capital and local food economies.

- Affect real, on the ground change in Auckland's food system.

- Make connections, exchange information, time and energy.

- Be part of a ground swell of interest and action in local food markets.

- Engage / make real connections with community in local action and building a sense of ownership.

- Use the concept of a lab as fertile ground for (action) research and emerging design practice.

- *Become better at framing Auckland's complex food issues and raise awareness of these issues.* [4]

- *Share and document new ways of thinking about Auckland's food systems.* [4]

- *Connect with like minded people and organisations to gain momentum and mass support for paradigm shifts.* [4]

- *Build occupational cultures that are more open to experimentation and more tolerant of risk.* [4]

- *Gain sufficient institutional buy in to get design thinking accepted in high level policy.* [4]

- *Develop evaluation models that improve institutional and lab practices that lead to systemic change.* [4]

- Connect communities through food.

4. Paraphased from: Kieboom, M. (2014). *Lab Matters: Challenging the practice of social innovation laboratories.* Amsterdam: Kennisland. Licensed under CC-BY.

# TOWARDS AN AUCKLAND KAI LAB

## PROPOSED ORGANISATIONAL STRUCTURE

**4_ ADDITIONAL TEAMS**
- Legally Constituted Boards
- Advisory Groups
- Informal Groups of Champions
- External Donors or Convenors

**3_ PROTOTYPING TEAM**

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**3_ PROTOTYPING TEAM**

**1_ CORE TEAM**

ROLES + FUNCTIONS
Administration + Logistics
Engagement / Convening
Communications
Public Relations
Funding

**2_ LAB TEAM**

ADDITIONAL ROLES +
FUNCTIONS
Financial Management
Research and Analysis
Facilitation
Documentation

AUG 2015
Intiation Meeting

SEP 2015
"Exploring Social Labs"

NOV 2015
"Cracking On with Auckland's
Food Challenges"

JAN - FEB 2015
1_ Form Core team

APR – JUN 2016
Establishing
Pre Conditions

JUN - JUL 2016
2_ Form Lab Team

JUL - AUG 2016
Social Lab 'Deep Dive'
Workshops

AUG 2016 Onwards
3_ Prototyping Teams

# TOWARDS AN AUCKLAND KAI LAB

# PART 1 - ROLES AND RESPONSIBILITIES

## Core Team

The role of the core team is to establish the preconditions for Auckland Kai Lab and provide ongoing core service support to the Lab Team and Prototyping Teams in their work. Preconditions for establishing Auckland Kai Lab are securing funding and setting up infrastructure for a range of services, including administration, communications and facilitation to logistical support. The core team will also be responsible for forming the Lab Team and designing a governance structure for Kai Lab Auckland.

**Number of Members_** 5 - 7
**Time Commitment_** 1 - 2 days/week for 3 months to establish 'pre conditions'.
Similar commitment once Kai Lab has started (TBC).

## Lab Team

Auckland Kai Lab will need to include key stakeholders from civil society, government and business interested in Auckland's food challenges. This will ideally mean representation from the food industry, health care sector, iwi and local authorities, academia and research, as well as community groups and local initiatives.

**Number of Members_** Approximately 12 - 20 people and or organisations.
**Time Commitment_** Full time and part time roles (TBC) once the preconditions have been established.

## Prototyping Teams

Once Kai Auckland Lab starts prototyping work, then the lab team will split into several smaller teams, each focused around a specific prototype. "Once prototyping teams form, it is normal to identify gaps in the team, leading to the recruitment of new lab team members. The growth of the lab team needs to be managed carefully, with formal induction processes. New lab team members need to clearly understand how decisions within the lab are made".[2]  Zaid Hassan

**Number of Members_** Approximately 3-12 people per prototyping team. Number of teams TBC.
**Time Commitment_** Full time and part time roles (TBC) once the preconditions have been established.

# TOWARDS AN AUCKLAND KAI LAB

# PART 2 - ROLES AND RESPONSIBILITIES

## Core Team

### Administration and Logistics
Development of organisational administration procedures and systems; coordination and implementation of office procedures and frequently have responsibility for specific projects and tasks; scheduling and coordination of meetings and workshops including venue, participant attendance, and catering.

### Funding
Secure funding for core team, lab team and first prototype teams; ability to research, complete and submit funding applications; forge and develop relationships with key stakeholders and project partners.

### Communications / Public Relations
Developing a communication strategy for Auckland Kai Lab; providing timely and useful information to stakeholders about Auckland Kai Lab; publish press releases; social media marketing and management; network and partnership communications; building inter-agency networks.

### Engagement / Convening
Building relationships with new and existing stakeholders; building effective teams; promoting and enhancing Auckland food networks; promoting and building Auckland Kai Lab partners and supporters.

## Lab Team

### Documentation
Overall responsibility for recording and documenting Auckland Kai Lab activities for both internal and external use; visual and graphic communication for lab programmes, processes and prototypes.

### Research and Analysis
Monitoring and evaluating lab programmes, processes and prototypes, defining and refining research objectives; analysing and evaluating research and interpreting data, feeding research and analysis findings back into the Auckland Kai Lab processes.

### Financial Management
Overall responsibility for financial and accounting management and administration systems; plan, direct and monitor the financial policies and operation of the lab; manage cash flow; help determine the financial implications of projects and programmes; plan and prepare budgets and documents.

### Facilitation
Facilitating lab activities; relationship management; stakeholder engagement; enabling group decision-making processes and problem-solving; measuring and enhancing group cohesion and working effectively in groups.

## Prototyping Teams

The specific roles, responsibilities, key competencies and time commitments associated with specific prototyping teams will be dependent on the nature of the prototyping initiative. Generally, prototyping team members will be specifically recruited based on experience, expertise, or other criteria. Prototypes can run for as little as 6 weeks and continue for up to a year. However, different prototypes will have different time commitments expected from members with some prototypes requiring full time involvement and others less hours.

## Additional Teams

Forming additional teams to support Auckland Kai Lab will occur in parallel to the Core, Lab and Prototyping teams. The roles, which might include a legally constituted board, an advisory group, informal groups of champions, or external donors or convenors, can be appointed as needed and/or as interest emerges.

*\* All people involved in Auckland Kai Lab will need to have good communication, both written and verbal, and interpersonal skills, as well as be able to work effectively as part of a team and have a committed and flexible approach to getting things done.*

# TOWARDS AN AUCKLAND KAI LAB

# EXPLORING OPPORTUNITIES

During workshops, participants began identifying the challenges most significant to them and exploring opportunities for action. The following questions capture participants' early exploration of the key issues identified:

- How can we understand our current Auckland bioregional food system in order to effect change and improve it?

- How might we develop a network of food hubs within Glen Eden to increase social cohesion?

- How might we provide an accessible point of purchase for fresh, tasty and nutritious food as an alternative to the supermarket for West Auckland?

- How can we create a food system that values and encourages people, connection, health, awareness, and equity across Auckland?

- How might we improve the access local communities have to fresh and healthy food?

- How can we better integrate food systems into school curriculum, which has a range of competing school curriculum demands?

- How might we better educate our children and communities about management of food waste?

- How can we protect high quality soils from urban expansion on the periphery of our urban area?

- How might we get people and organizations with skills and energy to produce and distribute food, access to the land needed to do so?

- How can we close the perceived and actual gap between where our food is grown and where it is purchased and consumed?

- How do we enable and empower communities and organizations to engage in urban food production for local distribution and consumption?

- How might we utlise tax incentives/tariffs to promote healthy food choices /discourage unhealthy food choices?

# CRACKING ON WITH AUCKLAND'S FOOD CHALLENGES

# OVERVIEW

On November 20th, 2015 Kai Auckland hosted "Cracking On with Auckland's Food Challenges" at Leys Institute in Ponsonby. This was the final event in a series of workshops towards an Auckland Kai Lab.

Twenty people from public sector institutes, social enterprises, grassroots and community organisations and engaged citizens attended the workshop.

Attendees engaged in a combination of whole group and small group activities working on defining Auckland's biggest food challenges, identifying the drivers and who is impacted by those challenges.

The workshop included a delicious shared lunch and lots of rich conversations about Auckland's food system.

Participants developed Challenge Statements and explored how we would know we were successful if we were effective in addressing these challenges.

As a group, those present at the Cracking On workshop mapped out a proposed organizational structure of Auckland Kai Lab and envisaged where and how they might fit into this structure.

# CRACKING ON WITH AUCKLAND'S FOOD CHALLENGES

# SUMMARY OF OUTCOMES

- Identified which participants were keen to be involved in which parts of Auckland Kai Lab. Identified potential core team, lab team, support team members from within workshop participants.

- Outlined next steps and key milestones for the establishment of an Auckland Kai Lab in 2016.

- Identified other key 'players' and stakeholders who either impact or are impacted by Auckland's complex food challenges that need to be approached and invited into the conversation who are currently not involved.

- Combined feedback from multiple workshops including Cracking On With Auckland's Food Challenges provides a clear focus for the establishment of an Auckland Kai Lab: Food Poverty, Justice & Sovereignty.

## Food Poverty
*Experiencing hunger and food insecurity and the inability to afford or have reasonable access to food for a healthy diet.*

## Food Justice
*Food justice is the right of communities everywhere to produce, process, distribute, access, and eat good food regardless of race, class, gender, ethnicity, citizenship, ability, religion, or community. Includes: Freedom from exploitation. Ensures the rights of workers to fair labor practices.*

## Food Sovereignty
*Asserts that the people who produce, distribute, and consume food should control the mechanisms and policies of food production and distribution, rather than the corporations and market institutions they believe have come to dominate the global food system.*

# EMERGING THEMES

Across all the workshops we asked participants to identify (one of) the most significant challenge(s) that they thought Auckland Kai Lab should be addressing. These are the emerging themes generated out of these conversations.

The key key areas of interest raised by the Kai Auckland network were:

- Food Poverty
- Food Justice
- Food Sovereignty
- Need to better understand Auckland's food system(s)
- Connection to community through food

Throughout the three workshops a number of core issues repeatedly came up, these include but are not limited to:

- Access to healthy local affordable food
- Marketing of food
- Urban Growth; Intensification; and Loss of productive land
- Profit as market driver
- Access to land
- Monopolisation of the food system
- Lack of connection to where our food comes from
- Consumerism
- Food waste and education
- Consumption & the separation of work and 'life'
- Urban food production
- Disconnection

Those identified as being particularly impacted by Auckland's food challenges include:

- Children
- Renters
- Low income earners and families
- Single income parents
- Local growers and food suppliers
- Caregivers
- Healthcare professionals / system
- Large families
- Landless/those without access to growing space
- Ecosystems / Environment

# TOWARDS AN AUCKLAND KAI LAB

# PARTICIPANT FEEDBACK

"I think it's good how it centers around lots of different issues and trying lots of different things"

"I really liked the process - I enjoyed the social focus of it"

"I think there's more capacity to change things - there's more power behind your voice as a collective compared to as individuals"

"It is a way for people to have ownership over a situation"

"As an experimental approach, how can we approach funders? It's a bit chicken and egg as you need something to approach them with, but you need some funding before you can make that something happen"

"I'm starting an initiative and we are learning as we go... I don't have enough time to do everything so it'd be really great have some horsepower behind us to capture our learnings"

"I'm excited about the opportunity Kai Auckland Social Labs promises"

"It's great having lots of different, diverse people"

"There is a lot of talking, but I actually think there are things that we really need to get doing"

"I liked the social structure and working with others - it feels inclusive and part of a network"

"It's about bringing a structure/framework and funding that allows people to succeed"

"How is this different to design thinking?"

"It's all very well doing a social lab but you actually need food policy solutions at the governance level"

"There are some things that we need to just accept and work with"

# TOWARDS AN AUCKLAND KAI LAB

## NEXT STEPS

- Meet with self-selected potential core team members early in 2016.

- Establish meetings with a range of identified key stakeholders and potential partners not already engaged early in 2016.

- Apply for funding to support the establishment of core team and lab team over next 6 months.

- Continue to keep the Kai Auckland network informed and updated on Auckland Kai Lab developments.

# TOWARDS AN AUCKLAND KAI LAB

## HOW DO I GET INVOLVED?

Do you want to help shape the direction of Auckland Kai Lab?

The next step for Auckland Kai Lab is to form the Core Team.

Could you go on secondment, self fund or volunteer for the role?

We are actively seeking people with skills in :

• Administration and Logistics
• Communications / Public Relations
• Funding
• Engagement / Convening

We need people and organisations to commit 1 - 2 days a week for three months.

**For any other questions or please e-mail Cissy Rock**

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