



NGĀ HAPORI
MOMOHO

THRIVING
COMMUNITIES
STRATEGY

THRIVING
RANGATAHI



Introduction to Thriving Rangatahi

Thriving Rangatahi is council's commitment and plan to support children and young people to thrive in Tāmaki Makaurau.

The plan nests under Ngā Hapori Momoho / Thriving Communities, council's overarching strategy for community wellbeing.

This recognises that healthy and thriving children and young people are at the heart of thriving communities.



Our Commitment

Auckland Council is committed to a Tāmaki Makaurau where all tamariki and rangatahi are thriving.

We recognise this means we need to target our support to those who are experiencing the greatest disadvantage; work in effective, mana-enhancing ways; partner with others to have more impact and focus on what children and young people have told us matters to them.

Thriving Rangatahi

Auckland Council supports thriving and empowered children and young people through...



Focussing on 5 areas

Health and wellbeing

WE ARE HEALTHY AND WELL

Civic participation

WE HAVE A VOICE

Connection and belonging

**WE ARE SAFE TO
BE OURSELVES**

Access to opportunities

THE WORLD IS OURS

Climate and environment

**WE ARE CONNECTED
TO TE TAIAO**

Our ways of working

We will use our resources and the way we work to deliver more impact by:

- partnering with others to leverage impact and support improved outcomes
- targeting those who need it most and working in effective, mana enhancing ways
- ensuring children and young people have a voice in decisions that impact their lives

Understanding our impact

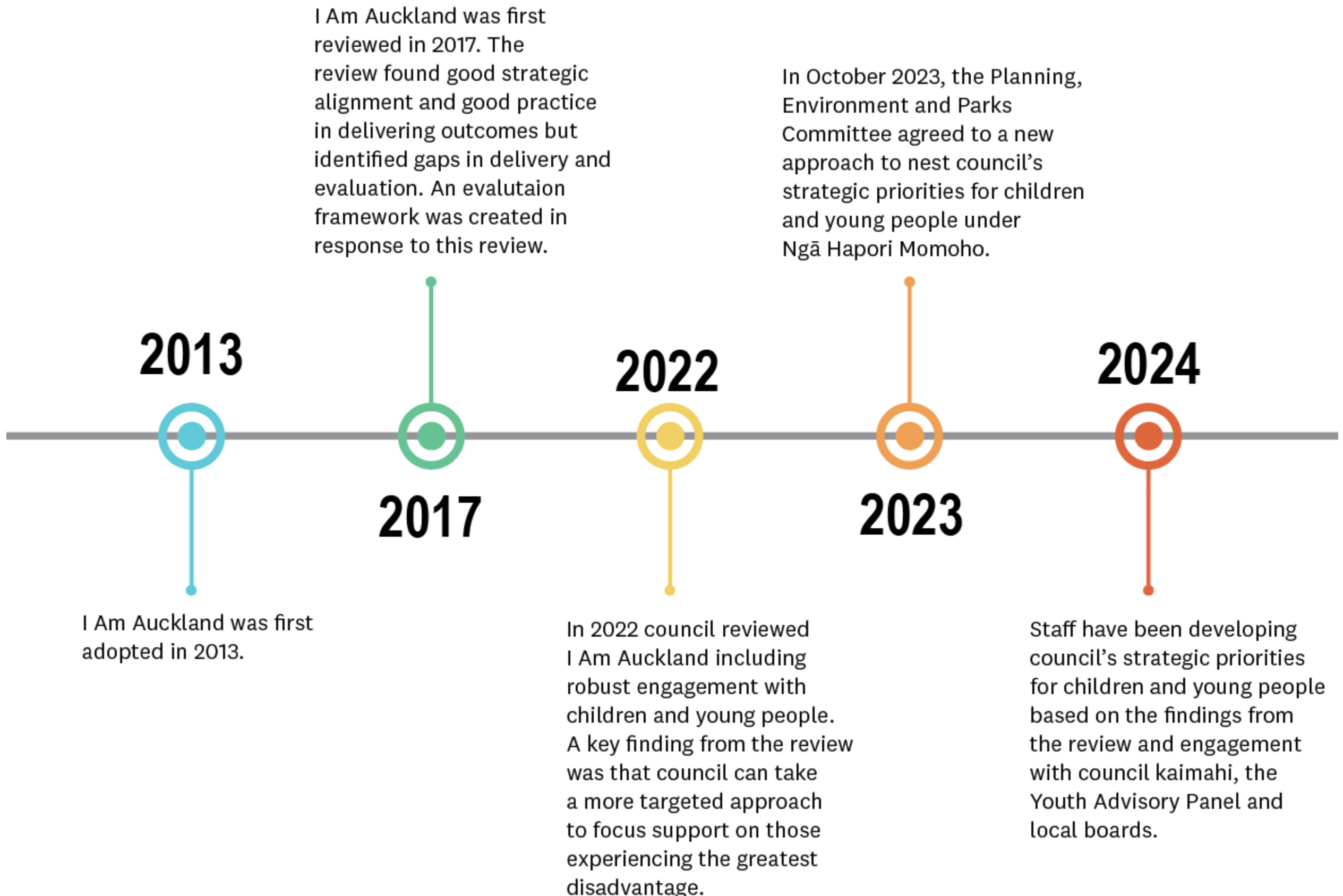
We will be accountable through:

- hearing from children and young people and acting on their feedback
- creating a culture that prioritises learning and adaptation in council
- building accountability mechanisms that link what we say, what we do, and why.



Background: From I Am Auckland to Thriving Rangatahi

I Am Auckland was Auckland Council's first strategy for child and youth wellbeing. The timeline below sets out the key developments since it was adopted in 2013 to the present.





What children and young people told us

The following section summarises what we heard through engagement.

Some key themes emerged from our engagement with children and young people

Some children and young people are growing up in difficult circumstances and face persistent disadvantage.

During our engagement, as part of the review of I Am Auckland, we heard from over 400 children and young people from diverse backgrounds across Auckland to understand the issues and challenges they face now and hear about their aspirations for the future.

While most children and young people in Auckland are thriving, some are facing persistent disadvantage. The issues we heard most frequently were about deteriorating mental health, high rates of child poverty, and access to safe, warm, and dry housing. Many children and young people are concerned about the availability of accessible public transport, feeling safe, and the state of the environment.

Children and young people want a future where they...



have everything they need to thrive.



have timely access to quality mental health support.



have supportive relationships that help them reach their potential.



can take action on climate disruption.



have safe, reliable and accessible transport options.



are enabled to lead on the issues most important to them.



have opportunities to celebrate cultural identity.



have access to a good education and good job opportunities.



are supported to reduce the harms from drugs, alcohol, and vaping.



have a voice in the big decisions for Auckland.



are free from discrimination due to racism, ableism, homophobia, and ageism.



have safe, inclusive, clean and accessible spaces to meet and connect with others.

Voices of children and young people

Children and young people love the places and spaces in Auckland. They enjoy connecting with the environment and people around them.

"I like the diversity. I grew up in South Auckland my whole life, so it's always been home to me. I've always felt comfortable around my area."

"They have lots of places to have fun like the playground."

"I love taking care of the natural life around me and the animals and the trees and everything. And when you do that, you can really see growth in a physical way. I find it really beautiful."

Children and young people told us their concerns about transport, the environment, safety and crime.

"I'm very reliant on public transport but it's not very reliable."

"I think probably night-time is still quite a wary time, no matter where you are."

"What do I think is going to get in the way? Climate change! Yeah, it's kind of hard to imagine a future, I suppose, like, as an adult because it's like, who knows what it's going to be like in five years, maybe the whole sky is going to be filled with smoke clouds."

Children and young people told us they are concerned about mental health. They would like to see more mental health support for their friends, family and communities.

"I struggle with drug addiction, self-harm, mental health, and abusive relationships. Help please."

"I think it's pretty sad to be honest. Because kids are using it as an escape to deal with whatever they're going through. Sad because you see some ones as well like 16-17. And you wonder how they got the liquor. It's just unfortunate to see in our community."

Some children and young people told us how their families are struggling to afford necessities like food and housing.

"My future in Auckland – will my family be able to stay in Auckland with the rising costs."

"I come from a home with an empty fridge."

Children and young people are experiencing discrimination including racism, ableism, homophobia and ageism.

"I'm tired of seeing discrimination because of people not accepting people for who they are."

"...as soon as I disclose that I have a disability they're like, nope, can't do it, take away the forms... it's happened to me a few times... in talking to future employers now... I'm so careful with what I'm saying."

Children and young people told us they want to be involved in the decisions that impact them.

"...it shouldn't be about us without us. I think something people in power currently fail to realise is they're making all these decisions based off their own morals and their own hopes and dreams, failing to recognise that the decisions they're making are going to impact the rest of our lives. Not their lives... the rest of our lives, the rangatahi, the people that are to come. They're building a country for us to come into and at the moment they're building upon a broken system."

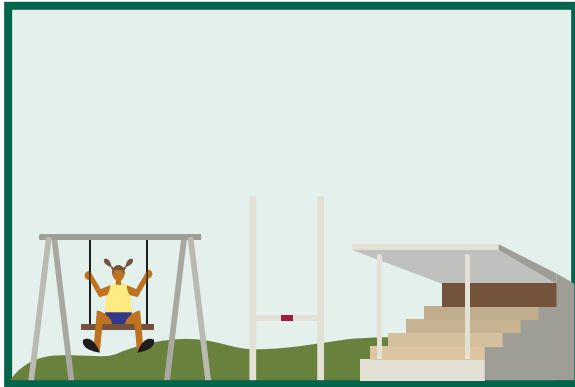


What does this mean for council?

This section sets out some of the key insights and opportunities from the engagement findings.

Key insights from what children and young people told us

The findings from our engagement with children and young people led to four key insights to help inform future council policy and our strategic direction. These insights highlight what is important to children and young people in Auckland today.

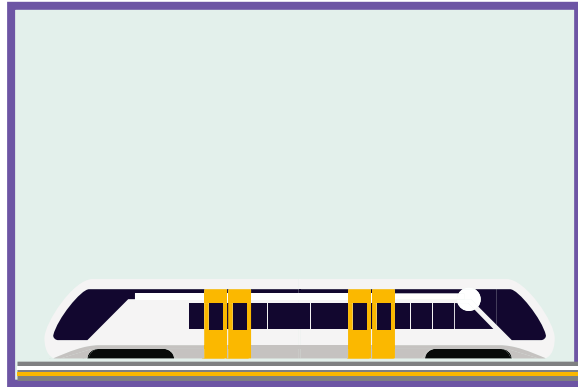


Community spaces are critical to children and young people's wellbeing.

Public spaces can help to build a sense of belonging by enabling children and young people to connect with others and to learn about their culture and the cultures of others through activities and events. Parks and open space allow children and young people to play and connect to nature.

What role does council have...

Council plays a key role in the design and management of public spaces. We need to focus on how we can ensure these spaces are safe and welcoming for children and young people.



Children and young people need to get around the region safely and reliably.

Children and young people are often reliant on **public transport, cycling or walking** to get to the places they want to go. If transport modes are not meeting the needs of children and young people, their world can become very small, and they can feel disconnected from the wider community and struggle to access services.

Council plays a role in providing multiple reliable, safe and accessible transport options for children and young people.



Children and young people need loving and accepting relationships and communities.

Close relationships provide a sense of belonging and create opportunities for children and young people to explore their identities. Children and young people told us about the importance of good role models and their desire to connect with other members of their community and to learn about the diverse communities of others.

Council can help to facilitate these relationships and connections through community spaces, events and programmes.



We need to involve children and young people in the big decisions about the region.

Children and young people want **a say in the issues that affect them**. They want adults to recognise their ability to contribute to society and to create meaningful opportunities to support this. Children and young people told us they see themselves playing a role in the change they want to see in Tāmaki Makaurau.

Council has a role in supporting children and young people to share their voices, designing services with children and young people, delivering programmes that support leadership development; and enabling young people to lead in creating the future they aspire to.

Key opportunities identified from research and analysis

The review and engagement findings also led to some new opportunities for council to inform the way we work. These opportunities will allow council to better support the needs of children and young people.

Findings from the review

Ways council can work to better support children and young people

Some children and young people are experiencing persistent disadvantage and greater hardship.

The council could take a more targeted approach to focus our resources where they are needed most.

We can apply an equity lens to strategic and investment decisions and enable partnerships to better leverage our resources.

Many of the challenges facing children and young people are complex and interconnected.

There is opportunity for the council to develop more long-term and integrated responses.

The council can focus on working in partnership with other organisations to deliver more joined up support.

Using best practice, mana enhancing, and culturally grounded ways of working can deliver more impact.

There are foundational principles, key life stages and critical success factors recognised for making the greatest impact for children and young people. The council can apply these to its investment decisions and programme delivery and design.

Children and young people want to have their say on big regional decisions that affect them.

The council should prioritise creating quality and culturally appropriate opportunities to hear from children and young people more frequently.



Nesting under Ngā Hapori Momoho

This section shows how the focus areas for children and young people align with and nest under the broader umbrella of Ngā Hapori Momoho / Thriving Communities.

Ngā Hapori Momoho / Thriving Rangatahi strategy on a page

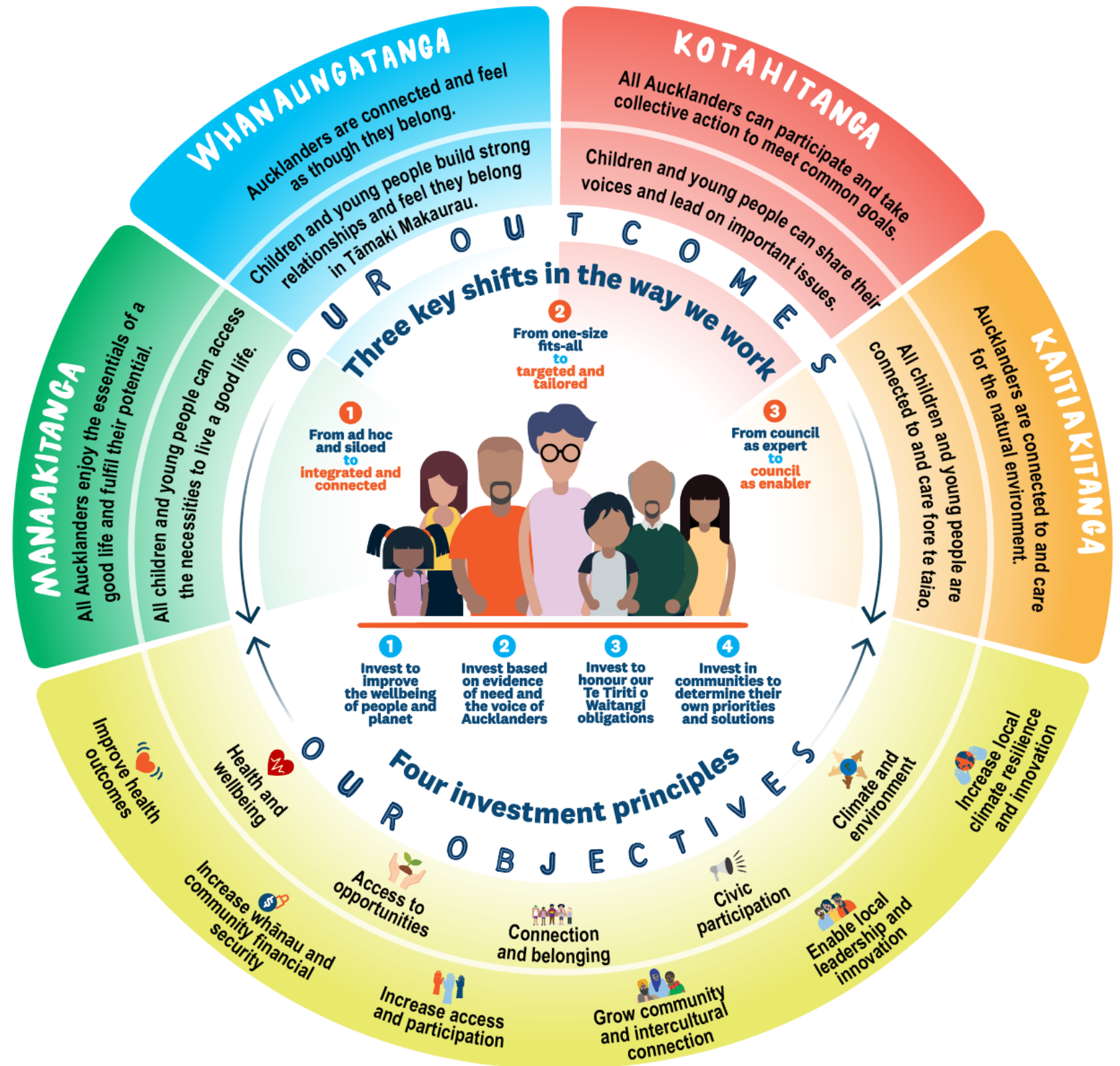
Ngā Hapori Momoho is council's strategy for community wellbeing.

The vision is *a fairer, more sustainable Tāmaki Makaurau where every Aucklander feels like they belong.*

It's four outcomes and six objectives set out where communities want to be in the future and what we need to focus on to get there.

Within this, **Thriving Rangatahi** is our plan to support children and young people to thrive. It recognises that healthy and thriving children and young people are at the heart of thriving communities.

NGĀ HAPORI MOMOHO
THRIVING COMMUNITIES
THRIVING RANGATAHI
 A fairer more sustainable Tāmaki Makaurau where every Aucklander belongs



What outcomes are we trying to achieve?

Ngā Hapori Momoho outcomes are informed by kaupapa Māori values. They help us understand what we need to achieve and how we need to behave. This table below shows what these outcomes look like for children and young people.

	MANAAKITANGA	WHANAUNGATANGA	KOTAHITANGA	KAITIAKITANGA
Ngā Hapori Momoho outcome	All Aucklanders enjoy the essentials of a good life and fulfil their potential.	Aucklanders are connected and feel as though they belong.	All Aucklanders can participate and take collective action to meet common goals.	Aucklanders are connected to and care for the environment.
What does this outcome mean for Ngā Hapori Momoho?	Manaakitanga represents the responsibility of looking after each other's wellbeing and is often expressed through providing hospitality. For Thriving Communities, Manaakitanga looks like valuing and protecting the mana of all Aucklanders through providing a good standard of living.	Whanaungatanga represents the forming and strengthening of relationships between people and communities. These relationships are the glue that bind our diverse communities together. For Thriving Communities, fostering whanaungatanga will provide the foundation for social inclusion and a sense of belonging in our communities.	Kotahitanga represents the value of unity, and many people moving as one. For Thriving Communities, this looks like recognising the leadership role our communities take in achieving goals that have value to them. Encouraging kotahitanga will increase participation and provide a sense of togetherness.	Kaitiakitanga is a complex value that represents the connection Māori have to the whenua, and people have to the environment. For Thriving Communities, we see kaitiakitanga as a duty to ensure the wellbeing of our environment, and a sustainable future for all Aucklanders.
What does this outcome look like for children and young people?	Children and young people are precious taonga in their families and wider communities. This mana is valued and protected through ensuring all children and young people in Auckland can access the necessities to live a good life.	Children and young people in Auckland have strong, supportive relationships and can build connections across generations, cultures and backgrounds. All children and young people feel like they belong in Tāmaki Makaurau.	Children and young people in Auckland are encouraged and enabled to raise their voices, and lead on issues that matter to them. The contributions of children and young people are valued and listened to.	Children and young people in Auckland have a strong connection to the environment and are involved in leading solutions to ensure a sustainable future for future generations.

What we heard from children and young people

Children and young people told us what they need to lead thriving and empowered lives. This has been distilled down into five key themes that form the future focus areas for council in Thriving Rangatahi.

For all children and young people to be healthy and well they need safe environments where they can connect with others; have access to opportunities that promote health and wellbeing and lifelong learning; and to have a voice in the decisions that impact their lives.

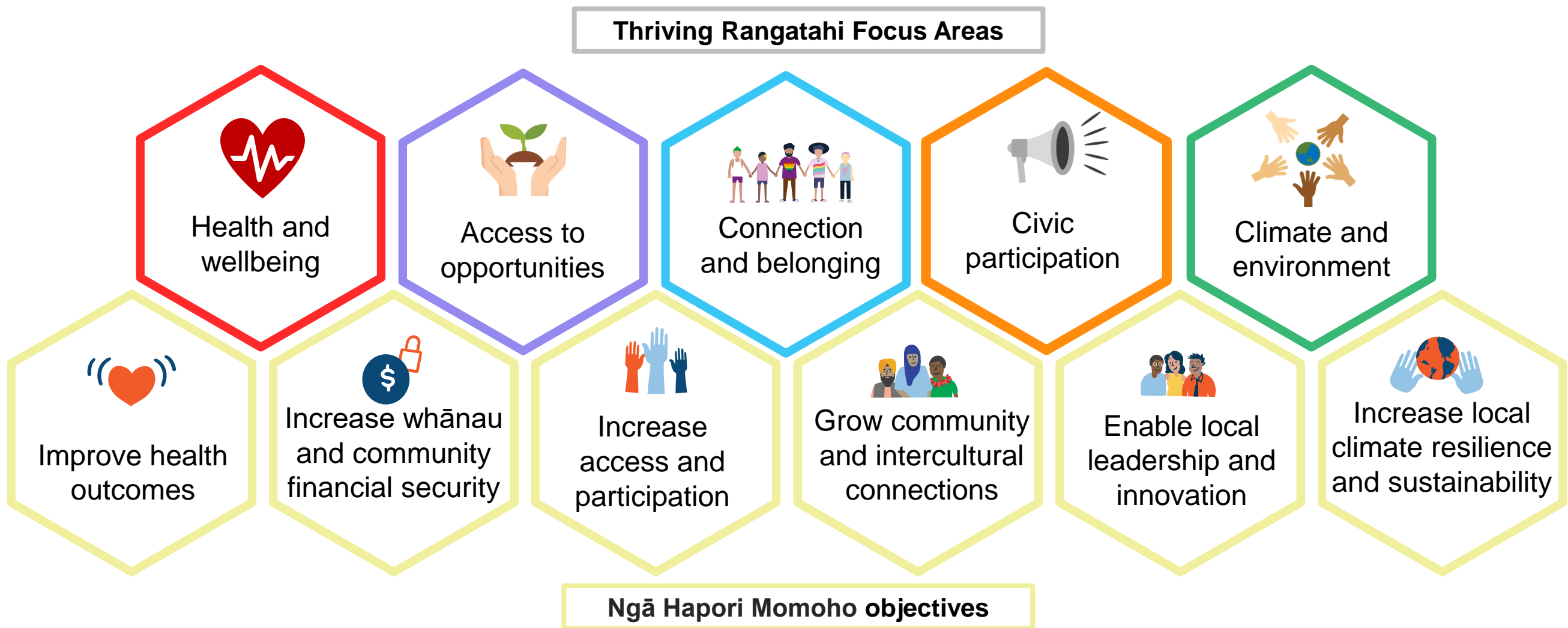
The wellbeing outcomes for children and young people as well as the methods to achieve them are all linked. For example, climate and our environment is inextricably linked to physical and mental health. For children and young people to access opportunities they need safe and accessible transport options. To find meaningful connection with others they need to feel safe to be themselves and have access to welcoming places and spaces where they feel they belong.



These objectives will work alongside the objectives in Ngā Hapori Momoho

The Thriving Rangatahi focus areas align to the community objectives in Ngā Hapori Momoho as shown below.

Aligning the focus areas with Ngā Hapori Momoho reflects the impact and interdependencies between the wellbeing of whānau and communities and the wellbeing of children and young people. Thriving whānau and communities are essential to the wellbeing of children and young people and healthy and thriving children and young people are at the heart of thriving communities.



Each of the focus areas impact multiple objectives and outcome areas. For example, children and young people who are connected to the environment are more likely to engage with local climate resilience and sustainability; and connection to nature will also improve their mental health and open opportunities to work in green jobs.



Thriving Rangatahi – five focus areas

The following sections sets out in more detail the focus areas, what they mean and what council will do.

Civic participation

WE HAVE A VOICE



What does this look like?

Children and young people have a voice in the big decisions for Tāmaki Makaurau and are empowered to lead on the issues that are important to them.

Why does this matter?

Council can benefit from the ideas, leadership, creativity, and enthusiasm children and young people bring to community and civic life. Children and young people are interested in sharing their voices and participating in the decisions for Tāmaki Makaurau that will impact their lives and their future.

Removing the barriers that prevent children and young people from participating will ensure our decision-making reflects and values the diverse perspectives of young Aucklanders. Likewise supporting and empowering young people to lead on issues they care about will encourage greater engagement, connection and a sense of belonging.

What did children and young people tell us?



What will we do?

1. Support children and young people to share their voices and participate in Auckland Council's decision-making
2. Pilot new and innovative ways of empowering children and young people to have a voice and to lead on things that matter to them.
3. Partner with organisations that centre the voices of children and young people in their work.
4. Ensure council staff have adequate training and resourcing to effectively engage with children and young people.
5. Strengthen local networks and facilitate the sharing of best practice for working with children and young people across organisations.
6. Provide services and programmes that educate children and young people on civic process, and get them involved in local and regional decision-making.
7. Provide programmes and services that build child and youth leadership capability.

How does this align with Nga Hapori Momoho?

KOTAHITANGA

All Aucklanders can participate and take collective action to meet common goals



Enable local leadership and innovation
Increase access and participation

Climate and environment

WE ARE CONNECTED TO TE TAIAO



What does this look like?

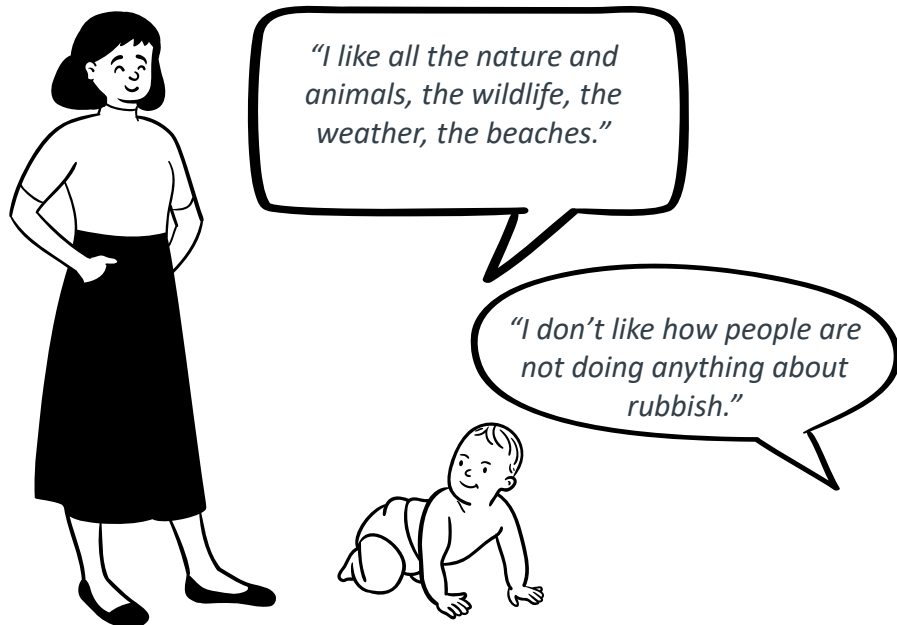
Children and young people are connected to te taiao and care for the environment. They are involved in leading climate change action that builds community resilience.

Why does this matter?

Children and young people are leaders and valuable contributors to climate action in Tāmaki Makaurau. A te ao Māori perspective encourages children and young people to build a deep connection with the land, and experience time in nature which is good for both physical and mental wellbeing.

Auckland Council can play its part in developing children and young people who feel connected to the environment and are driven to lead action to protect it from harm. Te Tāruke-ā-Tāwhiri, council's climate action plan, contains a youth-led response to climate change that will help to achieve wellbeing outcomes for children and young people, te taiao, and Tāmaki Makaurau.

What did children and young people tell us?



What will we do?

1. Support children and young people to develop their own solutions to respond to climate disruption.
2. Partner with organisations that empower a child and youth-led climate response.
3. Include child and youth voice in our climate related decision-making and consider the intergenerational impacts of our decisions.
4. Provide more sustainable transport options for children and young people.
5. Provide services, programmes and spaces that connect children and young people with te taiao and teach sustainability skills.
6. Provide parks and open space for children and young people to be active, play, and spend time in nature.

How does this align to Nga Hapori Momoho?

KAITIAKITANGA

Aucklanders are connected to and care for the environment



Increase local climate resilience and sustainability

Connection and belonging

WE ARE SAFE TO BE OURSELVES



What does this look like?

Children and young people feel pride in their cultural identity and can celebrate, share and learn about the cultures of others. They are safe to be themselves, free from discrimination and able to build strong connections within and across cultures, communities and generations in Tāmaki Makaurau.

Why does this matter?

Embracing Te Tiriti o Waitangi as the bicultural framework for an intercultural Tāmaki Makaurau contributes to our shared identity and sense of belonging. Children and young people cannot thrive in Auckland unless they feel connected to their whakapapa, and to others from different social and cultural backgrounds.

We heard from children and young people that they can feel judged, labelled and blamed. Māori, Pacific, and Rainbow children and young people told us that they do not always feel safe in public places. Auckland Council can provide opportunities to celebrate differences and encourage communities to be inclusive and welcoming to all.

What did children and young people tell us?



What will we do?

1. Support organisations that foster belonging and connection, including those that connect children and young people to their culture and celebrate diversity.
2. Provide events and programmes that celebrate cultural diversity and provide opportunities for intercultural and intergenerational learning and connection.
3. Provide public spaces and facilities that reinforce Auckland's bicultural foundation and reflect our diversity.
4. Ensure our facilities are safe and accessible for children and young people, and our staff are equipped to create a welcoming environment for all.
5. Create equitable access to arts and culture and sport and recreation opportunities which foster connection between children and young people.
6. Offer more safe and reliable transport options to connect children and young people to the places they want to go.

How does this align to Nga Hapori Momoho?

WHANAUNGATANGA

Aucklanders are connected and feel as though they belong



Grow community and intercultural connection

Health and wellbeing

WE ARE HEALTHY AND WELL



What does this look like?

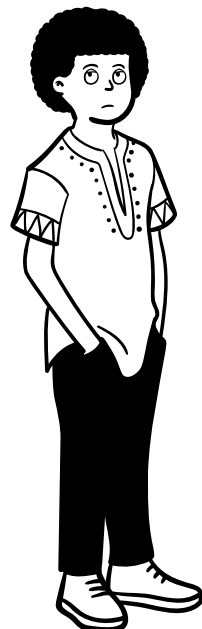
Children and young people have access to opportunities such as sports, arts and culture, and spaces where they can connect with others, which supports their physical and mental wellbeing. They live in a Tāmaki Makaurau where the social harms from drugs, alcohol and vaping are reduced and their whānau have safe, healthy and affordable homes with secure tenure.

Why does this matter?

Health and wellbeing starts in homes, schools, and neighbourhoods. The health and wellbeing of children and young people is reliant on healthy whānau and communities. Children and young people told us they are concerned about the mental wellbeing of those around them, and that they aspire to live in a Tāmaki Makaurau that limits the harm from alcohol and other drugs.

While council is not a provider of core health services, we have roles and levers that support children and young people's physical and mental wellbeing. These roles include parks, community spaces and programmes for play and recreation, arts and culture and social connection. Investment in active transport options, programmes and regulations that aim to reduce social harm also support health and wellbeing.

What did children and young people tell us?



"Be the person you needed yesterday."

"I think it's pretty bad to be honest. Because kids are using it (alcohol) as an escape to deal with whatever they're going through."

What will we do?

1. Support more active modes of transport that are safe for children and young people.
2. Recognise that play, sport and recreation, and arts and culture enable wellbeing; and continue to provide parks, community facilities and services that give children and young people opportunities to learn, be active and creative.
3. Continue to use regulatory and non-regulatory levers to reduce social harms to children and young people from alcohol, drugs, smoking and vaping.
4. Support and educate children and young people and their whānau on emergency preparedness and emergency response.
5. Support the wellbeing of whānau through advocating for access to safe and healthy homes, working with others on sustainable food options; and providing access to clean water.
6. Support organisations and networks that help children and young people access services such as mental health and housing support.

How does this align to Nga Hapori Momoho?

MANAAKITANGA

All Aucklanders enjoy the essentials of a good life and fulfil their potential



Improve health outcomes

Access to opportunities

THE WORLD IS OURS



What does this look like?

Children and young people have access to a good education, career opportunities; and safe, reliable and affordable transport options.

Why does this matter?

Children and young people are financially reliant on their whānau and wider communities. When whānau don't have financial security, it can impact on the health and wellbeing of children and young people and limit the opportunities they have to participate.

Children and young people told us they want equitable opportunities to learn, work, and contribute to their communities. Targeting our resources and taking a whānau-centred response will uplift the communities, families, and children and young people who need it most.

What did children and young people tell us?



What will we do?

1. Provide career pathways and employment opportunities for young people through our intern, cadet, and graduate programmes.
2. Support local and community-led businesses through our sustainable procurement practices, particularly those that provide opportunities for young people.
3. Facilitate learning and development of soft skills through provision of programmes and services in our facilities.
4. Improve digital equity through providing free access to wifi, digital devices, and digital literacy programmes in our libraries and community facilities.
5. Provide equitable access to safe and reliable public transport and other sustainable transport modes.

How does this align to Nga Hapori Momoho?

MANAAKITANGA

All Aucklanders enjoy the essentials of a good life and fulfil their potential



Increase whānau and community financial security
Increase access and participation



How we will work

The following section sets out the ways we will work to deliver more impact based on best practice and evidence.

Working in ways that deliver more impact

Thriving Rangatahi sets out three ways of working that will help council achieve outcomes for children and young people and deliver more impact. These draw on best practice evidence and foundational principles for child and youth development, as well as the voices of children and young people. These ways of working closely align with the three key shifts in Ngā Hapori Momoho.

Appendix A provides an explanation on how these align to the three key shifts and further information on the foundational principles.

1

Partner with others

Partner with others to deliver more joined up responses that leverage impact and support improved outcomes.

Many of the issues facing children and young are complex and interconnected and require long-term joined-up responses. Council does not hold all the levers and must work in partnership with central government, mana whenua, child and youth organisations and communities to create positive change.

2

Targeted, effective, and mana enhancing

Target support to those facing the greatest disparities in outcomes and tailor our approach to meet their needs.

This is an equity-based approach that targets support to those who need it most; children and young people who are not able to access the same opportunities or achieve the same outcomes. This approach may require additional resources and different approaches to meet their needs.

Using best practice and mana enhancing methods that deliver more impact including being culturally responsive, strengths-based, whānau-centred, and using co-design. Targeting key life stages can also deliver more long-term impacts.

3

A voice in decision-making

Ensure children and young people have a voice in decisions and can lead on developing solutions.

Young people often feel under-represented and largely voiceless in community decision-making. Developing the potential of young people will require adults to empower them to take an active role in decisions that impact them.

Auckland is a diverse city that spans from urban city centres to rural farmland. The problems facing children and young people vary across the region and local communities often know best what solutions are required. Council can empower children and young people in leading their own solutions that work for them and their communities.

A child and youth lens to shape our investment decisions

Ngā Hapori Momoho sets out four investment principles to shape the way council makes investment decisions and to support better outcomes for communities. This slide shows what these principles mean for how we work to support improved outcomes for children and young people.

Our investment principles signal what matters to us. Council decision-making will be fair, transparent and leverage our investment alongside others.



Invest to improve the wellbeing of people and planet

Children and young people are the future of Tāmaki Makaurau. Council needs to focus its investment to achieve wellbeing outcomes for both current and future generations of Aucklanders.



Invest based on evidence of need and the voices of Aucklanders

Using a mixture of data, evidence and insights into people's lived experiences to determine investment priorities. This means having up to date evidence about the wellbeing of children and young people and their whānau, targeting investment to those children and young people facing the greatest disparities; and ensuring they have a voice in determining the priorities and solutions.



Invest to honour our Te Tiriti o Waitangi obligations

Investing in activities that fulfil our Te Tiriti obligations to ensure Māori in Tāmaki Makaurau enjoy the same wellbeing outcomes as other Aucklanders and prioritising by Māori for Māori solutions. This means removing barriers for tamariki and rangatahi Māori and supporting Māori to lead in developing solutions and supporting Māori aspirations for whānau and mokopuna.



Invest in communities to determine their own priorities and solutions

Invest in communities to define their own priorities and develop solutions to achieve them. This includes capability building to enable communities to adapt to changing circumstances. This means removing barriers for children and young people in accessing the information and resources they need to lead on issues that are important to them.



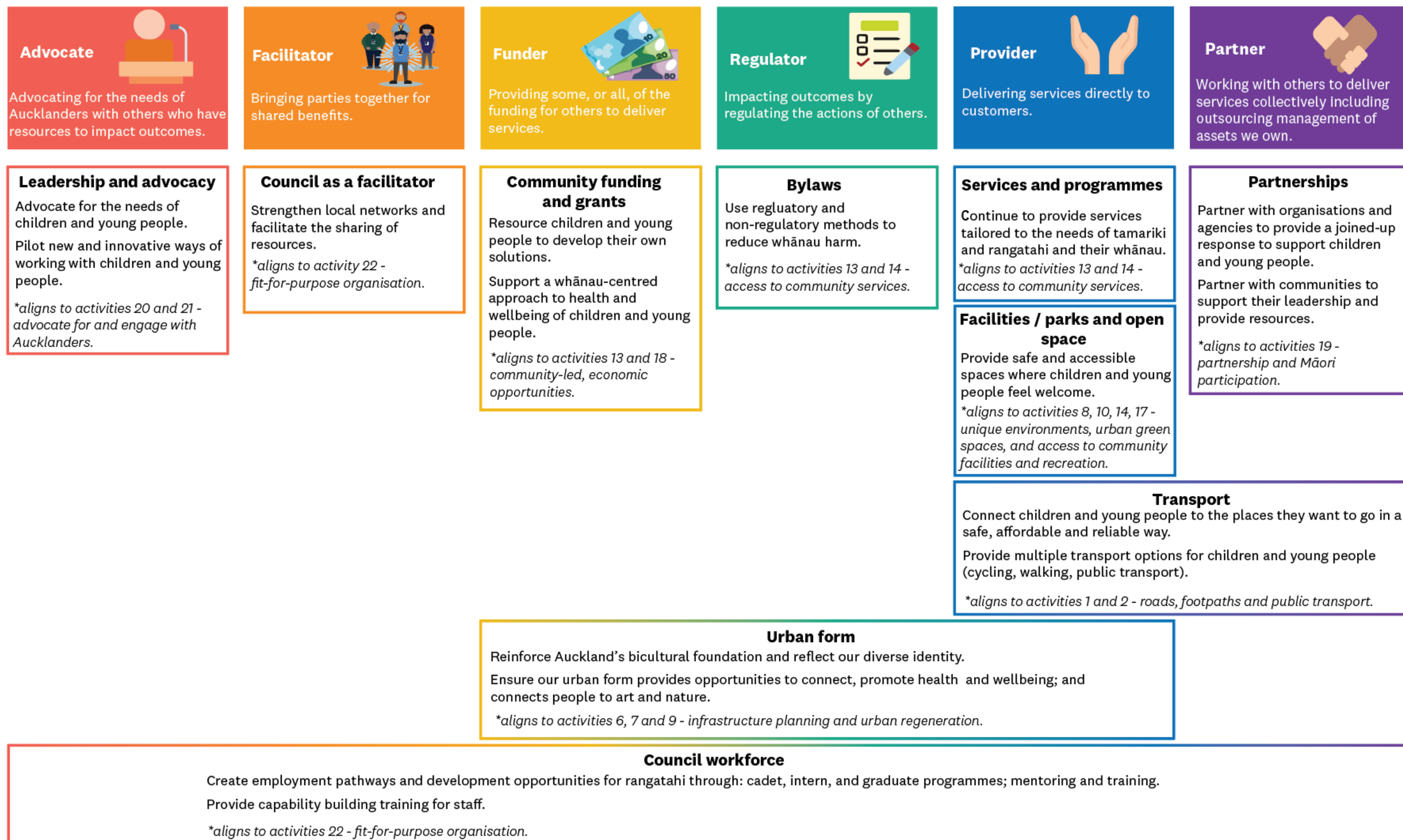
Our roles and levers

The following section sets out the roles of council and how we will work with others to deliver outcomes.

Council's roles in the wellbeing of children and young people

Council is one of many contributors within a wider ecosystem that supports the wellbeing of children and young people, alongside whānau, communities, iwi, organisations and central government. Council doesn't hold all the levers, but we do have a very important part to play.

The council's key roles to create change can be summarised into six broad categories. Within council's 6 broad levers, Ngā Hapori Momoho identifies more specific roles council has to support thriving communities. How these support children and young people are shown below. Alignment to the 23 activities outlined in the Long-term Plan are also noted. More information about the 23 activities from the Long-term Plan can be found in Appendix B.





Alignment to Māori outcomes

The following section sets out how our focus areas and the way we work will help to achieve outcomes for Māori.

How will this work improve Māori outcomes?

Wellbeing for Māori is wellbeing for all Tāmaki Makaurau. Tamariki and rangatahi Māori are important members of their whānau, hapu, iwi, and communities. They aspire to have healthy and prosperous lives. Council's focus for delivering Māori outcomes is guided by the mana outcomes identified in Kia Ora Tāmaki Makaurau.

Thriving Rangatahi aligns to all Kia Ora Tāmaki Makaurau Mana Outcomes, but Kia ora te Rangatahi and Kia ora te Whānau are particularly relevant.

Kia ora te Rangatahi

Rangatahi Māori realise their potential

Māori youth have opportunities to become leaders. They have an important role in contributing to Auckland's present and future. To enable their participation in leadership roles and political decision-making, they need access to relevant education and support to pursue meaningful careers that contribute positively to Auckland now and in the future.

Objective: Rangatahi Māori of Tāmaki Makaurau are supported in career development and participate meaningfully and effectively in decision-making processes.

Kia ora te Whānau

Empowered whānau Māori across Tāmaki Makaurau

Whānau are resilient, confident and successful. Investment is needed to support the aspirations of whānau Māori. Investing in the future of whānau is vital to advancing Māori wellbeing. Nearly a third of Auckland Māori are under the age of 15, and their wellbeing is intricately interwoven with that of their whānau.

Objective: The council group will enable whānau Māori to experience relevant and welcoming public facilities and services. It will support Māori-led services where appropriate.

How will Thriving Rangatahi deliver these Māori outcomes?

A key focus of Thriving Rangatahi is ensuring the voices of children and young people, particularly those we don't hear from often such as tamariki and rangatahi Māori are included in decision-making. There is also a commitment for council to work differently and target resources to achieve more equitable outcomes. Another focus area is supporting opportunities for learning and skill development and employment pathways.

Thriving Rangatahi recognises the need for council to approach child and youth wellbeing from a whānau lens. Our ways of working mirror the key shifts that promote community wellbeing and provide additional focus on building the capability of rangatahi. Focusing on designing services with and for whānau Māori and working in culturally appropriate ways will ensure spaces and services are welcoming for all.

Alignment to Māori Plan

The Māori Plan (Houkura) helps to hold council accountable for the wellbeing of Māori communities in Tāmaki Makaurau. Thriving Rangatahi responds to the key directions identified in the Māori Plan through applying a youth lens, informed by our engagement with children and young people.

The Māori Plan 2017 – Key Directions				
<p><i>WHANAUNGATANGA</i> Develop vibrant communities <i>“A region that caters for diverse Māori lifestyles and experiences”</i></p>	<p><i>RANGATIRATANGA</i> Enhance leadership & participation <i>“People engaged in their communities”</i></p>	<p><i>MANAAKITANGA</i> Improve quality of life <i>“Satisfaction with our environments and standard of living”</i></p>	<p><i>WAIRUATANGA</i> Promote distinctive identity <i>“Recognised sense of identity, uniqueness and belonging”</i></p>	<p><i>KAITIAKITANGA</i> Ensure sustainable futures <i>“Intergenerational reciprocity”</i></p>
Thriving Rangatahi Youth Lens				
Thriving Rangatahi reflects the aspirations of tamariki and rangatahi Māori				
<p>WE ARE SAFE TO BE OURSELVES Connected and inclusive young people</p>	<p>WE HAVE A VOICE Empowered young leaders</p>	<p>WE ARE HEALTHY AND WELL Happy and healthy children and young people</p>	<p>THE WORLD IS OURS Proud tamariki and rangatahi Māori</p>	<p>WE ARE CONNECTED TO TE TAIAO Resilient whenua, resilient children and young people</p>
Children and young people feel pride in their cultural identity and can celebrate, share and learn about the cultures of others. They are safe to be themselves, free from discrimination and are able to build strong connections within and across cultures, communities and generations in Tāmaki Makaurau.	Children and young people have a voice in the big decisions for Tāmaki Makaurau and are empowered to lead on the issues that are important to them	Children and young people have access to opportunities such as sports, arts and culture, and spaces where they can connect with others, which supports their physical and mental wellbeing. They live in a Tāmaki Makaurau where the social harms from drugs, alcohol and vaping are reduced and their whānau have safe, healthy and affordable homes with secure tenure.	Children and young people have access to a good education, career opportunities; and safe, reliable and affordable transport options.	Children and young people are connected to te taiao and care for the environment. They are involved in leading climate change action that builds community resilience.



Our theory of change

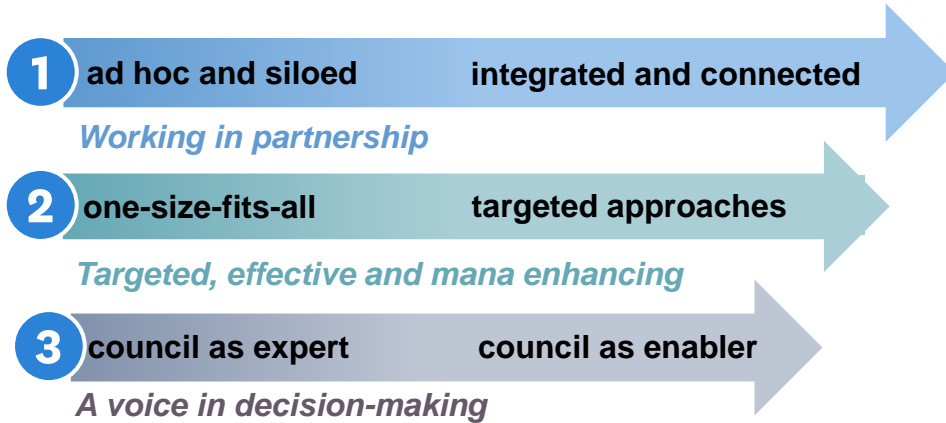
Based on the Ngā Hapori Momoho / Thriving Communities theory of change, the following slide shows the relationship between what we do and focus on and how we work, to achieving our desired outcomes and a future where all children and young people are thriving.

If we use all of our roles and levers

Community grants and funding	Council workforce	Facilities / public spaces
Partnerships	Council as facilitator	Services and programmes
Leadership and advocacy	Transport	Learning and skills

and change the way we work

Key shifts



Investment principles

1. Invest to improve the wellbeing of people and the planet
2. Invest based on evidence of need and the voice of Aucklanders
3. Invest to honour our Te Tiriti o Waitangi obligations
4. Invest in communities to determine their own priorities and solutions.

to deliver activities that meet our objectives



Access to opportunities



Connection and belonging



Health and wellbeing



Civic participation



Climate and environment

Manaakitanga
All children and young people in Tāmaki Makaurau can access the necessities to live a good life.

Whanaungatanga
All children and young people have supportive relationships and connections and feel like they belong

Kotahitanga
Children and young people have a voice and lead on issues that matter to them. Their contributions are valued and listened to.

Kaitiakitanga
Children and young people have a strong connection to the environment and are involved in leading solutions for a sustainable future

we will achieve our outcomes

which will lead to our long-term vision

Thriving and empowered children and young people

Appendix A

A child and youth lens on the key shifts in Ngā Hapori Momoho

Ngā Hapori Momoho sets out three shifts in the way council works to support better outcomes for communities. This slide shows what these three shifts mean for how work to support improved outcomes for children and young people.

1

From **ad hoc and siloed**  To **integrated and connected:**

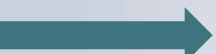
Many of the problems that face children and young people today are complex and interconnected. Council does not hold all the levers to create change and is just one part of a large ecosystem. The council needs to work in partnership with other organisations, agencies and communities to deliver more joined up support to address the challenges children and young people are facing today.

2

From **one-size-fits-all**  To **targeted and tailored:**

The council can better target its support to children and young people who are facing the greatest disparities in outcomes. For children and young people this means understanding who is not benefiting or accessing services, programmes and facilities and what barriers they might be facing. To ensure all children and young people have access to opportunities and equitable outcomes, might mean additional resources or different approaches are required.

3

From **council as expert**  To **council as enabler:**

Auckland is a diverse city that spans from urban city centres to rural farmland. The problems facing children and young people vary across the region and local communities know best what solutions are required. Council should empower local communities, and children and young people, to lead in developing their own solutions and defining what thriving and empowered children and young people look like in their area.

Working in ways that deliver more impact

In developing Thriving Rangatahi we identified **four ways of working** that will deliver more impact for children and young people. These are based on best practice evidence, foundational principles for child and youth development as well as the voices of children and young people. These align closely with the three Key Shifts in Nga Hapori Momoho, as shown in the graphic below.

To simplify, in the plan we have combined #2 and #3 together, as they are two sides of the same coin. Targeting effectively to those children and young people who need us most also requires us to tailor the way we work to meet their needs.

Key Shift 1

#1. Working in partnership

Partner with others to deliver more joined up responses that leverage impact and support improved outcomes.

Issues such as deteriorating mental health, poverty, and access to safe, warm and dry housing are complex and require long-term joined-up responses. Council does not hold all the levers and must work in partnership with central government, mana whenua, child and youth organisations and communities to create positive change.

#2. A targeted approach

Target our support to those children and young people facing the greatest disparities in outcomes.

This is an equity-based approach that targets support to those who need it most. While most children and young people are thriving, some are facing persistent disadvantage. Achieving equity requires us to examine the barriers some children and young people experience that mean they do not have access to the same opportunities or achieve the same outcomes. It may require additional resources and different approaches.

Key Shift 2

Key Shift 2

#3. Effective and mana-enhancing

Use best practice, mana enhancing and culturally grounded ways of working to deliver more impact.

Based on foundational principles important to working effectively with children and young people:

- culturally responsive
- strengths-based
- whānau-centred
- co-designed.

Targeting support to key life stages (first 2000 days and early adolescence) can also deliver more long-term impacts.

#4. A voice in decision-making

Ensure children and young people have a voice in decisions that impact them.

Young people feel they remain under-represented and largely voiceless in community decision-making. They are often considered the leaders of tomorrow, but many are already leaders today. They feel that government agencies do not listen or when they do listen, they do not act on what they hear. Developing rangatahi potential will require adults to empower them to take an active role in decision-making.

Key Shift 3

Four ways of working

Best practice evidence and foundational principles can inform how we work to deliver impact

Auckland Council can apply the below foundational principles when designing support and programmes. Targeted support is particularly effective when there are groups who are known to be facing greater inequity than others.

Effective and mana enhancing ways of working



Culturally responsive:

Research shows that cultural connections strengthen wellbeing, particularly for tamariki and rangatahi Māori and Pacific children and young people. These connections increase feelings of belonging and acceptance which influence social and mental wellbeing.



Strengths-based:

Delivering support that is focused on children and young people's capabilities is more effective than support that focuses on risk or what they "cannot do".



Whānau centred:

The wellbeing of children and young people is inherently linked with the wellbeing of their whānau. Many interventions focus on individual outcomes; however, the council cannot expect to lift outcomes for children and young people without also improving outcomes for their whānau, friends and communities.



Co-design:

Research shows meaningful engagement with children and young people builds their confidence and leadership skills. Council can design opportunities for children and young people that provide the right, the means and the space to participate in and meaningfully influence decisions that matter to them. Co-designing programmes and services with children and young people will ensure council delivers support that is tailored to their needs.

Key life stages have been identified where support can be the most valuable.



FIRST 2000 DAYS

The first 2000 days (from conception to five years) is a period of rapid development.

Maternal health impacts the foundational pathways that begin to form during pregnancy. A vital part of early development is the acquisition of executive function and self-regulation skills which enable children to plan, focus, remember instructions and control impulses. Toxic stress has been found to negatively impact the executive function of children as young as two.

Toxic stress is often linked to living in poverty or experiencing family violence. Council can take a whānau-centred approach which helps to lift outcomes for families in ways shown to benefit the development of children and young people. If council can put children and their families at the centre of our design of spaces, places, transport and services we can reduce the amount of stress and ensure Auckland is a friendly and welcoming space for children and their whānau.



EARLY ADOLESCENCE

Early adolescence (9-14 years old) is a period of rapid physical growth as well as rapid learning (social, emotional and motivational learning).

Young people often want to develop their independence and have novel experiences due to hormone changes and brain development during this time. Young people who experience persistent emotional and behavioural harm during their adolescent years are at greater risk of other negative outcomes throughout their life.

Council can co-design support with children and young people that focuses on building confidence and allows them to engage in opportunities that ignite passions such as education, play, music, sports or civic engagement.

Appendix B

Mapping the five focus areas to the seven investment areas and 23 activities



Auckland Plan Outcomes

Seven Investment Areas

23 Activities

Thriving Rangatahi Focus Areas