



**NGĀ HAPORI  
MOMOHO**

**THRIVING  
COMMUNITIES  
STRATEGY**

**THRIVING  
RANGATAHI**



**Te mahere a te kaunihera hei tautoko i te tamariki me te rangatahi e tōnui ana, e kaha ana**

## **Council's plan to support thriving and empowered children and young people**

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.



## **Tā mātou herenga** **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.





**Te noho i te marumaru o Ngā Hapori Momoho**  
**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

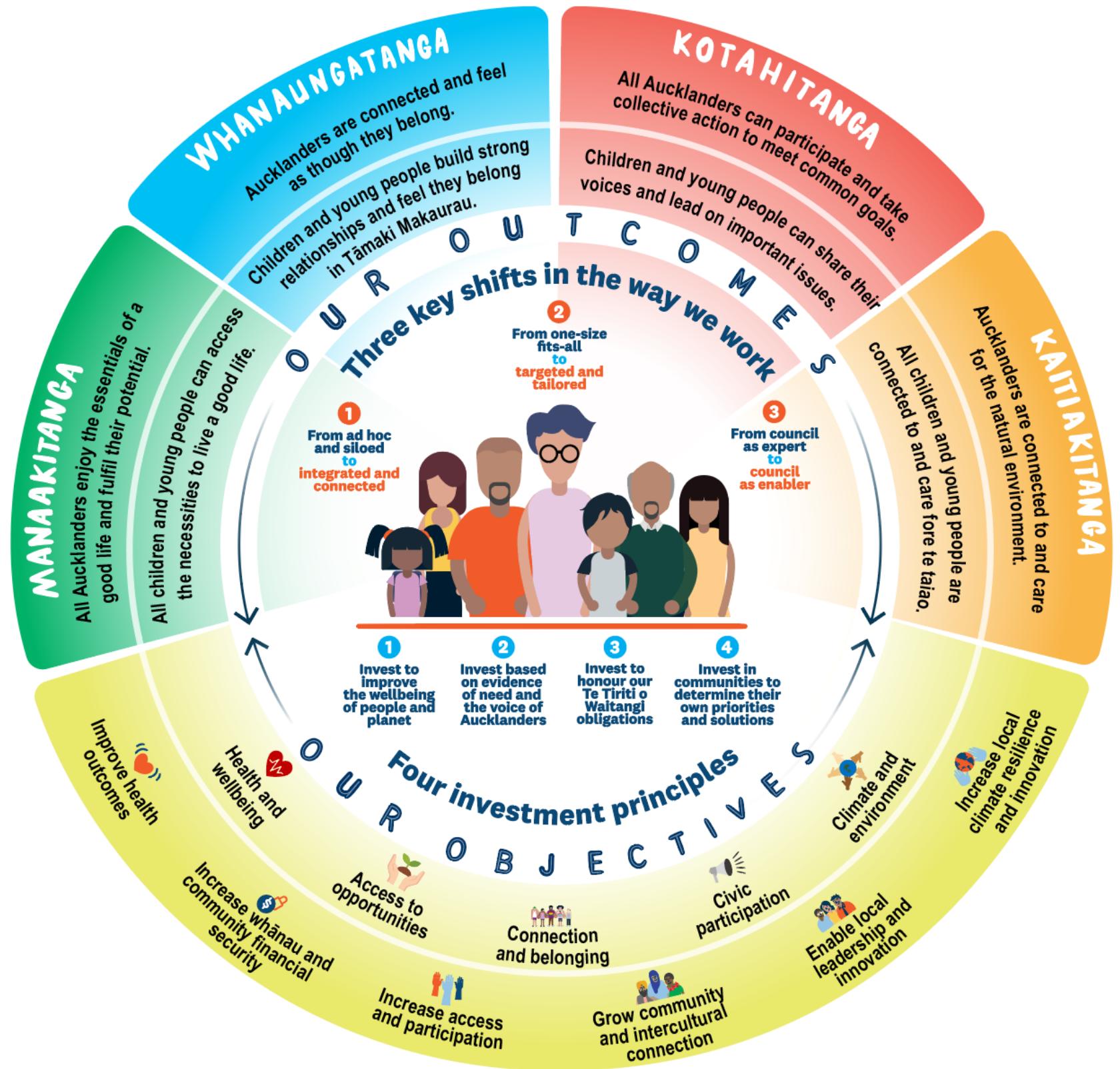
Ngā Hapori Momoho is council's strategy for community wellbeing.

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



## Our Outcomes

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.

	<b>MANAAKITANGA</b>	<b>WHANAUNGATANGA</b>	<b>KOTAHITANGA</b>	<b>KAITIAKITANGA</b>
<b>Ngā Hapori Momoho outcome</b>	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.
<b>What does this outcome mean for Ngā Hapori Momoho?</b>	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.
<b>What does this outcome look like for children and young people?</b>	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.

## Ngā reo o ngā tamariki me ngā taiohi o Tāmaki Makaurau

# 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.





**Ā Mātou Whāinga**

# **Our Focus Areas**

The following section sets out the focus areas, what they mean and what council will do.

# HE REO TŌ TĀTOU WE HAVE A VOICE



## Civic participation

### 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?



*"I hope that younger people's voices are not just heard by adults... but they implement the change that is needed."*

*"In the future I will stop pollution."*

### 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

# KUA HONO TĀTOU KI TE TĀIAO WE ARE CONNECTED TO TE TĀIAO



## Climate and environment

### 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

# HAUMARU ANA TĀ TĀTOU TŪ MĀORI WE ARE SAFE TO BE OURSELVES



# Connection and belonging

## 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

# KUA TAURIA E TE HAUORA ME TE ORANGA WE ARE HEALTHY AND WELL



## Health and wellbeing

### What does this look like?

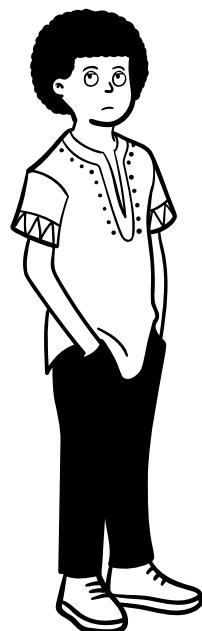
Children and young people have access to opportunities such as sports, arts and culture, and spaces where they can connect with others, which supports their physical and mental wellbeing. They live in a Tāmaki Makaurau where the social harms from drugs, alcohol and vaping are reduced and their whānau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

# NŌ TĀTOU TE AO THE WORLD IS OURS



## Access to opportunities

### 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



**Te ara mahi ka whāia**

# **How we will work**

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

# Three key shifts

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 align with the three key shifts in Ngā Hapori Momoho.

# 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.

# Investment Principles

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.



Ā mātou kawenga me ngā ara whakatau

# Our roles and levers

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

# Ā mātou kawenga me ngā ara whakatau

## 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.

**Advocate** 

Advocating for the needs of Aucklanders with others who have resources to impact outcomes.

**Facilitator** 

Bringing parties together for shared benefits.

**Funder** 

Providing some, or all, of the funding for others to deliver services.

**Regulator** 

Impacting outcomes by regulating the actions of others.

**Provider** 

Delivering services directly to customers.

**Partner** 

Working with others to deliver services collectively including outsourcing management of assets we own.

**Leadership and advocacy**

Advocate for the needs of children and young people.

Pilot new and innovative ways of working with children and young people.

*\*aligns to activities 20 and 21 - advocate for and engage with Aucklanders.*

**Council as a facilitator**

Strengthen local networks and facilitate the sharing of resources.

*\*aligns to activity 22 - fit-for-purpose organisation.*

**Community funding and grants**

Resource children and young people to develop their own solutions.

Support a whānau-centred approach to health and wellbeing of children and young people.

*\*aligns to activities 13 and 18 - community-led, economic opportunities.*

**Bylaws**

Use regulatory and non-regulatory methods to reduce whānau harm.

*\*aligns to activities 13 and 14 - access to community services.*

**Services and programmes**

Continue to provide services tailored to the needs of tamariki and rangatahi and their whānau.

*\*aligns to activities 13 and 14 - access to community services.*

**Facilities / parks and open space**

Provide safe and accessible spaces where children and young people feel welcome.

*\*aligns to activities 8, 10, 14, 17 - unique environments, urban green spaces, and access to community facilities and recreation.*

**Partnerships**

Partner with organisations and agencies to provide a joined-up response to support children and young people.

Partner with communities to support their leadership and provide resources.

*\*aligns to activities 19 - partnership and Māori participation.*

**Transport**

Connect children and young people to the places they want to go in a safe, affordable and reliable way.

Provide multiple transport options for children and young people (cycling, walking, public transport).

*\*aligns to activities 1 and 2 - roads, footpaths and public transport.*

**Urban form**

Reinforce Auckland's bicultural foundation and reflect our diverse identity.

Ensure our urban form provides opportunities to connect, promote health and wellbeing; and connects people to art and nature.

*\*aligns to activities 6, 7 and 9 - infrastructure planning and urban regeneration.*

**Council workforce**

Create employment pathways and development opportunities for rangatahi through: cadet, intern, and graduate programmes; mentoring and training.

Provide capability building training for staff.

*\*aligns to activities 22 - fit-for-purpose organisation.*