

*The Southern Initiative*  
*- Year in Review 2019*



*The*  
**Southern  
Initiative**  
—————

# W H A K A T A U K Ī

**TUIA KI TE RANGI,  
TUIA KI TE WHENUA,  
TUIA KI TE MOANA**

*Bound to the sky  
The land  
The sea*

**TUIA TE HERE TANGATA**

*And each other  
Are the innate obligations  
of humankind*

**KA RONGO TE AO,  
KA RONGO TE PŌ**

*Our world waxes and wanes  
Contracts and expands*

**TIHEI MAURIORA**

*Be the change our world needs*

## USE OF TE REO MĀORI IN THIS DOCUMENT:

At TSI and TWI we recognise the importance of te Tiriti o Waitangi/the Treaty of Waitangi in Auckland's past, present, and future. Our commitment to te reo Māori means that you will see the use of words and phrases in reo Māori throughout this document as normal practice. Some definitions:

- **Whānau** - all families
- **Tikanga** - Māori practices and ways of doing things
- **Tamariki** - all children
- **Rangatahi** - all young people

# LOOKING AHEAD IN EXTRAORDINARY TIMES

In writing this report at the start of 2020, we are rapidly seeing the volatility as a direct result of COVID-19 and we know how deeply it will shake South and West Auckland. Right now is a moment when we can activate the learnings outlined in this report to demonstrate what an alternative model can achieve.

Amongst the unpredictability, we risk rebuilding an economy on business-as-usual ways of doing things. We have an opportunity to reduce inequalities and strive for radical change that balances and builds social, economic, environmental and cultural capital simultaneously. To do this, our work in 2020 will be prioritising:

- Increasing our economic development support to Māori and Pasifika businesses to enable their sustainable growth as successful businesses and outstanding employers. Māori and Pasifika enterprise are critical players for step change in South and West Auckland economies and households.
- Building on our experiences with 'Creating Home' (see page 20) to enable more post-lockdown spaces that support parents and whānau to nurture their tamarki when parenting outside the home.
- Continued innovation across the early years system to explore how the response effort from community through to central government levels can strengthen the system of support to whānau and help reduce the burden of stress.
- Nurturing the development of whānau-to-whānau approaches that support healing and strengthen protective factors, as compelling alternatives to traditional service-based approaches.
- Integration of the protection, preservation and regeneration of the natural world into our work and foregrounding indigenous principles of the flows between the economy, te taiao and responsibilities to future generations in our mahi.
- Economic thought leadership and demonstrations of what a new economy, which is just, inclusive and regenerative, would look like.

These are extraordinary times in which our ability to innovate, learn and take action within ambiguity will be needed more than ever.



O-Shay Murphy, South Auckland student who appeared in the government's Child and Youth Wellbeing Strategy publication launched in August, 2019

## 2019 - A YEAR OF STRIVING FOR RADICAL CHANGE

**TUIA KI TE RANGI,  
TUIA KI TE WHENUA,  
TUIA KI TE MOANA**  
*– Bound by the sky, land,  
sea and each other*

The Southern Initiative and The Western Initiative (TSI) is a place-based social innovation unit embedded in South and West Auckland communities striving for radical change. Being place-based enables us to take an integrated holistic view of social, cultural, economic and environmental capital – including wairua. And our proximity to the people we work alongside - local communities, decision makers within the Auckland Council, partnership with The Auckland Co-design Lab and relationships in Wellington; means our platform and the learning from South and West Auckland can benefit national conversations.

Our team are all connected to South and West Auckland in a way that makes us intertwined and committed to its prosperity and wellbeing. We are innovators, disruptors, whānau, designers, coaches, students, listeners, scientists, advocates, analysts, entrepreneurs, cheer leaders, thinkers, researchers. We're a passionate team, focussed on what it takes to enable radical change.

As our approach matures, we are building the resilience and confidence in our practice to have bottom-lines or non-negotiables that inform how we work, as well as the experience to spot the levers that can create radical change in peoples lives and systems they interact with.

This Year in Review is simple in its message. It presents three persistent themes from our work that are recurrent, universal and fundamental to achieving thriving communities in South and West Auckland. It is through these themes that we tell our story: (1) mana ā-whānau (2) unlocking potential (3) systems innovation.

Our story is about the opportunity that these themes present for South and West Auckland, and Aotearoa. Opportunities that are worth striving for; be it in building a new sustainable and inclusive economy for Māori and Pasifika businesses, enabling tamariki to thrive by a better system of support for whānau or unlocking alternate pathways for students experiencing institutional racism.

## A year in numbers

# INNOVATION AND TECHNOLOGY



17

392%

**392% measurable benefits** calculated as part of the social return on investment of the Manurewa High School Makerspace

17 rangatahi graduated from the Mission Ready tech career accelerator programme. **10 are now employed, 3 set up their own tech ventures, 4 went to university** for further studies

8

\$1.27M

**\$1.27million investments unlocked** to support Māori and Pasifika rangatahi into innovation pathways that are future focused

**Supported 8 Rangatahi into Digital Animation Training** with Kura Waka Animations (2020 will include another 12 on the programme)

28

10

**10 high school students employed** as tech apprentices in KidsCoin - a Māori fintech start-up company

**28 mentees** from schools matched to Pasifika in IT mentors in NZ's top IT firms, including Microsoft, AIR NZ and Xero

12

\$33K

**\$33,000 distributed** to rangatahi in the Upsouth community sharing 1500 + ideas via 21 call ups with 1543 members signing up throughout the year

**12 female students participated in a 10-week tech internship** with CreateOps to expose them to the tech industry work environment

*A year in numbers*  
**SHARED PROSPERITY**

**5%**

Created new Auckland Council annual procurement targets of **5% of direct spend** and **15% of indirect spend** to go to Māori and Pasifika-owned businesses and social enterprises.

**\$4M**



**\$120M**

HWEN members awarded **\$4million in new contracts** from HWEN clients and buyers between July to December 2019.

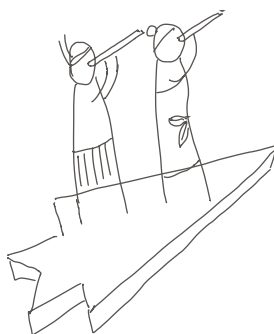
HWEN members tendered for **\$120million** worth of work between July and December 2019 with HWEN clients and buyers. That is over **12 times** the amount that the biggest HWEN client spent with Māori businesses in 2018

**\$1.87M**

**330**

HWEN has attracted **\$1.87million** worth of funding to allow it to scale up in 2020

Supported **330 young people into training or work**, placing **116 young people into employment (35%)** and helping **41 Māori and Pacific young people** toward a career in IT (only 3% of people in the IT sector are Māori/Pacific)



*A year in numbers*  
**TAMARIKI WELLBEING**

**75,000**



**150**

In partnership with the Social Wellbeing Agency, made sense of the journeys of **75,000 babies, their parents and siblings** in South Auckland, revealing **7 emerging insights** for action.

More than **150 whānau** are benefitting from the Manurewa Plunket Family Centre Poutokomanawa becoming a tamariki responsive space each week.

**12**

**105**

**12 whānau engaged in a co-design** approach at Papakura Marae, exploring whānau-led ideas for how to reduce stress and support whānau to nurture tamariki wellbeing and foundational brain development.

**105 whānau and 20 staff engaged** in co-designing solutions to make public spaces such as libraries more accessible for whānau within the Manurewa, Mangere and Otahuhu Local Boards.

**6**

**6 deep systems change insights** and whānau lived experience insights gained from more than 50 whānau.



## A year in numbers

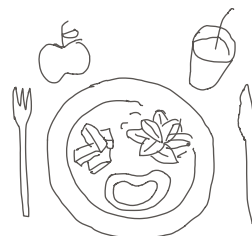
### HEALTHY INFRASTRUCTURE

The Healthy Environment Approach in Auckland Council Leisure Centres has led to:

**\$45K**

An increase from 15 cents per child per day to 75 cents for the food budget for both OSCAR (Out of School Care and Recreation) and Kauri Kids programmes. Resulting in a significant increase from \$9,000 a year to \$45,000 for OSCAR food spend.

**30K**

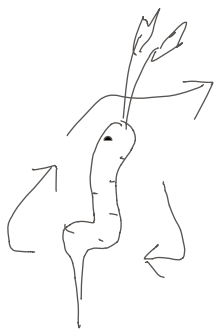


**8K**

30,000 healthier meals in the OSCAR after-school programme for tamariki since September 2019.

8,000 healthier meals at Kauri Kids early childhood centres since October 2019.

Papatoetoe Food Hub has seen:



**4T**

**70%**

Approx. 70% of ingredients and produce used in popular hangi and umu events is rescued food

**3K**

Over four tonnes of produce rescued from Papatoetoe New World between October and December 2019 and upcycled into affordable meals, healthy smoothies and juices

**3.1M**

Over 3000 meals sold at Food Hub between June and December 2019, a 35% increase on sales

Estimated 3.1million total reach on stories about Papatoetoe Food Hub in media



Tamariki play while whānau participate in a whānau-centred design session at Papakura Marae

## MANA Ā-WHĀNAU: *A way of working that values all*

## TUIA TE HERE TANGATA *– ...bound are the innate obligations of humankind*

### *What does it mean?*

Mana ā-whānau recognises people in the context of their whānau. It holds at its core the mana of whānau - their strengths, values and expertise - and credits these as integral to the creation of fit for purpose solutions for our most complex issues. We are trialling ways to move beyond traditional services or programmes as the default response to supporting tamariki and whānau. This means taking a strengths-based approach and being able to 'see' people as their whole selves - with dignity, value and talents. Reframing adverse experiences as superpowers that can be used to support others going through similar experiences.

### *What are we trying and learning?*

Across the breadth of TSI's work we are seeing huge opportunities for impact and scale whenever we start with the question, 'how do we create the conditions to enable those we work with to thrive?'. We are seeing this concept as a way to create meaningful leaps: for individuals and whānau it enables them to move from being receivers of public services to being change makers in their own lives and communities; for economies, we can move from inequity in opportunity to creating a new sustainable and inclusive economy.

Our work in 2019 highlights the power of mana ā-whānau ways of working:

- Our social procurement platform, He Waka Eke Noa (HWEN), is shaping what a **mana enhancing economy** could look like, one that is just, inclusive, regenerative and fair. This is an economic initiative creating opportunity in supply chains for Māori and Pasifika people to grow their

businesses, create quality jobs and improve wages. Auckland Council's social procurement commitment to a 5% direct spend and 15% indirect spend with Māori and Pasifika businesses is creating a compelling alternative to a system that hasn't been favouring diversity in supply chains.

- Bringing **mana into career pathways** in our Youth Connections work. This is redefining how we all think about what a 'quality' job really is. Careers with mana will ensure Māori and Pasifika people are set up to build life-time wealth in quality jobs that have dignity and continuous learning pathways. This means focussing on employers who offer quality jobs, pulling away from conventional routes of employment that have not served South Auckland whānau well. These are tough decisions but it's about being intentional about the systemic shifts our mahi is here to achieve.
- We are seeing that when **community spaces, services and support is strengths based**, they are in and of themselves providing the conditions for tamariki and whānau to thrive. This goes far beyond the spaces themselves and requires mindset shifts for staff or 'owners' of those spaces as we've seen in our work with libraries, Plunket, Manurewa Makerspace, the Foodhub, Te Haa O Manukau.
- Our work in South Auckland schools is exposing the potential for **schools to be mana ā-whānau spaces** where students and teachers can understand their values, talents and strengths. We are seeing potential in the school system to create classrooms where rangatahi can express their whole selves.

C a s e s t u d y :

## YOUTH CONNECTIONS

▲ In late 2018, Youth Connections transferred into TSI with support from the Tindall Foundation, Hugh Green Foundation and Local Boards, TSI rebooted the programme to ensure young people could be connected into pathways to high quality employment. This meant seeking out initiatives that provide the greatest potential for personal, whānau and community transformation in South and West Auckland.

A key feature of this reconfigured programme has been the Employment Broker and Coaches. Coaches have worked with 330 young people over 2019. This has led to 116 rangatahi brokered into quality employment (35%). TSI also supported 41 Māori and Pasifika rangatahi being actively mentored toward a career in IT (note: only 3% of people in the IT sector are Māori/Pasifika). Another key feature of the year's work has been to trial new ways of connecting rangatahi to work. This has included:

- prototyping ways to deliver industry focussed work readiness training;
- unique "broom to boardroom" summer internships for Māori and Pasifika rangatahi; and
- testing ways to unlock digital careers for Māori and Pacific rangatahi.

From the work and research TSI has commissioned, the following key insights and recommendations have been reached.

**School retention:** For Māori and

Pasifika rangatahi to improve their employment and income prospects, schools must work at retaining these students.

**Decision making:** More research needs to be done on how to support rangatahi to make more informed decisions around school-leaving to avoid being trapped into low wage occupations that can't provide a pathway out of debt. TSI commissioned research has highlighted the pervasiveness of tertiary student indebtedness for qualifications that could have been acquired for free at school.

**Fees-free study for second-chance learners:** TSI believes an expansion of fees-free study for second-chance learners taking Level 1-3 qualifications

would reduce a key source of indebtedness for Māori and Pasifika rangatahi, clearing a major obstacle on the path towards building assets and wealth for communities long-term.

**Support initiatives that ensure getting licenses:** There is a strong link between Māori and Pasifika students who obtain driver licenses having better employment rates. But more data is needed on the links to only obtaining a learner license and employment outcomes.


**More must be done for the marginalised:** A better understanding of how to support our most marginalised rangatahi is needed, drawing on existing evidence of approaches that work.



Featured left to right: Oshea Tai (Ngati Tamaaho / Manurewa), Atama Ratana-Wilson (Ngati Paora / Manurewa), Judas Hawkins-Williams (Kahungunu / Manurewa) and Xavier Ngahure-Rogers (Ngati Tamaaho / Mangere) young people attending noho marae training with The Southern Initiative.

C a s e s t u d y :

## HAVING A BABY IN SOUTH AUCKLAND

 In this project TSI joined forces with the Social Wellbeing Agency (SWA, previously named the Social Investment Agency) to pioneer a new way of combining knowledge from science and data, with knowledge from lived experiences. Through analysing the Integrated Data Infrastructure (IDI – a large research database that holds microdata about people and households) of 75,318 births in South Auckland between 2008 – 2017, the project was able to better understand the impacts of prolonged cumulative stress on whānau and what families, communities and government could do about it.

TSI engaged with 12 whānau and 12 service providers in South Auckland, to identify the topics most important to them around having a baby in South Auckland. These topics were then used to guide SWA's scientists to what data to look at in order to build representative timelines of nine months before and six months after the birth. Representative timelines allowed us to focus on the whole journey of mums, dads, brothers, sisters and babies and look at multiple indications of resilience, stress, and unexpected intervention points around the time of having a baby. We arrived at seven key insights from the data, and then engaged with whānau so they could see their own

lived experiences in the data (or not) and share stories about what gives rise to the situations the data insights show.

This project showed us how to go about delivering better social sector decision making and that through combining science, data, frontline service provider and lived experiences, we gain a much deeper, holistic and more insightful view of how to improve social wellbeing.

We intend to go further with the early insights that were highlighted from this project; to better understand what needs to change to improve the wellbeing of parents and their tamariki.

### IDI DATA INSIGHTS

*Fathers often stop earning money from paid work around the time baby is born*

*Mothers are changing address while they are pregnant*

*Mothers have a low rate of getting anti-depressant medicines*

*Lots of mothers and fathers are enrolled in education while mum is pregnant*

*There are worries about the safety of brothers and sisters*

*Mothers experiencing a hard pregnancy have more tough things going on in their lives*

*Some mothers are much less likely to get help from their midwife after baby is born*

### WHAT WHĀNAU SAID

*There is a strong cultural norm and desire for fathers to be at home with mother and baby. Often fathers are employed in low-paid casual work, and feel quitting is the only option – because engaging with the 'system' is too hard.*

*Multiple, temporary moves during this time are common for mothers and siblings. Looking for short term accommodation is common as is planned moving between family members.*

*There are parents who want and need far more support for depression, but don't receive it. Some mothers are concerned about the impact of drugs on baby.*

*Whānau say it's easier to be in education than having to look for work. Often they're also trying to build strengths and resilience and see education as a way to help them and their tamariki have a better life long-term.*

*This is a really messy time for relationships – not just parent relationships. Mothers can take steps to 'hide' from services – not telling the truth about what is happening, avoiding home visits, not asking for help, or moving house.*

*Sometimes it's too hard to even think about the baby until it comes because there are too many other 'in your face' demands – like having no money and trying to cope with the older kids. Once stress and exhaustion sets in it keeps on coming after baby is born.*

*Many whānau identified low contact with midwives as a sign of personal and cultural strength – they see it as "good and normal". Mums think that high usage of midwifery services is a sign of social isolation.*



Events at Ruapōtaka Marae Glenn Innes (above) and Mataatua Marae Mangere (below) where Te Mauri o Te Matatini has been received on behalf of ngā marae o Tāmaki Makaurau. Te Kōtahi ā Tāmaki has taken up the wero to move te mauri around ngā marae up until the opening of the largest Māori Kapa Haka event on the globe. Te mauri signifies and represents the hosting rights of the national kapa haka competition to be held in February 2021.

## UNLOCKING POTENTIAL:

*An abundance  
mindset*

## KA RONGO TE AO, KA RONGO TE PŌ

*– Our world waxes  
and wanes, contracts  
and expands*

### *What does it mean?*

Unlocking potential is recognising that there are substantial resources (knowledge, aspirations, strengths) in our communities (whānau, community, government) - but that we need to find new ways to configure these assets to help people thrive. TSI's place-based lens means we see the potential as two-fold. Firstly, despite the vast amount of resources and funding going into 'problems', the outcomes whānau are experiencing are often getting worse. Secondly, our understanding of place means we see the powerful assets that are embedded in South and West Auckland - the resilience and richness of culture in these communities. We are learning how a system can be supportive, encouraging and can be reconfigured to unlock and leverage the latent capacity and resources in ways that lead to transformational change.

### *What are we trying and learning?*

Again and again TSI are seeing huge opportunities for impact when systems gently touch people's lives; giving them the space to determine and build their own futures. Right across TSI's work there is a focus on how to reconfigure, catalyse or scale up opportunities for better whānau outcomes. We work alongside partners to help identify opportunities and build capacity to think bigger and identify more sustainable and significant opportunities than we or they may be able come up with on our own.

Components of our work that highlight how we can unlock potential:

- Auckland Council's **\$3 billion purchasing power** is a prime example of the enormous potential at the council's disposal to shift trying economic conditions for businesses in West and South Auckland and TSI has been at the forefront of introducing social procurement approaches across the council family (which led to the setting of spend targets).
- Unlocking potential is about **finding the moments in**

**time** when we have the conditions, players and appetite to really shake things up. TSI's partnership with Plunket has seen all of these align, using a co-design process to better understand the needs of tamariki and whānau through the refurbishment of the Manurewa Family Centre. The refurbishment unlocked the potential of the space and the team to be whānau-centred and we hope will catalyse a national whānau-centred Plunket approach.

- The Papatoetoe Food Hub seeks to **unlock the potential of an underutilised asset to benefit community health** – a netball court and club house, and the support of neighbouring businesses. This project is transforming the 5000m<sup>2</sup> council owned site into a centre for good food, which is accessible, desirable and affordable for whānau. This community-driven project is modelling what's possible when you bring together the resources of local community groups, local government, aspects of traditional knowledge, local food production, upcycling food and health promotion.
- Te Kōtahi ā Tāmaki (TKaT), is a collective of 37 marae across Tāmaki Makaurau, including mana whenua, mātauranga (Māori from outside of Auckland), urban and kaupapa Māori marae that are sharing skills, knowledge and expertise to build marae capability and capacity in order to sustain their communities and to help support and realise their moemoea (dreams, vision) and aspirations. It was conceived by ngā marae for marae and with the help of TSI, Te Puni Kōkiri and Foundation North. The collective have been able to scope the needs of marae from across Tāmaki Makaurau and to help realise some of those needs. They **use their combined networks, skills/expertise, knowledge and resources to secure better social, environmental, cultural, business and wellbeing outcomes**. Through working together to collectively purchase goods and identifying potential revenue generating opportunities, the marae are able to foster stronger strategic relationships with local and central government and community stakeholders.

C a s e s t u d y :

## HE WAKA EKE NOA - SOCIAL PROCUREMENT INTERMEDIARY

▲ Here in Aotearoa, Māori and Pasifika businesses are the untapped change agents in creating a more inclusive, and more sustainable, NZ Inc.

TSI's response to this opportunity has been to establish He Waka Eke Noa in 2018, supported by partners who shared the vision of promoting Māori and Pasifika entrepreneurship through smarter use of procurement and supply chains.

Our staff have worked to create supply chain opportunities throughout the Auckland Council family's procurement, and He Waka Eke Noa has been able to facilitate relationships with Māori and Pasifika businesses and enable the market to meet the procurement requirements and the membership of HWEN has now grown to 110.

As a result of TSI's advocacy, new Auckland Council annual procurement targets have been created of 5% of direct spend and 15% of indirect spend to go to Māori and Pasifika-owned businesses and social enterprises. From July to December 2019, members were awarded \$4million in new contracts from HWEN clients and buyers, and HWEN members tendered for \$120million worth of work with HWEN clients and buyers. That is over 12 times the amount that the biggest HWEN client spent with Māori businesses in 2018.

Entrepreneurship is one of the key ways Māori and Pasifika can build wealth for their families and communities, and our team have found that the businesses we work with, employ proportionately more Māori and Pasifika peoples than

other businesses.

HWEN has focused on construction, infrastructure and allied trades in Auckland to meet the immediate procurement opportunities across the Auckland Council family.

HWEN has attracted funding to scale in Auckland in 2020 and so the next step is for HWEN to become an independent entity that operates as a national platform for clients, buyers and Māori and Pasifika businesses across Aotearoa, covering a wider range of industries, goods, services and works. And while the priority has been Māori and Pasifika-owned businesses, eventually the goal is to widen this remit to include enterprises owned by women, disabled people and refugees.



Staff from Māori owned business, Evolution Scaffolding, setting up a site in Auckland.

C a s e s t u d y :

## TE HAA O MANUKAU

▲ In 2016, TSI spearheaded a flagship project to build a co-working and making space in Manukau, in partnership with Auckland Council and ATEED through GRIDAKI and Panuku Development Auckland.

In late 2018, the vision was finally realised and a pioneer co-working and makerspace in South Auckland was established. TSI partnered with Ngahere Communities, a local social enterprise to manage and operate the shared space.

Over the course of 2019, Te Haa o Manukau (breath of Manukau), has built a community of entrepreneurs and innovators to strengthen the innovation ecosystem of South Auckland. Currently, there are more

than 25 regular and permanent tenants at Te Haa o Manukau and Ngahere Communities provides support to these aspiring entrepreneurs through their business mentoring accelerator programme called Tukua.

Along with the co-working space, Te Haa o Manukau has hosted more than 100 business and entrepreneurship development events, 27 technology-focused functions, and 14 makerhood events focused on topics such as robotics and coding, 3D printing, gaming, sound and video editing engaging over 2000 South Auckland young people in the process.

Over the holiday season of 2019, Ngahere Communities' Pop Up

Christmas Market attracted over 2,000 visitors and generated \$8,500 in sales that involved local entrepreneurs who wanted to sell their unique goods.

The next step for Te Haa o Manukau is to become the premier innovation space for South Auckland entrepreneurs, makers and creatives. In order to do this, Te Haa O Manukau is looking to attract further investment and build partnerships among the government, academic, philanthropic, private sector and the community to grow its vision of becoming the go-to place for inclusive innovation.



Willie Jackson (Minister for Employment), Jacinda Ardern (PM and Minister for Arts, Culture and Heritage) and Manawa Udy (founder of Ngahere Communities) discuss the role of South Auckland creative entrepreneurs at the Ngahere Talks event at Te Haa O Manukau in February 2019.



Judy Bailey (Brainwave Trust Trustee), Luella Linaker (TSI), Kath Keremete (TSI), Roimata Taniwha-Paoa (TSI), Jacob Otter (TSI), Angie Tangaere (TSI) and Debbie Rewiri (Brainwave Trust Educator) attending the Brainwave Trust Aotearoa launch of their Tiakina te Tamaiti workshop at Waipapa Marae.

## SYSTEMS INNOVATION:

### *Unlocking systems readiness*

#### *What does it mean?*

Systems innovation is about activating change for ourselves and our partners. We work alongside a range of community and government teams including those in education, health, community services and social agencies who are all committed to and passionate about the outcomes of whānau and tamariki. However many of the spaces, places and services that have the potential to influence whānau wellbeing outcomes also experience a range of barriers to operating in more whānau-centred ways. A shift towards seeing people's wellbeing more holistically and sharing resources and expertise in ways that enable innovation and whānau led responses, challenges our status quo practices at a lot of levels.

Working alongside teams to try and shift practice surfaces deep issues related to organisational culture, including aspects of trust, preparedness for risk taking, fear and institutional racism. Teams often experience extreme levels of stress and even trauma themselves, and healing and care for the staff is part of enabling a whānau responsive workforce. Organisations often build habits around practice that operate as unwritten rules, with people feeling unwilling or unsupported to try something different.

#### *What are we trying and learning?*

With the support of the Auckland Co-Design Lab, some of the key things we've been focused on and learning about this year is how we can help remove some of the barriers to system change, or help build motivation for change through:

- **Trying, testing and rule breaking:** practically testing out small things with staff and whānau helps to understand what might really be keeping cultural norms or ways of doing things in place. We have found that simple testing of things can surface both the written and unwritten rules that are holding us back. We've seen this practically in work with some council facilities.
- **New ways of partnering and funding:** We collaborated with Papakura Marae to create an agile partnership model that was based on values and relationships rather than a traditional funder-fundee contractual model. From this we were able to support Papakura Marae with additional capacity to write up their approach and access further funding. This resulted in additional funding that was shaped in a way to better serve them as an organisation and whānau outcomes.

## TIHEI MAURIORA

### *– Be the change our world needs*

- **Sharing the risk, sharing the load:** Innovating can be risky for any of the people in that system – often risk gets pushed down the contract line to frontline teams, fueling an environment where people are not comfortable to try new things - we must find, and encourage new ways of sharing the risk more broadly up and down the system, including working with partners who can take responsibility for change at different levels. Our work with employers in Youth Connections is doing this by asking employers to recruit and train differently, but doing so with our support, help and additional resourcing where required.
- **Letting go of scope:** We are learning what it means to be good systems partners, and that to support innovation in others, we cannot compartmentalise the work based on the specific problem we set out to tackle. Helping organisations and whānau build their innovation capability also means providing them with the bandwidth to think and act differently, for example covering shifts, backfilling roles, helping with funding, or providing specific resources. This will look different for libraries, schools, marae and health services. At the heart of innovation is surfacing some deep and sensitive issues – be it racism, egos, culture clashes, hierarchies, under performance, organisational dysfunctions, personality conflicts - confronting these realities and vulnerabilities with empathy and understanding is part of the innovation work.
- **Shifting perspectives on what success looks like:** Bringing together mātauranga, western science, big data, thick data is highlighting that the status quo isn't a neutral position and enabling us to see entrenched challenges in a new light. Our work with the Social Wellbeing Agency combined science, data and lived experience which brought to light new insights, new areas for action and investigation, and helped people see that their version of 'good' has different perspectives. For example, one of the insights that was interpreted by whānau as a sign of strength, was interpreted as a service failure by officials.
- **Building practice-based evidence:** Our work with The Auckland Co-design Lab in the development of the Niho Taniwha, an evaluative learning practice, is helping us to better understand and share how our efforts in creating systems changes are best directed. We are learning about what systems change looks like and the signs and shifts in the system that we need to focus on to create the environment for different outcomes.

C a s e s t u d y :

## CREATING HOME

▲ For many whānau, home is not always a sanctuary. For a variety of reasons, whānau often need to parent outside the home for extended periods of time. TSI partnered with Auckland Libraries to see how we might create a 'home away from home' for those who need it - spaces that are co-created with whānau and their needs in mind.

We worked with two libraries in South Auckland to prototype ways to create welcoming public places and spaces that can enable whānau to nurture their tamariki for lifelong outcomes.

### *'Five Minimums' of whānau-centred spaces*

We knew from previous work undertaken in partnership with Plunket that whānau require practical supports to parent outside of the home. Whānau have helped us to identify the following 'Five Minimums' that serve as helpful diagnostic for ensuring our spaces are responsive to parents and tamariki.

1. A welcoming space – light, bright, open, safe, warm and with genuinely welcoming staff.
2. A safe place for tamariki - so parents can have a break.
3. A place to change baby including nappy disposal.
4. Accessible kitchen facilities - for heating and washing bottles, and food preparation.
5. Opportunities to connect with or just be around others.

The five minimums provided a checklist of things needed in a space. It also provided the opportunity to ask what

Auckland Libraries can do to go above and beyond these 'minimums' and create a space that can be a sanctuary for whānau. A range of different strategies were used to build relationships with local whānau and begin a conversation about their needs and the aspirations they have for their whānau. This created opportunities for whānau to lead the development of ideas and opportunities that supported their aspirations and strengthened their connections to their community.

### *Creating the space to innovate*

The project team was intentional about grounding our practice in tikanga with aroha and manaaki tangata at the centre. Taking this values-based approach provided the opportunity to work with Auckland Libraries to surface barriers preventing innovation from happening, including the mindset and cultural shifts required to better meet the needs of parents and whānau.

We learnt that spaces have significant potential to nurture whānau and tamariki when:

- The space is fit for purpose (for parenting for extended periods/the duration of day).
- The offerings inside the space align to whānau need and aspirations (contextual to whānau/community and place).
- Systems and people support the space to be whānau - centred.

In order to build the innovation capability of staff to respond to the


needs and aspirations of whānau, we needed to provide them with the bandwidth to think and act differently to 'business as usual'. This meant generating opportunities for staff to engage differently and re-orient themselves around a shared purpose. We have worked alongside staff to model whānau-centred practice as we work together on opportunities for action, creating sustainable innovation capability.

At a systems level, this work has at times meant having hard and courageous conversations with staff and senior leadership around issues that had been surfaced, and working together to overcome them.

Creating Home has highlighted both the importance and the challenge of transitioning to more whānau-centred ways of working. For staff to be able to do this, they need supportive conditions and an enabling culture. We are continuing this meaningful work with Auckland Libraries to unlock the potential for community places and spaces to actively contribute to tamariki, whānau and community wellbeing outcomes.

C a s e s t u d y :

## HEALTHY ENVIRONMENT APPROACH IN LEISURE CENTRES

 TSI's Healthy Families team has designed and delivered a new Healthy Environment Approach for Auckland Council staff to ensure healthy choices and options are more readily available in South Auckland communities.

This new approach has led to:

- 30,000 healthier meals for young people in after-school OSCAR programmes since Sept 2019.
- 8,000 healthier meals at Kauri Kids early childhood centres since October 2019.
- The reset of budgets to ensure proper investment into good kai for tamariki.
- The food budget for both OSCAR and Kauri Kids programmes increased from 15 cents per child per day to 75 cents per child per day. For the 300 tamariki in OSCAR this means a significant increase from \$9,000 a year to \$45,000 a year.
- Staff gained skills in buying and preparing healthier food and were able to be more efficient to provide good kai consistently across the programmes.

This new approach is based on the belief that if council enables and promotes active, healthy and flourishing communities and if we engage the appropriate Auckland Council departments, this will lead to establishing a standard throughout all Auckland Council departments and facilities it will be easier for people to make healthier lifestyle choices.

Underpinning this kaupapa, following a co-design process in 2018, are four Healthy Environment principles:

- Wai/water is the easiest choice
- Good kai for all
- Champion smoke-free, alcohol-free and drug-free
- Encourage movement

The Healthy Families team targeted five settings to implement these principles: Leisure Centres, Events, Community Grants, Community Facilities and Community Places. Each of these settings was achieved through brokering relationships with key departments and teams within Auckland Council.

All four southern Local Boards (Manurewa, Papakura, Māngere-Ōtāhuhu, Ōtara-Papatoetoe) endorsed leisure centres as a priority area for the Healthy Environment Approach. Auckland Council Parks, Sport and Recreation management also supported the initiative.

Work with leisure centres began in December 2018 with walkthroughs and interviews with the senior staff of Papatoetoe Alan Brewster Leisure Centre, Ōtara Pools and Leisure Centre, Clendon Te Matariki Leisure Centre and Manurewa Pools and Leisure Centre.

This resulted in a collection of data and later a co-design challenge facilitated by TSI with leisure centre staff on 'how might we enable good kai options across leisure programmes'. The Leisure Centre settings ended up focusing on two programmes:

- Kauri Kids: an ECE programme for over 100 tamariki/whānau in South Auckland, East Auckland and North Auckland leisure centres.
- OSCAR Kids Club: an after-school programme for over 300 tamariki/whānau in South Auckland and West Auckland.

The majority of young people attending these programmes are of Māori and Pasifika descent, and with the food available to them containing high saturated fat and sugary drinks, this project required a re-set of budgets to ensure appropriate investment was made to enable leisure sites to provide good kai consistently throughout a term(s).

TSI held workshops with leisure centre staff to co-design nutritional kai options and a toolkit that was easy-to-use and fit for purpose since not all facilities had the appropriate cooking prep space or storage space, or had limited equipment (oven).

This work is ongoing and is intended to ensure young people attending the programmes have increased access to nutritious kai so to embrace healthy eating now and into the future. The next step is to see this work replicated across other council settings and beyond South Auckland.

The kaupapa of Healthy Environment Approach remains ongoing within Auckland Council with the ultimate aim of expanding across all local boards. Our belief is this will help make positive changes to the health and wellbeing of all Auckland communities.

# W H A K A T A U K Ī

TUIA KI TE RANGI,  
TUIA KI TE WHENUA,  
TUIA KI TE MOANA

*Bound to the sky  
The land  
The sea*

TUIA TE HERE TANGATA

*And each other  
Are the innate obligations  
of humankind*

KA RONGO TE AO,  
KA RONGO TE PŌ

*Our world waxes and wanes  
Contracts and expands*

TIHEI MAURIORA

*Be the change our world needs*



*The*  
**Southern  
Initiative**



**FOR MORE INFORMATION**

The Southern Initiative, Auckland Council, Level 2, Manukau Civic, 31-33 Manukau Station Road Auckland Council,  
Private Bag 92300, Auckland 1142

Visit our website: <https://www.tsi.nz/>

Or contact Gael Sugenor: [Gael.Surgenor@aucklandcouncil.govt.nz](mailto:Gael.Surgenor@aucklandcouncil.govt.nz)

