







OVERVIEW: A MANDATE TO TRANSFORM SOUTH AUCKLAND

he Southern Initiative is a placebased initiative in the Auckland Plan. Its coverage spans four Auckland Council local board areas - Māngere-Ōtāhuhu, Ōtara-Papatoetoe, Manurewa and Papakura.

TSI's role is to champion, stimulate and enable community and social innovation in South Auckland.

Our central philosophy is strengths-based and whānau-centric, reflecting what we've heard from the community that "only the 'hood can change the 'hood".

It's not our job to replace or compete with the many services working in the social, economic development and education space in South Auckland. Our approach is to learn, explore, experiment and examine what sorts of things might work to help this area thrive. Some

of our discoveries will be relevant and useful to the services operating in South Auckland; others will make their impact separately from service provision.

We work with whānau, local social change agents, grassroots entrepreneurs, businesses, agencies and various organisations to explore, create and test radical solutions to some of South Auckland's most pressing social and economic challenges.

We're about transformation and we're about innovation. This means taking risks, trying new things, and learning as we go.

The Southern Initiative is involved in some very important social and economic development work and the team has an excellent overview about how to affect the deepest impact in that regard. It also has all important insight into South Auckland's needs and how to best help the community meet those needs, particularly around helping children reach their full potential. TSI is doing some impressive work and is achieving great results,

Auckland Mayor, Phil Goff.

The work being done in South Auckland is ground breaking and producing innovative, interesting and impactful outcomes to the benefit of this city which is something Aucklanders can be proud of,

Auckland Council Chief Executive, Stephen Town.

Our priorities



ur priorities link to our purpose - to create a prosperous, resilient place where children and whānau thrive.

The Auckland Plan makes our role clear: "Strengthening children and families in stable homes and employment". We have a central place in delivering the plan's priorities for the south, especially ensuring children have the best start in life, there are clear pathways and support for further education and training for school leavers (as well as good, local jobs), inclusive economic development and quality housing.

These are no small challenges, and we know the best way to achieve enduring, transformative change is to tap into the south's assets, talents and opportunities to focus on projects which will produce high-quality results.

This document sets out our work in the past year, grouped according to our three priorities: Shared prosperity; Resilience; and Thriving Children and Whānau. All of our innovation efforts, from small initiatives to large scale programmes, contribute to one or more of our priorities and their outcomes.

Auckland may be the economic engine of New Zealand but the city's prosperity depends heavily on South Auckland's success.

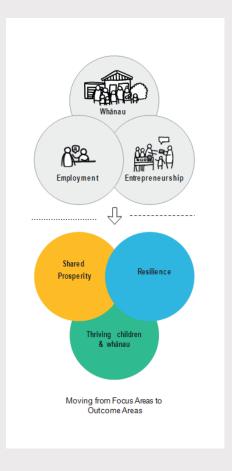
As the New Zealand Institute of Economic Research's (NZIER) Resilient South document says:

Auckland will thrive if South Auckland thrives

- The population of South Auckland is younger than the rest of Auckland. The success of these young people in terms of education, skills, employment and community participation will shape the future of South Auckland and Auckland
- By 2068 people aged 65 years or older will account for a significant 28 percent of the population. South Auckland's young population will be critical to the tax base needed to pay for pensions and health care.

We want South Auckland to be recognised as the enterprise capital of New Zealand, leading the country in community-led economic development and inclusive economic growth.

South Auckland is New Zealand's biggest opportunity, and The Southern Initiative is at the forefront of harnessing that power to make impactful transformational change.





Our opportunity: Innovation and collaboration

he Southern Initiative is unique in its innovation capability combined with its position in local government.

As part of the Auckland Council family we can influence decision making, service delivery and asset use, considerable levers for social transformation given the family's size and scope. Collaborative procurements with Auckland Transport are creating quality employment as well as training and enterprise opportunities and we are partnering with ATEED and Panuku Development Auckland on a number of projects.

Our strong relationship and effective collaboration with central government also means local and central government are working together on important social and economic issues. Our Co-design Lab is an excellent example of this in action. It is funded by Auckland Council and eight central government agencies - the Department of the Prime Minister and Cabinet, Treasury, Te Puni Kökiri, the New Zealand Police, MBIE and the ministries of health, education and social development.

Our closeness to community enables us to collaborate with grassroots change makers, entrepreneurs and a range of Māori and Pasifika enterprises to create alternative business and economic models to enable shared prosperity.

We are committed to empowering people at the sharp end of South Auckland's

complex challenges to be part of the south's transformation. The keys for unlocking strengths and assets to take on complex challenges lie in local communities themselves. Rather than creating more services or programmes to 'fix' South Auckland we partner with whānau to explore, create and test new and innovative solutions.



The Southern Initiative team

South Auckland presents
New Zealand's biggest
opportunity as a place and
community for lasting and
impactful social and economic
transformational change. The
Southern Initiative plays a
powerful and successful part
in helping the community
identify and seize innovative
opportunities to make a real
difference in people's lives.

Auckland Council is rightfully proud of the excellent and impressive work being undertaken by TSI across a number of strong focus areas for big change including housing quality and affordability, child poverty reduction, raised wages and the future of work,

Auckland Councillor Alf Filipaina.







Auckland Co-design Lab

n integral and vital part of our team, the Auckland Co-design Lab's tenet is to unlock people's capability so they can actively take part in designing their own future while advocating for system change that supports positive transformation.

A unique model, the lab is an institutional structure focused on facilitating change and an innovation engine that can design and test approaches which achieve advanced outcomes. It designs and leads projects focusing on complex and constant challenges facing communities in South Auckland and New Zealand by creating conditions for trust, creativity and collaboration, with a bias towards action.

As part of the Early Years Challenge we became involved in University of Auckland's Growing Up in New Zealand study which includes more than 1200 children in South Auckland. The study gives us the robust 'big data' to weave with practice-based and human-centred evidence to develop solutions to make a difference in children's lives.

Insights from this work directly influenced council assets, such as libraries, to better support South Aucklanders parenting very young children. Our driver licencing project report has been used by a crossagency working group to address issues at a national level and is referred to as a 'go to' document for central government agencies. Our Attitude Gap report, focused on the gap between employers' and young people's expectation of the world of work, is a valuable resource for a variety of organisations. We are working with the Ministry of Education to develop an early childhood education project which will involve front line staff, parents and agencies exploring parental engagement, quality education and school readiness.

A key purpose of the lab is to support capability building across central a nd local government, achieved by participation in live projects as well as a co-design masterclass series that attracts participants from central government, council, community groups and mana whenua.



Having the co-design lab inside TSI provides both a platform and support for a better dynamic connection between two essential elements of transformation – innovation and implementation,

Director Learning and Systems Innovation, The Australian Centre for Social Innovation, Dr Ingrid Burkett.

Shared Prosperity

rising inequality and the concentration of wealth and prosperity in a diminishing number of people.

The emerging global consensus is that inequality is a handbrake on economic growth. In its 2014 evaluation, the OECD estimated rising inequality knocked more than 10 percentage points off New Zealand's growth over the past two decades.

Many South Aucklanders have not shared in Auckland's economic growth and prosperity. Some people feel they have been left behind by successive economic and social reforms, automation, globalisation and other impacts on the labour market. Moving towards inclusive economic growth and a long-term commitment to developing human capital are crucial for South Auckland's transformation.

Our focus on quality employment tackles the low wage and low productivity rut in which too many South Aucklanders are trapped. Rather than just working to add more jobs to the South Auckland region, or linking local people to available jobs, we purposely seek out those jobs with the greatest potential for personal, family and community transformation. Simply connecting people to employment that is precarious, at risk of automation and/or only moves people from a position of being poor to 'working poor' is a false economy. The 'any job' approach exacerbates people's stress, replaces old problems with new ones, keeps people trapped in poverty and does not sufficiently lift personal and intergenerational outcomes.

Our employment, skills and enterprise activities intentionally integrate social and economic strategies to ensure the benefits of economic growth are distributed more equitably. Creating shared prosperity and inclusive growth requires us to focus on increasing the incomes and wellbeing of our least wealthy.

Enterprise and entrepreneurship have shared prosperity as a core objective so we actively seek out oppountities to foster both.

Shared prosperity can be created by lifting the incomes of South Aucklanders through quality and sustainable employment and enterprise opportunities.

BY:

- Using procurement to improve socio-economic outcomes
- Delivering an innovative Māori and Pasifika Trades Training Programme
- Creating pathways for people to access better quality, sustainable jobs
- Growing opportunities for socially innovative businesses and enterprises that intentionally benefit people and the planet.

SO:

- Social procurement is business as usual in South Auckland
- Everyone has bridges from education into quality, sustainable jobs
- Median incomes in South Auckland are higher than the Auckland average
- South Auckland is the leading example of inclusive economic growth.





Māori and Pasifika Trades Training

outh Auckland is a paradox. It is job and investment rich yet local people experience high levels of unemployment, underemployment and low wages. The conditions for correcting this mismatch and improving South Aucklanders' lives through quality employment opportunities in construction and infrastructure couldn't be better.

Auckland has a significant skills shortage; there are simply not enough trades people to meet demand. Also, this is an area where the council family has a direct interest as both the planning authority for housing and infrastructure and one of the largest procurers of infrastructure and construction works.

TSI leads a consortium of private training establishments to deliver a trades training programme for Māori and Pasifika peoples in South Auckland. The pre-apprenticeship courses cover carpentry, construction, infrastructure, welding, fabrication and automotive engineering, all of which directly relate to the council family.







Māori and Pasifika Trades Training

We intentionally focus on people who face challenges in the labour market and for who a career could have life-changing and intergenerational impacts - young people not in education, employment or training, sole parents and people who have experienced long-term joblessness or sporadic low paid employment.

We are on track to have trained 281 people by the end of this calendar year. We are committed to increasing the representation of women in non-traditional trades and currently one third of our learners are female. Forty eight percent of current students are Māori and 52 percent identify with a Pasifika ethnic group.

Our measure of success is our graduates going on to quality careers. This means sustainable employment with wages that enables people to live with dignity, have genuine career progressions and ongoing development and feel their contribution has meaning and purpose.



This year we piloted a career brokerage and coaching service to improve employment outcomes with a small cohort of graduates. By leveraging the council family's procurements we have brokered graduates into quality jobs, each with individualised career pathways such as apprenticeships, (at a time of poor up-take and completion rates nationally. On the Manukau Bus

Station, for example, all nine placements have tailored career development plans and ongoing support.

We have also been refining our MPTT programme. By getting closer to employers and better understanding their needs we are making changes to training, pastoral care and work readiness to ensure they are fit for purpose. We are addressing the required cognitive and non-cognitive skills such as literacy, numeracy, team work and communication and we provide mentoring, practical support and referrals with matters such as childcare or personal issues. Work readiness preparation includes driver licence progress, CV preparation and presentation skills. Trainees complete health and safety accreditation, first aid training and drug testing so they can safely and legally work on site. We will continue to gather insights to develop more ways to better support learners, training providers and employers over the coming year.

Central government's Tertiary Education Commission, which funds our programme, says ours is one of the country's highest performing and we have also had positive feedback from the Ministry of Social Development about how we enable people to move from benefits to employment.

Our Māori and Pasifika Trades Training was part of two very successful JobFests this year. The events were attended by hundreds of employers, all with job vacancies, who were able to connect with thousands of young people looking for work. Dozens of rangatahi signed up to find out more about our programme.

TSI's Māori and Pasifika Trades Training placement is doing an extraordinary job for us,

Jonas Wagner, Operations Manager Shoreload & Propping.





Social Procurement

to projects.

uckland's citizens have a justifiable expectation of value for money from the public sector. But value for money isn't just about the price paid. In Europe, North America and Australia 'value' includes socioeconomic benefits generated for local people. Social procurement is a way of including

these types of benefits in contracts and is used to support community enterprise, get people into training and generate local employment.

Our use of the council family's size and purchasing power (an annual, multi-

We work with operation teams across the council family to identify, include, evaluate and implement impactful socio-economic outcomes in procurements. For the Manukau Bus Station build we worked with Auckland Transport to bring social procurement into practice, evaluated tenders and worked with the successful contractor, NZ Strong, to secure employment with apprenticeships for our MPTT graduates. Likewise, we maximised training opportunities for locals with Downer in the upgrade of the Pukekohe Rail Station.

We played a small but influential role when a council-owned building needed to be demolished. We connected council's Waste Solutions team with TROW Group, a Pasifika-owned civil construction company

billion dollar spend) is creating better job

Aucklanders. It is an obvious and controllable

lever we have to support South Auckland to

transform itself with little or no added cost

and enterprise opportunities for South

based in Ōtāhuhu. This resulted in an impactful and innovative collaboration which saw quality materials from the Mt Roskill demolition going to a number of community organisations rather than landfill. Even though it wasn't a requirement, given the contract was very small, two people were employed and continue to be so. Great social, economic and environmental outcomes were achieved and the project has led to further contracts and spin-off innovations creating greater opporunities for Māori and Pasifika.

In the Ōtāhuhu Streetscape Upgrade project tenderers were required to provide paid work experience to tertiary students studying design. Through our networks two students were given part-time work over the yearlong contract with Boffa Miskell. One of the students has secured a scholarship as a result.

TROW Group was subsequently nominated

in three different categories in the 2017

Sustainable Business Network awards.

We support a number of community-led



Social Procurement



enterprises including Stepping Stones, a community-led enterprise sub-contracted to maintain Riverton Reserve in the suburb of Randwick Park. Stepping Stones provides good, local jobs for local people who have struggled in the labour market. It continues to get more contracts and is growing. The group's entrepreneurial mindset and resourceful, 'can-do' attitude prompted us to nominate Randwick Park for Mitre 10

Community of the Year at the Kiwibank New Zealander of the Year awards. We were very proud when Randwick Park won and officially became New Zealand's best community for 2017.

The organisations we are working with are as passionate and committed as we are to exponential, sustainable and inclusive economic development of Māori and

Pasifika communities through enterprise. Our major strength in these partnerships is being part of the council family (the largest local government body in Asia-Pacific), and therefore close to purchasers, and our experience and expertise in social procurement generally.

We have been working with a diverse range of public, private and non-government organisations to establish New Zealand's first supplier diversity model, He Waka Eke Noa (we are all in this together). He Waka Eke Noa will put the transformative power of Māori, Pasifika and community-led businesses front and centre. It is modelled on the Australian leader in indigenous supply diversity Supply Nation. In just a few short years, Supply Nation has grown contracts to indigenous businesses from \$6m to \$407m. He Waka Eke Noa will be used to support City Rail Link Limited procurements requiring engagement with Māori, Pasifika and socially innovative businesses in supply chains.

I'm a very keen supporter of TSI, especially its social procurement work which is really making a difference to people's lives in South Auckland,

Minister of Maori Development and Local Government, Nanaia Mahuta.









Enterprise and entrepreneurship

ew New Zealand businesses or enterprises are owned by Māori and Pasifika peoples yet our experience shows they create impressive social value. Enterprise and entrepreneurship is a proven way to help tackle social issues. An entrepreneurial mindset encourages resourcefulness, creativity and vision and builds thriving and resilient communities. We focus on supporting and facilitating enterprise and entrepreneurship because it has shared prosperity - improving the lives of families and communities - as a core objective.

The businesses and enterprises already in South Auckland are key players in creating potential employment opportunities. We work with several of them including TROW Group, Stepping Stones, Affirming

Works, Te Roopu Wairoa, Roots Creative Entrepreneurs and oneCOOPERATIVE to help them grow by nurturing confidence and capability. These enterprises are working hard, and successfully, to be sustainable.

We also support Māori to develop potential enterprises around growing and marketing kai products. For example we are working with the Backyard Garden Project team to support Māngere whānau to grow their own kai, no matter how big their backyard is. The aim is to extend this to the rest of South Auckland. We have facilitated several food preservation wānanga and fostering cultural tourism enterprise is also being investigated. We are always on the look out for intiatives with transformative potential to support.

Connecting social entrepreneurs

We have helped create and establish a South Auckland network of social entrepreneurs. The network's purpose is to bring people together and give them the chance to connect with and support others, share ideas, maximise opportunities and solve problems. The network has grown rapidly and now has nearly 100 members. Most are Māori and Pasifika business people, with enterprises ranging from youth development, recycling and whānau support to catering, fashion and technology. Some are community organisations or service providers looking for ways to generate more income through establishing business ventures and for support to do so.

While the group's main form of communication is through social media there have been several 'in person' events which gave people a chance to showcase what they are doing, learn more about aspects of business management and get advice. Among the initiatives being explored are a café, a catering business and a venture selling furniture made from up-cycled pallets. We offered advice on a number of topics including council

processes, legal requirements and supply chain connections. The initiative is having a generative impact and as a result of being part of the network some members have joined forces to launch joint ventures in the south.

Events we have supported include six roadshows, four workshops on business processes such as funding and marketing and a number of drop-in sessions offering one-on-one advice from coaches and mentors.

If you are considering setting up an enterprise or growing an established one and would like some help, or would like to be part of the network, contact specialist adviser Joel Umali at joel.umali@aucklandcouncil.govt.nz or join the South Entrepreneurs' Network Facebook page.

The CIDANZ team





Te Rerenga Manu Fono

Pe Rerenga Manu Fono (flying with purpose) was a two-day conference organised by the Emerging Pasifika Leaders Steering Group supported by TSI. It focused on unleashing the entrepreneurial Pasifika spirit to increase social and economic success and brought together

social, business, health and educational innovators. It acted as a rallying call to all who wanted to raise the social and economic outcomes of South Auckland.

More than 100 people attended to hear a variety of keynote speakers, take part in

discussions and listen to 'futurists' panels. Smaller groups fleshed out the changes they would like to see in South Auckland and some of the findings will help us accelerate change for Pasifika communities.



The new generation of Pasifika needs higher ambitions than those of their parents who came from the islands in the 1960s and '70s looking for a better future. Before it was 'we've just got to get a house, we've got to send money back to the islands'. Now, what's the new milk and honey? Is it 'can we start businesses? Is it developing beyond just wanting Pasifika lawyers, doctors and accountants? Pacific people have something unique to offer New Zealand and it's good to see The Southern Initiative supporting this great fono featuring people who can really shake things up and make sure there is a way forward for our young people, 🔊 📳

Auckland Manukau Councillor Fa'anānā and fono champion,
Efeso Collins.







Fale Kofi - beans and community profits

collaboration between TSI and Auckland Transport on food and beverage social enterprise Fale Kofi means commuters can enjoy a morning coffee at Ōtāhuhu Station, with the profits going back to the community.

The kiosk, designed and built by Roots Creative Entrepreneurs and run by Affirming Works sources coffee from Tupu'anga Coffee, an ethical family owned and operated trade product made up of 100 percent Arabica beans. Grown, harvested and produced in Tonga, Tupu'anga Coffee provides sustainability to families and communities living there.

Profits are reinvested into the delivery of Affirming Works' local programmes providing mentoring to hundreds of children and their families. The kiosk demonstrates a new model of economic development that puts people and the environment at its heart and fosters collaboration.

The great team at TSI has specialised skills and it puts us, the community, at the centre of its work. TSI raises our thinking, explores possibilities with us and helps us connect the commonalities across our diverse communities. TSI believes in us and empowers us to be our own best solution to our preferred future,

Chief executive Cook Island Development Agency NZ, Rouruina Emil'e-Brown.



Resilience

round the world there is strong agreement the fourth industrial revolution will disrupt occupations and industries in ways we can't predict.

However it is clear the nature of work and many of the skills sought after in today's labour market will change radically. Countries across the globe are wrestling with changing demographics, economic shocks, rising inequality, ageing societies, increasing globalisation, the unstoppable march of technology, the limits and strains on natural capital and the effects of climate change.

We need to act like other smart cities and be prepared for anything and everything.

We need to ensure our communities are ahead of the

game in preventing, mitigating and managing the inevitable changes to our social fabric and way of life. We need to ensure South Aucklanders have the skills to harness change rather than be victims of it. Skills such as complex problem solving, critical thinking, emotional intelligence, creativity and the ability to cooperate, collaborate and negotiate will be crucial.

South Auckland is off to a good start. It is known for its creativity and entrepreneurship, its strong DIY culture and its rich and diverse culture open to innovation. South Aucklanders have all the ingredients to be pioneers, creators and leaders.

South Auckland's resilience can be built to harness the opportunities and withstand the challenges of the 21st Century.

BY:

- Growing innovation, entrepreneurship and collaborative mind-sets, spirit and skills
- Using and joining up platforms for growing creativity, entrepreneurship and trading
- Connecting maker culture and technology with trades training
- Leveraging and using new and existing physical infrastructure to drive social outcomes.

SO:

- South Aucklanders are sought after for newly created jobs
- South Auckland is the leading Maker City in New Zealand
- South Auckland's young people lead civic entrepreneurship and enterprises in New Zealand.

UpSouth

TSI's crowd empowerment platform upsouth has gathered nearly 2000 users, mainly Māori and Pasifika aged 15-24, who have generated thousands of thoughts, ideas and commentary on important local issues.

Upsouth is a safe, non-judgmental place for young people to express their creativity, share ideas and earn money for their input in response to callups from companies and organisations seeking community input to various challenges. It's a new way of developing and nurturing a network of young people who lead together and



support one another's development in both an entrepreneurial and altruistic way.

More than 20 callups have been made on the platform by council departments, local boards, corporates and community organisations, injecting thousands of dollars into the South Auckland economy.

Upsouth has personal success stories to tell. Papakura 18 year old Neihana Lowe set up his own photography and videography business after receiving money for his contribution. He used the money to buy equipment and is now working with several clients in South Auckland, his business is growing, he has subsequently been named the Māoriland Film Festival film maker of the year and held an acclaimed exhibition in conjunction with his kuia (Tūhoe) called Whēnua I at the Papakura Art Gallery.

Through contributions to upsouth, Janet Akai became more and more confident about her creativity and honed her photographic skills. She received a payment with which she bought professional camera gear. Now the communications manager at the Cook Island Development Agency (CIDANZ), Janet was responsible for designing the visually stunning photography for the national campaign used to profile 2017's Cook Island Language Week.

As the first and only way of connecting directly with South Auckland youngsters, plus providing them a platform to generate income, upsouth is revolutionary. This is real social change with real social impact,

Co-founder itsnoon, Suzanna Barros.



This is a self portrait I have created to convey how I feel social media makes me feel. Facebook "Likes" are a huge way that youth use nowadays measure self worth, and even confidence. Personally even though I know it's superficial, I often fall into the misconception. It effects how see myself and blurs my sense of self worth. It suffocates me. It has been pushed on me and now I subconsciously feel like the number of likes or attention a post obtains is a true gauge of my worth. This is one of the many ways that I wrongly let technology control me.









Photo credit: Waikare Komene

Makerhood

ne of our aims is to build a culture of innovation so South Aucklanders are more resilient in a changing economic landscape. To that end we have been exploring, introducing and evaluating the growing maker culture. That culture or maker 'movement' is global and encourages people to uncover their creative and technical abilities through tinkering, fixing and making things. It encourages people from all sectors to come together and try to solve the problems cities face, in a collaborative and open fashion.

In this mission we have strong relationships with Roots Creative Entrepreneurs and other passionate community makers and together we have undertaken a number of activities under the umbrella of 'makerhood'. Workshops allowed keen South Aucklanders to tinker and create time-lapse video/photos, upcycle plastic bottles to create vertical gardens and lamps and make furniture from pallets.

Makerhood has provided regular opportunities for the local community/communities - young to old - to gain exposure and access to the philosophy, methods and resources relating to the creativity and making, in particular environmental innovation & STEM,

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Jaco Van der Merwe, Meshed Co-operative.

About 200 young people got to keep bikes recovered from landfill which they transformed to new.

Maker days in Ōtara, Manukau, Papatoetoe and Manurewa were facilitated where hundreds of locals learned to upcycle waste fabric into jewellery and fix laptops.





Demonstrations on gaming, virtual reality and 3D printing were very popular and library meetups brought makers together to take part in creating and coding robots. We ran a whānau day at Te Puea Marae where people, including some homeless, got to find out about virtual reality and upcycling. With our support Manurewa High School holds regular maker and market days called Future Fest where pupils get the chance to showcase their maker creations to the larger community.

As part of the makerhood movement we can envisage South Auckland as a Maker City. It has the right ingredients - an abundance of creativity and DIY culture, a strong manufacturing sector, several tertiary and training colleges and a rich and diverse culture open to innovation. This would contribute to ATEED's goal to become an innovation hub for Asia and the Pacific. Through GridAkl, ATEED has committed seed funding, advice,

As a co-developed and community-owned movement makerhood has strived to bring together people and groups to collaborate on efforts and projects we hope will inspire others to contribute positively to the kaupapa of communities near and dear to them, and to have the impact reach beyond,

Waikare Komene, Roots Creative Entrepreneurs.

expertise and networking opportunities to TSI. We also contribute to Panuku's Transform Manukau framework which includes harnessing learning and innovation opportunities.

The work happening around enterprise, makers, and upsouth is impressive. With some greater focus and perhaps some more testing of what activities lead to outcomes, this group of projects could result in some significant cultural shifts towards leveraging entrepreneurship in the region,

Dr Ingrid Burkett.





Thriving children and whānau

esearch tells us the first 1000 days of a child's life are absolutely critical in setting foundations which will lead to achieving positive social and economic lifelong outcomes.

Our Early Years work has given us valuable insight into the importance of looking at families in a holistic way.

We work with partner organisations and whānau to support parents in the ways they know, and say, they want to be supported. Ways they have identified work for them and which mean they can be the kind of parents they strive to be. We support whānau capability and confidence, providing skills and experience which parents can use in various aspects of their lives. We know whānau have strength, resilience and a sense of agency. This is one of our greatest

assets in addressing complex social and economic challenges in the hope of creating healthy families living in healthy homes.

Part of this work is reducing the stress which impacts daily on parents' lives and has a long term impact on children. Removing stress factors and growing protective factors can make a big difference. That's why we focus on obvious, urgent issues such as good quality, affordable housing and inexpensive, healthy food to enable whānau to provide the best start for their children. Cultural perspective of wellbeing acknowledges the interrelated nature of the wellbeing of the whānau and the wellbeing of the child.

Whānau can be enabled to thrive so children in South Auckland get the best start in life

BY:

- Building the capability and skills of families and communities so they are resourceful and self-determining
- Synthesising and sharing practice-based evidence so transformation for children/whānau/ is at the centre of decision making and service development
- Using our co-design resources to provide biodegradable support to families and whānau to find and implement solutions
- Working with partners in central government and the community to explore and learn from new ways of working.

SO:

- · Whānau and communities design their own solutions
- People feel they have a purpose greater than themselves and realise their full potential
- South Aucklanders live in healthy homes and have healthy lifestyles
- Services support people rather than people accessing services.



Early Years Challenge

xperiences and the environments in which children develop in their early days can have lasting impact on their later wellbeing, learning, behaviour, and health. Getting things right when children are young is easier and more effective than trying to address issues later.

Our Early Years Challenge has examined the first thousand days of a child's life through the lens of the lived experience of South Auckland parents, combined with the insights of international neuro-science research, local big data and Growing up in New Zealand longitudinal research. The analysis of this data shows 0-3 year olds in South Auckland are significantly worse off than 0-3 year olds in other parts of the city, hence the need for action locally, particularly for Māori and Pasifika families. Our work with parents has highlighted the key role council can play alongside other partners. The importance of well-designed public spaces and amenities plus coordinated activities can make a positive impact on families' lives and outcomes for children. For council this means being more intentional about the things we already do.

Our key findings and insights have been:

- Children's wellbeing depends on adults' wellbeing
- The cumulative and prolonged weight of risk factors and stress can rob parents of bandwidth and derail child development
- For both parents and children, reducing immediate environment stress makes a difference
- · Vulnerability can and does change
- The dual importance of building executive function and offering biodegradable support
- Putting people at the centre; applying whānau-centric and co-design approaches can unleash potential and build bandwidth
- Protective factors can build resilience and help to balance risk factors.

Our recommendations are:

- Do whatever can be done to remove or relieve stresses for parents with young children
- Work with and build protective factors
- Create contexts and processes that enable people to be part of their own solutions
- Have an innovation mindset.

We will apply these findings to new projects including collaborations with Plunket in Manurewa and the Ministry of Education in Mängere as part of the South Auckland Social Investment Board initiative. We will also continue to work within Auckland Council to explore how the assets and resources in South Auckland can be best aligned to support parents with young children.



The best scientific research in the world now tells us the greatest social good will be achieved by investing in a child's earliest years,

Professor Richie Poulton, Otago University.





TSI has been invaluable with sharing its deep relationships and connections to Māori and that has been the key enabler for the department to form meaningful relationships. TSI has strong trusting relationships with South Auckland community and in particular with Māori and its knowledge and expertise has contributed to deep learning for our team with respect to innovative methodologies through co-design plus its expertise and understanding of how to work through a Māori World view,

Pieter Tuinder, acting partnerships director Auckland, DOC.

Healthy Families MMP

n partnership with the Alliance
Community Initiatives Trust, we deliver
Healthy Families Manukau, ManurewaPapakura (Healthy Families MMP), an
initiative designed to improve people's
health in the places they live, learn, work
and play. Because we are part of the
biggest local government in the Southern
Hemisphere, we have a huge opportunity
to affect positive change at scale. We do
this by leveraging the council family's
resources, influence, and connections to
reduce social and health inequalities to
prevent chronic disease.

Healthy Families takes a systems approach, identifying opportunities to effect positive changes to people's health by:

- Finding great people who hold the levers for change and are passionate about improving the health and wellbeing of Aucklanders
- · Starting small, learning with community

- and colleagues and adapting as required in preparation for scalable change
- Documenting, sharing and applying the learnings in other parts of council and beyond to normalise healthy behaviours.

When council's leisure team decided to replace sugar sweetened beverages it partnered with us and Healthy Families MMP to design a healthier food and beverage offering in council's leisure facilities. We seconded the council's Catering Services Manager to help develop guidelines for the council family which informed the roll out of new vending machines and the lessons learned from that roll out are now being used to inform leisure centre café menus.

We've been able to use our experience to influence Auckland Transport's vending contract (more than 100 machines) to ensure healthy options are a higher priority in transport hubs across the region. We also advocated for elected







Photo credit: HFMMP

members to vote in favour of Local Government New Zealand developing a range of resources for councils across the country to follow our lead.

In conjunction with local boards we're focusing on reducing and ultimately replacing the sale and supply of sugar sweetened beverages with healthier alternatives at local events and locations in South Auckland. A big emphasis is improving the availability, appeal and accessibility of water.

South Auckland has high rates of smoking

and smoking related illness and death so we have been working with leisure centres to find out how we can help people stop. The initiative gives leisure centre staff tools and resources to support customers ready to quit. Healthy Families MMP partnered with Counties Manukau District Health Board to hold smoking cessation session in three South Auckland leisure centres and CMDHA has also committed to changing its programmes based on our learning.

We are examining the role of culture in health. Supported by Healthy Families MMP our maramataka (Māori Lunar Calendar) expert, kaumatua Rereata Makiha is using his immense knowledge and expertise to support transformational change for whanau by offering guidance and support to ensure more successful planting and maximise crop abundance.

We are working to introduce maramataka into workplace and physical environments such as Hayman Park, school gardens and curriculum.

We have been working with the Takanini Sikh Temple to create a community garden

to help feed thousands of people who visit every week, promoting healthy eating and sustainability as well as bringing the community together. The community garden will eventually cover 11 acres of land on Takanini School Rd with fruit and vegetables. The project will produce food that can be distributed to those in need, as well as seeds and seedlings for families to plant in their home gardens. The Healthy Families MMP team and the Old School Reserve Teaching Gardens will work with the temple to teach food production. MIT is running a Level 2 Horticulture Course on site.

Te Pū a nga Maara Collective is a collaborative project between us, the Department of Conservation, Healthy Families MMP and the Makaurau, Papatuanuku Kokiri and Manuerwa marae designed to encourage care for natural environments and connect to natural resources thus bringing health and wellbeing to children and whānau.

Southern Initiative







Healthy Homes

e lead a co-design process for the Ministry of Health working with the two Healthy Homes initiatives in Auckland - Auckland Wide Healthy Homes (AWHI) and Kainga Ora. These initiatives are designed to improve housing conditions for sick and at risk whānau.

We initially gained valuable insights from whānau and built on those by testing and scaling a number of ideas. One was for a Minor Repair Service whose documentation and approach we directed and coordinated. Delivered by Habitat for Humanity, the service draws on the knowledge of a number of organsiations including council's eco-design service, Beacon Pathway, the DHBs, Habitat and The Southern Initiative.

The service sees a qualified builder, with training on home performance, helping eligible whānau in private rentals or low income home ownership with small repairs such as boarding up broken glass and applying draught stopping kits which help make their

homes warm, dry and healthy. They can also measure and install full length, lined curtains a key component of keeping a home warm.

Testing our ideas broadened our focus from just whānau to include landlords and property managers because tenants need their permission to make most 'warm and dry' improvements such as roof repair or insulation. The team innovated by hiring a person with the right negotiation skills to communicate with landlords based on the reports produced by the service. It is an iterative process and the service is already providing insights which will help show what it will take to improve Auckland's existing housing stock working with different types of landlords.

The service has helped 150 families and advised at least 100 landlords and property management companies on the ground.

While we tested council's powers under the Building Act to deal with dangerous or

unsanitary buildings, it proved more fruitful, for the time being, to refer substandard properties where the landlord is not fixing the issue to the recently established MBIE Compliance and Investigations Unit.

The team has also taken advantage of council's community infrastructure with the support of Habitat's existing resources to do an ongoing Auckland-wide curtain drive with more than 500 quality curtains collected

for curtain banks to refit for whānau. In addition, Habitat has used its private sector relationships to get material for new curtains to supplement the number of recycled ones.

Healthy Homes is an excellent example of collaboration and cooperation between central government, local government and the private and community sectors to start leveraging systems change from a deep understanding of the issues on the ground.

The Healthy Homes work undertaken by TSI ... has rightly received significant interest by the NZ Government. It is a stunning piece of work, with potential to become a centre piece of both advocacy and policy change. It could be taken even further given the interconnections between housing and many of the other challenges people face when they live in poor conditions,

Dr Ingrid Burkett.



Whānau-centric process in practice in Papakura



ith a population of more than 45,000 Papakura has a youthful community with the highest Māori population per capita in Auckland. It also has high levels of need including low mean incomes, low education achievement (particularly for Māori) and too many children living in overcrowded conditions.

We have partnered with Kootuitui Trust, the Whaanau Engagement Facilitator and Kootuitui whānau to help address these issues. Kootuitui delivers an innovative approach to the holistic wellbeing for children in Papakura through a three strand programme of education, health and home across six schools. The Education Strand is an outreach of Manaiakalani, one to one digital immersion learning, and the Health Strand sees daily health clinics operating in each school. Together Kootuitui and TSI have supported a truly whānau-centric approach, through the co-design process, for the development of the Home Strand to achieve better outcomes for tamariki and whānau.

We work to build whānau capability, leadership and knowledge and as a result whānau have developed an initiative they've named 'Ko Huimano' - a peer-topeer model based on the principles of:

- Whakawhanaungtanga connecting with people in respectful and strengths-based ways
- "Fill my kete, fill your kete" –
 empowering whānau champions with
 accurate information and skills tailored
 to the needs of local whānau and
 empower other whānau
- Strengths-based approach many whānau in Papakura want to provide support and help to others and have many talents and skills to share. Whānau in Papakura are best placed to design local solutions that will contribute to better housing and social outcomes.

Kootuitui whānau are part way through an adult education course and upskilling themselves in a variety of areas such as financial literacy and tenancy rights. Moreover the whānau have formed long lasting relationships and grown in



Our partnership with TSI is an extremely important one for the expertise and resourcing support to our co-design project and for profiling the trust's activities at local, regional and national levels. This shared journey with TSI is allowing us to unleash the incredible potential of our community,

Leigh Auton, Chair Papakura Kootuitui Trust.

The experience has been life changing. I'm feeling confident and empowered because I have the support and the knowledge from what we have been doing with the trust, with TSI, with Kootuitui whānau and with our tamariki,

Kootuitui whānau member.

confidence as they regularly present their story and expertise to large rooms full of public sector professionals, something previously unnerving. One member has joined her school board which she previously thought was "just for old people".

TSI social intrapreneurs saw the chance to link Kootuitui and Healthy Homes to maximise human and physical resources. We also worked to simplify what would normally be specialist knowledge and disperse that knowledge to the community for its own use. The teams worked together to support home performance training tailored for whānau where they learned practical tips like putting bubble wrap on windows because it can be as effective as double glazing.

They use this training to help identify what improvements are needed to make homes warm and dry, simply and effectively. Local whānau disconnected from traditional services are more likely

to trust their peers.

Kootuitui whānau have continued to develop their ideas through participating in Healthy Homes assessments with the Minor Repair Service and Auckland Council's Eco-Design Service. At the first home, a Housing New Zealand property, we discovered the temperature was only 12 degrees, on a sunny mid-morning day in September when in a warm and dry home (according to the World Health Organisation's recommended minimum) it should be 18 degrees. Healthy Homes was able to advocate for HNZ to have the home insulated and the experience helped us understand the importance of whānau knowing what to ask so they can advocate for themselves.

Ka Eke Poutama

Our partnership with Te Whare Hukahuka on Ka Eke Poutama, a rangatahi governance programme, saw all 45 participants graduate at the end of 2016 with another 90 taking part in the current year's programme. Graduates are now represented on the boards of dozens of local organisations and two are being mentored by local board chairs through the subsequent TUIA programme.



THE WAY WE WORK

We think like a system

Our role as innovators means we need to think about all aspects of what's happening in South Auckland - social and economic, community and government, the collective and the individual, natural and built.

We act like entrepreneurs

Our focus is on finding new ways to solve problems, solutions that will work, last and deliver socially profitable results.

We think big, but act locally

We experiment with niche innovation to test new ideas. When we succeed we look for ways to extend and scale that success.

We learn as we go, and we share what we learn

We continually synthesise what we learn and share that with others in South Auckland and New Zealand who are also working to transform communities.

We are strengths-based

We know South Auckland has challenges but our focus is on its strengths and talent and every day we work to identify, tap into and unleash that potential.

We are nimble and flexible

While we focus on priorities we know the importance of flexibility and agility to adapt strategy and/or change direction when new opportunities emerge.

We take a unique approach

Our co-design and responsiveness to Māori and Pasifika approaches help us deliver better outcomes for all of our communities and squarely orientate us to people, culture and place.

We have embraced South Auckland's philosophy that "only the 'hood can change the 'hood"

We are focused firmly on South Auckland's own goals and aspirations for its communities and how we can help. By applying a 'think like a system, act like an entrepreneur' mindset we do not attempt to take on grand societal challenges in their entirety, instead we look to identify nimble opportunities for change within the system, seed innovations, test prototypes and support successful efforts to grow and influence other parts of the wider system,

From Design Thinking to Systems Change, RSA Action and Research Centre.

A recent review of The Southern Initiative's work, carried out by the Australian Center for Social Innovation, found TSI a world-class initiative, undertaking "comprehensive, grounded and impressive work"

- TSI has a broad range of initiatives which cover the spectrum of people's lives and experiences, from "cradle to career". TSI does this more deeply than other place-based initiatives the reviewer has seen
- TSI is an excellent example of how economic and social policy can be integrated and local growth inclusive, and the approach could be promoted as a showcase of inclusive growth in action internationally
- TSI has work on both supply and demand sides of the system such as the labour market, a fine example of linking and integrating policy and practice
- TSI's focus is on ensuring solutions have transformational potential
- The work TSI has done to develop approaches that put culture at the centre of practice and which actually grow practice out of culture is exemplary

The Southern Initiative's agenda is transformative – radical and innovative and with more potential to lead to outcomes than most place-based initiatives around the world. Its systemic approach goes beyond a purely social or welfare approach to incorporate and join together community development and economic development. TSI is a world-class initiative which combines a number of innovative approaches to shift outcomes in a community that has experienced a number of challenging issues over many years ... its work is comprehensive, grounded and impressive,

Dr Ingrid Burkett, Director Learning and Systems Innovation, The Australian Centre for Social Innovation

Dr Burkett is a social designer, designing processes, products and knowledge that deepen social impact and facilitate social innovation. She has contributed to the design of policy and processes in a diversity of fields, including community development, local economic development, disability, procurement and social investment. She is one of the co-founders of Social Procurement Australasia (www.socialprocumentaustralasia.com) and has provided much groundwork for Australia's entry into social and impact investment. A past president and honorary ambassador of the International Association for Community Development, Dr Burkett has held a number of university fellowship positions and has qualifications in graphic design, social work and business and community economic development.

If you have any queries about this report or The Southern Initiative in general please contact us at thesoutherninitiative@aklc.govt.nz or phone Fiona Cunningham on 021 773643.

