

## TSI Year in Review 2018

The  
**Southern  
Initiative**  




# 2018

### TSI Year in Review 2018

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Dedicated to the memory of  
Fiona Cunningham, TSI Social  
Intrapreneur – Communications

1958-2019



# 2018



## TSI Steering Group Chair's message

Over the past year The Southern Initiative has taken its efforts to another level, building on the good foundational work initiated in previous years.

There's an old Māori saying "Kaore te kūmara e kōrero mo tōna māngaro" which translates roughly to 'the kumara shouldn't speak of its own sweetness'.

For a team which does much of its hard work behind the scenes, it can be difficult to take credit when the mahi starts to show fruition. However, as the chair of TSI's Steering Group, and a proud South Aucklander, I can say on TSI's behalf it is something we can all be proud of.

The steering group, made up of mana whenua, maata waka and representatives from a variety of organisations, has been particularly impressed with the progress in social procurement.

This initiative enables local Māori and Pasifika businesses to gain access to local government and corporate supply chains that will have massive benefits for years to come. It is just one example of the unique opportunity TSI has to broker connections and collaborate with the community to unlock the region's enormous potential.

As you'll read in this Year In Review, there are many highlights from TSI's busy 2018.

While South Auckland is well-known for the many challenges it faces, it is also a wellspring of incredible talent, unique natural resources and rich cultural heritage.

By harnessing local skills, leadership and values we can see meaningful and sustainable change. Given this is a key part of how TSI works, I'm sure the region's future is bright.

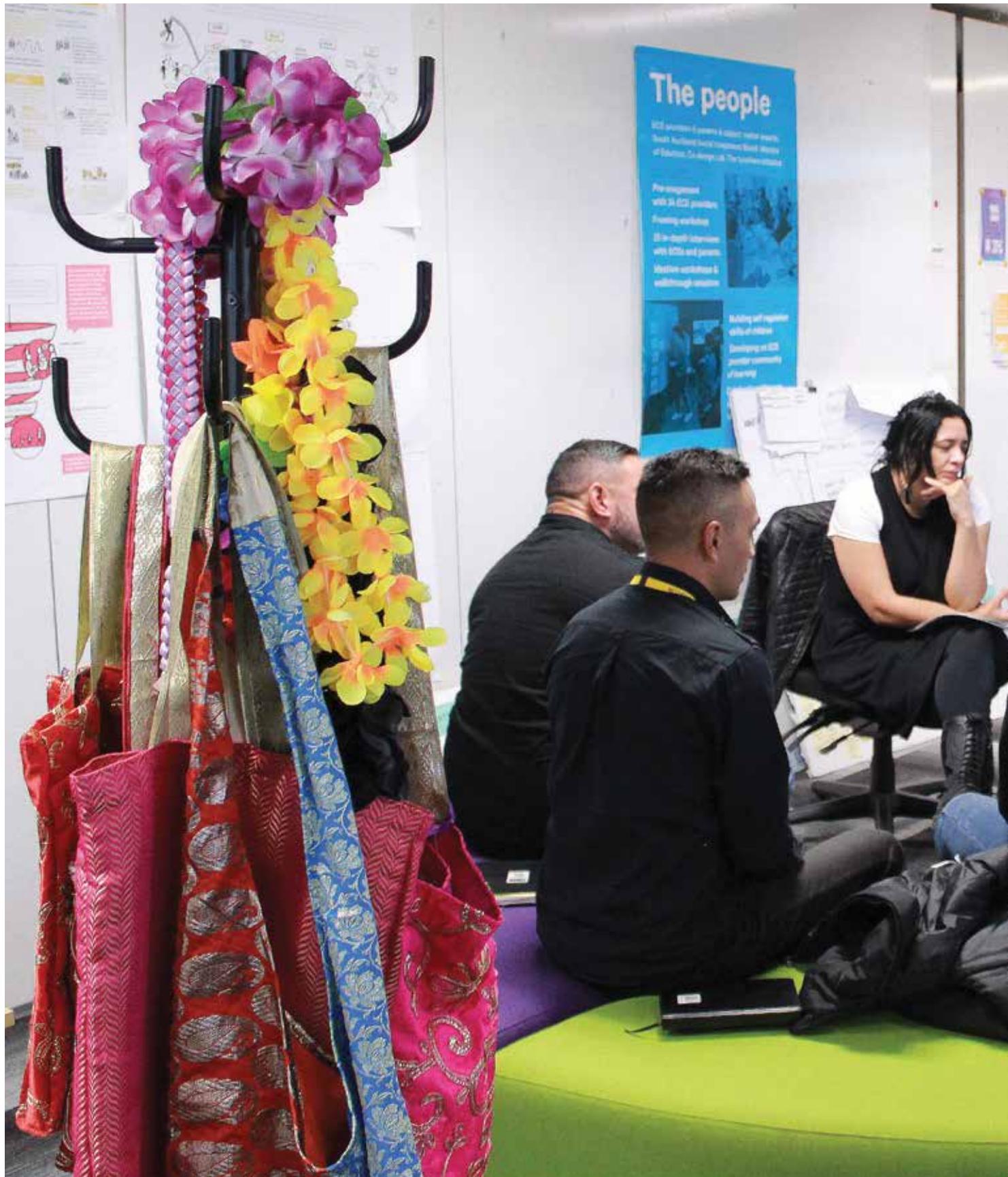
Ngā mihi nui,

**Alf Filipaina**  
*Auckland Councillor, Manukau Ward*

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# Introduction

TSI's Tania Pouwhare, Norm McKenzie and Director Gael Surgenor meeting with a group of external stakeholders.



**"...TSI understands there is value within community themselves...."<sup>1</sup>**



The Southern Initiative is a team providing a place-based innovation platform that champions, stimulates, facilitates and enables social innovation in South Auckland. In practice this calls for experimenting, learning and delivering what it takes to assist real social and economic transformation. TSI is dedicated to supporting South Auckland to be a prosperous, resilient place where children and whānau thrive. Business-as-usual practices in both the public and private sectors are not bringing about the changes needed at the pace required. So as a part of Auckland Council, the TSI team works with families, local changemakers, grassroots entrepreneurs, businesses, agencies and other organisations on key areas they identify as urgent to change. Together they explore, develop, model and test radical solutions to some of South Auckland's most pressing social and economic challenges.

Reflecting its community, TSI takes an integrated approach to social and economic development. It focusses on both quality and transformation to ensure big leaps, as well as incremental changes. Responses are taken to the immediate stressors for whānau. At the same time, longer term shifts are catalysed in the policies and systems that prevent improvements to the current socio-economic conditions. Integral to the

<sup>1</sup> Frances Hancock, *A relational approach to community and social innovation: Practices that make a difference*, Auckland, Auckland Council, March 2019, 7 (hard copy available on request).

**"TSI's approach is based on a relationship and a track record...Their approach is realistic, trusting and empowering; it gives you hope."<sup>2</sup>**

work is providing space for, and reconnection to the innovation inherent in mātauranga (Māori knowledge) and indigenous knowledge systems. This includes building capacity and room for more whānau-centric approaches. Families and community co-design and lead local initiatives that align to the aspirations and outcomes sought by South Aucklanders. To further this integrated approach, TSI works as a broker, facilitator and translator communicating across different worlds.

2018 was a period of growth and consolidation for TSI, building on its earlier development in collaboration with the Auckland Co-design Lab. This development set up a base of knowledge, relationships and activities around the ecosystems of employment, children in their early years and technology innovation in South Auckland. This work helped identify the ways in which TSI, as a local government innovation platform, can most effectively work alongside community, iwi, business, philanthropic and government partners to contribute to unlocking transformative change for South Aucklanders.

Social innovation works in cycles of trying things out, building on knowledge and learning from early outcomes. 2018 saw TSI evaluate and consolidate its effort to ensure the work was mutually reinforcing and focussed on achieving transformative not just incremental outcomes. The consolidation process was informed by emerging international evidence about place-based social and economic innovation strategies and systems change efforts. As a result, TSI's efforts have been aligned into four interconnected focus areas; Shared Prosperity, Innovation and Technology, Tamariki Wellbeing and Healthy Infrastructure and Environments. The project and progress updates included in this 2018 Year in Review are organised around these four focus areas.

**"Ki te kōtahi te kākaho ka whati, ki te kāpuia, e kore e whati."**

**"If there is but one stem of a reed it will break, but if they are in a bundle they will never break."** - Kingi Tāwhiao

A relational approach, based on a family-like/whānau-oriented council–community relationship is central to TSI's ability to tautoko and strengthen the capacity, capability and opportunities available to changemakers and organisations within South Auckland. To better understand the value of this approach to TSI's partners, and what behaviors and ways of working make

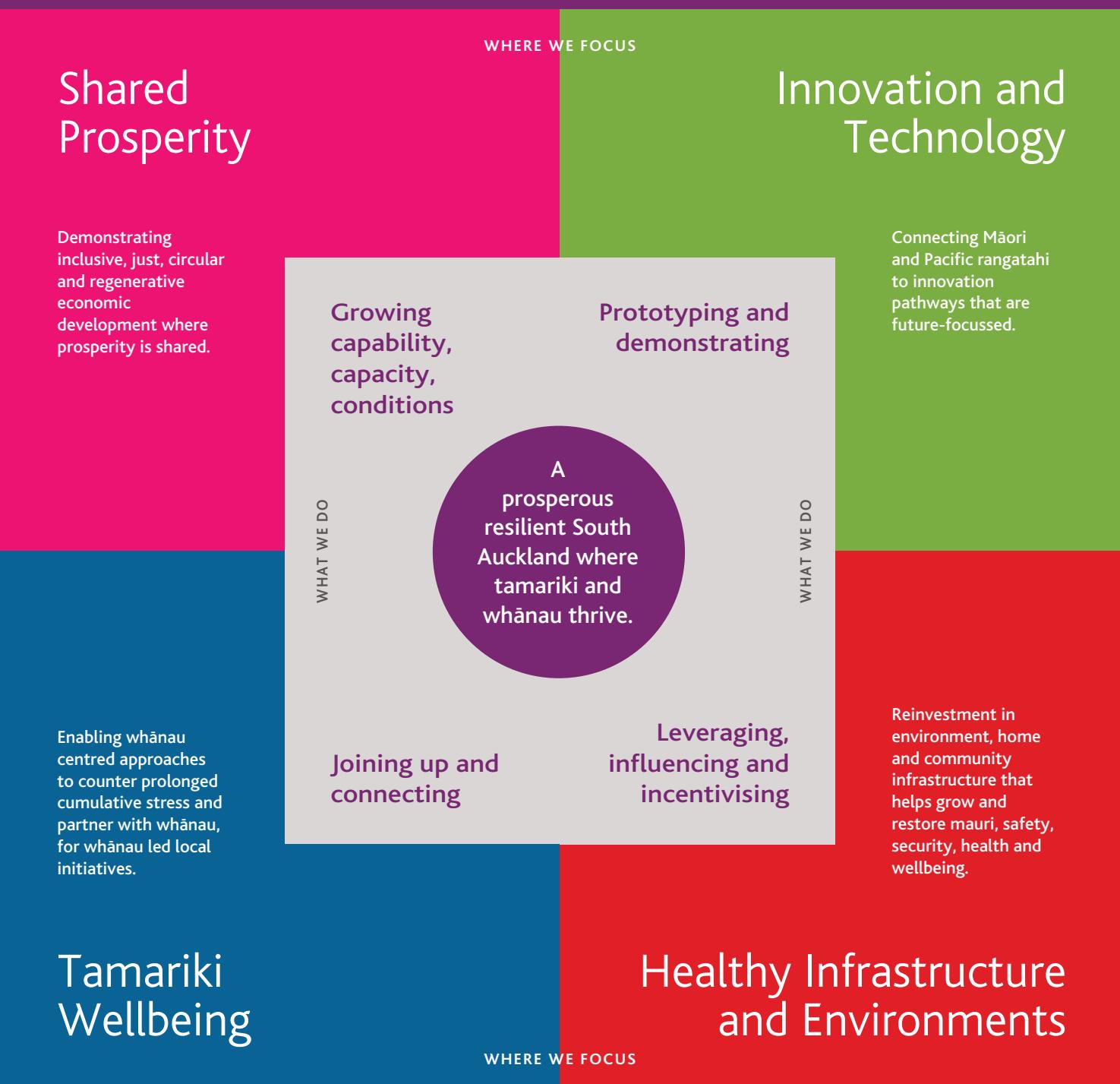
the difference when supporting community led change, research interviews were carried out with 25 community leaders from 16 organisations, the findings of which are contained in the 'A relational approach to community and social innovation: Practices that make a difference' report<sup>3</sup>.

2018 saw substantial growth for TSI as it leveraged the council investment in it and attracted new funding and partnerships. This includes support and funding from the council to expand into West Auckland with a focus on quality jobs and enterprise. It has also seen the transfer of the Youth Connections programme from within the council to TSI. The programme is funded by the Tindall Foundation, Hugh Green Foundation and the council, including local boards. Both these initiatives have enabled the formation of a Shared Prosperity team strengthening TSI's work in the socio-economic transformation of South and West Auckland. Investment from the NEXT Foundation provides an opportunity to amplify the learning developed in the Early Years challenge and will see an acceleration of the Early Years work in 2019.

Supported by the Auckland Co-design Lab, TSI also began the work of developing an evaluative framework and strategies to track and accelerate the learnings and outcomes of TSI as a place-based innovation platform. This includes a focus on outcomes that matter to whānau and align to the Auckland Plan. It also requires a focus on changes in the systems and organisations that influence outcomes for families. It will aim to capture and share strategic learning produced through experimentation about what helps and hinders transformative change for South Aucklanders.

<sup>2</sup> Hancock, A relational approach, 33.

<sup>3</sup> Hancock, A relational approach.



# Shared Prosperity

**Demonstrating inclusive, just, circular and regenerative economic development where prosperity is shared**

Tāmaki Makaurau has experienced a sustained period of economic success primarily due to population growth and its strategic location within Asia-Pacific – but the benefits of the region's success have not been felt by all, particularly in the south and west of the city.

One of TSI's key priorities is to see the socio-economic transformation of South and West Auckland through economic activity which is inclusive, just, circular and regenerative.

To enable this inclusive economic model, TSI works to a vision for Auckland's prosperity to be more equitably shared and to ensure

that South and West Aucklanders hold leadership roles across the economy, including as business leaders, entrepreneurs, designers and innovators.

Simply connecting workers to employment that is precarious, at risk of automation or only moves people from a position of being poor to 'working poor' is a false economy.

Therefore, this programme of work is ultimately characterised by initiatives that intentionally seek out the best opportunities for local communities, with the greatest potential for personal, whānau and community transformation.



"TSI has the expertise and networks, they're focussed on the business of achieving outcomes for our communities in South Auckland." <sup>4</sup>

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## Social Procurement



Creating Shared Prosperity through Public Procurement conference MC Toi Iti with Ariana Te Whetu.

TSI is using the council and council-controlled organisations' (CCOs) \$3 billion purchasing power to create employment and enterprise opportunities for South and West Aucklanders. While social procurement is standard practice in many developed countries, it is emergent and fledgling here. TSI has been at the forefront of introducing social procurement approaches, both for Auckland and nationally.

The team has learnt valuable lessons in the practical application of social procurement over the last two years from being actively involved in almost 20 tenders for a diverse range of products, goods and services.

In the last 12 months there has been significant development of a social procurement practice, which has become increasingly sophisticated by adding the use of 'big data' and longitudinal research to practices and policy development. To deliver the greatest impact, TSI has chosen to focus on quality employment opportunities, workforce upskilling and supplier diversity.

TSI leads a consortium of private training establishments delivering Māori and Pasifika Trades Training in construction, infrastructure and allied trades (funded by the Tertiary Education Commission). Over the last year this has enabled us to leverage the council and CCOs' procurement power to create quality employment opportunities for graduates. This has also enabled the team to control the quality of outcomes for the employers TSI works with.

And finally, TSI is working to increase supplier diversity through setting targets for engaging Māori and Pacific-owned businesses in council family supply chains, which has been carried out through an intermediary supplier organisation, He Waka Eke Noa (HWEN). Over 2018, HWEN expanded its membership of Māori and Pacific-owned businesses, built the capability of members through a series of workshops and brokered two tenders to include supplier diversity clauses which will ensure more opportunities for HWEN members. This

approach has been inspired by supplier diversity policies in Australia, Canada, the United States, United Kingdom and South Africa. In Australia for example, since the government introduced a target (3%) for federal procurement through the Indigenous Procurement Policy, contracts with Aboriginal and Torres Strait Islander-owned businesses has increased from \$6 million to \$1.83 billion in just four years. TSI aims to replicate this incredible success.

In June 2018, TSI hosted the country's first social procurement conference, Creating Shared Prosperity through Public Procurement, aimed at building the capability of the public sector to implement social procurement to a high standard. The conference was oversubscribed, demonstrating the level of interest across local and central government. The Minister of Māori Development, Hon. Nanaia Mahuta, pledged to create the policy infrastructure needed to support the public sector's use of social procurement.

TSI has partnered with Auckland Transport (AT) from the start of this initiative. One of the key collaborations in 2018 was Eastern Busway 1; a circa \$100 million-dollar, two-year project which is part of the first stage of the Auckland Manukau Eastern Transport Initiative (AMETI). Using data and evidence on employment, TSI set the key performance indicators (KPIs) including targets for increasing female participation in the industry, closing the gap between Māori and Pacific Peoples' wages to the rest of Auckland and increasing the number and quality of business opportunities for Māori and Pacific-owned enterprises.

The team have also recently been working with HLC to support their housing developments in Māngere and Mt Roskill. Using the census mesh block data of the development areas, combined with longitudinal data and insights gathered by the team, specific recommendations were made on what requirements and targets should be set to ensure meaningful social good is achieved.

- Catalysed social procurement practice across local and central government
- Increased awareness of social procurement within the government and business sector as a way to improve the social return on public spending
- Over 30 jobs will be created for South Aucklanders, West Aucklanders, Māori and Pacific people as part of the social procurement outcomes for the Eastern Busway 1
- Brought a social procurement approach to almost 20 Council and CCOs' projects

## He Waka Eke Noa

Increasing the number of Māori and Pacific enterprises in government and corporate supply chains can have a significant impact on South Auckland's socio-economic outlook. With this purpose in mind, TSI launched He Waka Eke Noa (HWEN) in late 2017, connecting Māori and Pacific-owned businesses with clients and buyers wanting to purchase goods, services and works. The name He Waka Eke Noa is taken from a famous Māori whakataukī (proverbial saying) which translates as 'we are all in the canoe without exception'. It refers to acting as a collective, working in unity and leaving no one behind.

HWEN is being developed as an inclusive and collaborative association of diverse public, private and non-government organisations who are committed to

the exponential, sustainable economic development of Māori and Pacific communities through enterprise. It is modelled on the highly successful Australian indigenous supply diversity network, Supply Nation, which helps secure government contracts to Aboriginal and Torres Strait Islander businesses.



HWEN member Tom Majoor is the director of HLS Ltd.



- 54 Māori and Pacific-owned businesses have joined HWEN in Auckland with plans to expand this nationally
- Introduced HWEN suppliers to major tenders and contracts with AT, Auckland Council's Community Facilities, and City Rail Link Ltd
- AT included supplier diversity clauses for HWEN businesses on the Eastern Busway 1 Tender
- Held several workshops and networking events in partnership with Auckland Tourism, Events and Economic Development (ATEED) to build the capabilities of buyers, clients and suppliers

## UPtempo

Most labour market initiatives in South Auckland tend to focus on people who are unemployed. However, the major challenge is 'under-employment' and people being under utilised.

TSI has established a prototype to help transition Māori and Pacific workers currently in low skilled, low paid jobs into jobs that are higher skilled, higher paid and in more sustainable 'sunrise' industries. There is a particular focus on people with jobs at risk of automation in 'sunset' industries. UPtempo is a collaborative project between TSI, the Ministry of Business, Innovation and Employment (MBIE), employers and employees. It has a cohort of 25 people who have been in the workforce for more than five years. It involves working collaboratively with employees and employers to understand the complex challenges associated with transition and develop innovative solutions to deal with them.

The end goal is to increase earning potential and job security, reduce poverty-related stress and improve socio-economic outcomes for families. One of the participating employers is Transdev, which operates Auckland's passenger rail services on behalf of AT. It delivers more than 20 million passenger journeys annually and around 3,300 services weekly. Transdev is keen to develop its recruitment process to better reflect Auckland's diversity. They require over 200 new train drivers in the next five years to meet Auckland's growing passenger rail needs. These roles are well paid and are not at risk of automation in the near future. Through working with Transdev, UPtempo gave participants an understanding of the employment opportunity, and interview skills training as well as helping them create an appropriate CV. While UPtempo has not yet been able to match anyone in the cohort for a train driver job, the team gained valuable and powerful insights about the assessment process and skills required.



- Transdev has changed their recruitment processes to be more inclusive
- A cohort of 25 people joined UPtempo

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## Pacific Peoples' Workforce Challenge



Social Development Minister Carmel Sepuloni  
on her visit to TSI.

### Key milestones

- Published Pacific Peoples' Workforce Challenge report to help those changing the employment landscape
- Formed UPtempo and other partnerships to act on findings

While there have been some gains for Pacific Peoples living in New Zealand, they continue to be over-represented in low-skilled, low-paid roles in the labour market. TSI has partnered with MBIE and the Auckland Co-design Lab to accelerate the advancement of Pacific Peoples in the workforce. By building on earlier research from the 2016 Attitude Gap Challenge report<sup>5</sup>, this project aimed at improving the incomes of Pacific Peoples who have become stuck in poorly paid jobs, despite possessing the skills and capabilities to do and earn more.

The team took a co-design approach working with employers, employees, NGOs, industry and government stakeholders to better understand how the advancement of Pacific Peoples in the labour market could be accelerated. Findings from this were captured and shared in the Pacific Labour Market insights research report in 2018<sup>6</sup>.

The insights of this work also formed the basis for identifying key ideas and projects aimed at better responding to the challenges and opportunities Pacific Peoples face – some of which are being actioned in 2019 such as UPtempo. Key aspects of this work are now being used by those who play a role in setting, maintaining and changing the employment landscape for Pacific Peoples. These include employers, employment agencies, community organisations and other interested parties.

While the focus has been on people in South Auckland, there is an opportunity for the relevance of the findings to reach far wider. The report documents employee and employer insights and details eight recommended actions for government, employers and Pacific communities. To view a copy, go to [www.aucklandco-lab.nz](http://www.aucklandco-lab.nz).

<sup>5</sup> Attitude Gap Challenge Final Report, Auckland, Auckland Co-design Lab, 2016, retrieved: <https://auckland-colab.squarespace.com/s/Attitude-Gap-Challenge-Final-report.pdf>

<sup>6</sup> Pacific Peoples' Workforce Challenge report, Auckland, The Southern Initiative, 2018, retrieved: <https://www.aucklandco-lab.nz/s/Pacific-Peoples-Workforce-Challenge-Report.pdf>



## Māori and Pasifika Trades Training

The TSI team lead a consortium of private training establishments delivering the Māori and Pasifika Trades Training programme in construction, infrastructure and allied trades, funded by the Tertiary Education Commission.

By leveraging the council and CCOs' procurement power, the team aims to create quality employment opportunities for graduates – which in turn improves outcomes for their families.

The focus is on recruiting young South Aucklanders who face challenges in the labour market – those not in education, employment or training, sole parents and people who have experienced long-term unemployment or sporadic, low wage employment.

As part of this initiative, TSI tested a

wraparound employment brokering service where the team worked with a proportion of graduates over 13 months to ensure they had the licences, equipment and relational support to connect to quality jobs, that prioritised their professional development and paid meaningful wages.

A key learning has been that providing quality manaakitanga (pastoral care and coaching) before and after a placement gives graduates better chances of securing long-term sustainable employment.

Due to demand, TSI expanded MPTT offerings in 2018 adding a 14-week information and communication technology course to put participants in a stronger position to gain employment.



- 13 MPTT graduates were employed on the Manukau Bus station project
- Memoranda of Understanding (MoUs) signed with 16 CEOs of construction and infrastructure businesses to provide employment for graduates
- 207 students enrolled, 176 completed their qualifications and 56 graduates have gone on to employment and others into ongoing training and qualifications



MPTT students visit the Manukau Bus station site.

# Innovation and Technology

## Connecting Māori and Pacific rangatahi to innovation pathways that are future-focussed.

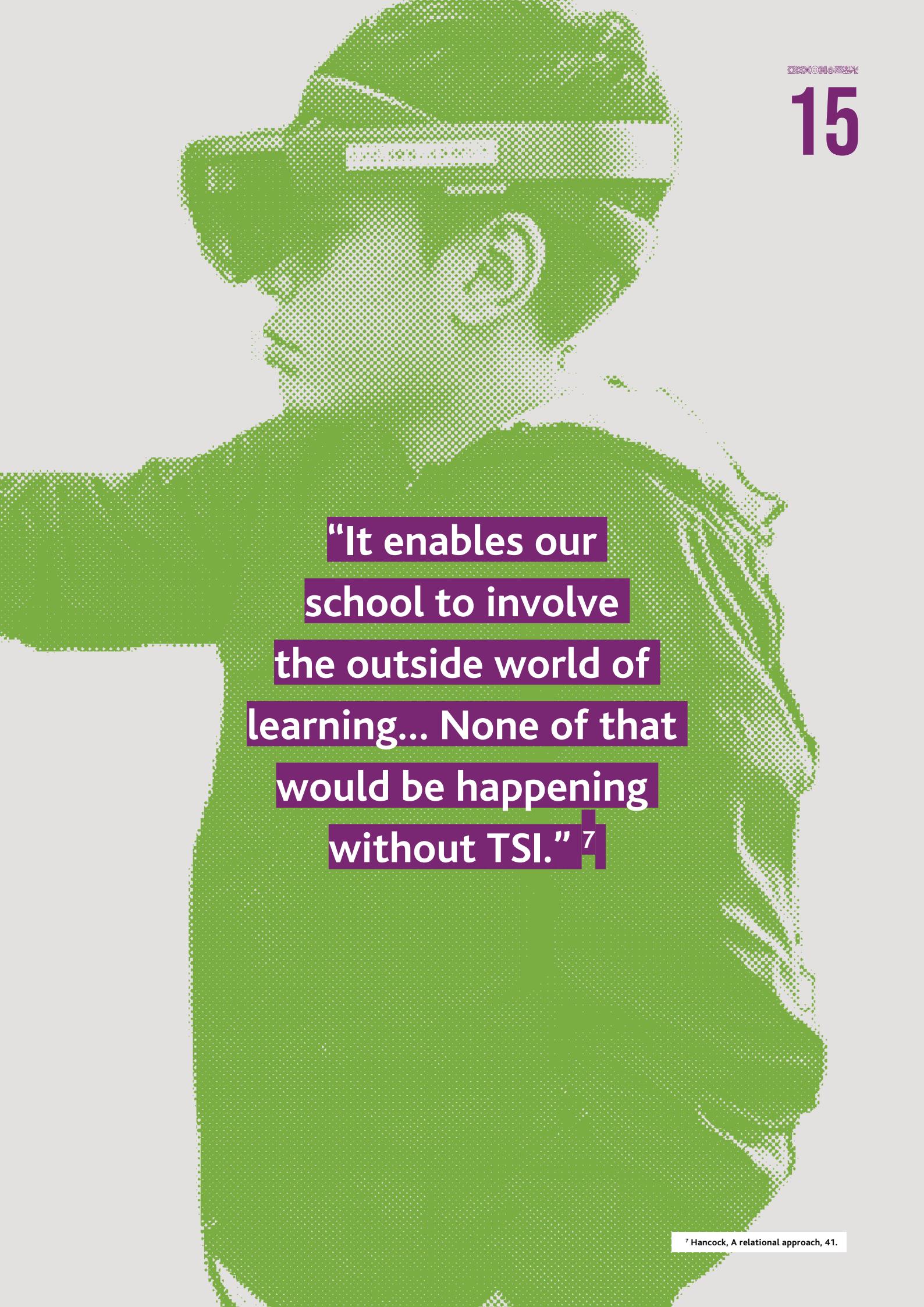
The rapid development of new technologies is fast changing the nature of work and jobs. Tech companies seek employees and entrepreneurs grounded confidently in their own identity. To prepare for these changes, one of TSI's key priorities is to foster the conditions for innovation and entrepreneurship that build on the existing talents, creativity and interests of rangatahi in South Auckland, supporting them to lead their own responses to the challenges.

A key aspect of this work is recognising and reconnecting to the innovation and creativity inherent in Māori and Pacific cultures. Through the combining of knowledge at the intersections of mātauranga, western science, and design methods, we expect to see new approaches, cutting-edge businesses and revolutionary technologies that have potential to create lasting socio-economic transformation.

Building 21st century skills through makerspaces and design-led innovation is

a key TSI strategy, giving rangatahi access to networks, programmes and platforms that cultivate the kinds of skills that are considered critical to the future of work, such as entrepreneurship, experimentation, creativity, critical thinking, reflection and problem-solving. The work is also focussed on growing the conditions for more local investment in culturally connected STEAM (Science, Technology, Engineering, Arts and Maths) education and skills, and creative technologies that help to grow local capacity, connections and future opportunities for rangatahi.

Through growing the innovation ecosystem of South Auckland, TSI is aiming to leapfrog South Aucklanders ahead of the technological curve so they are more resilient and confident in the face of a fast-changing world.



“It enables our school to involve the outside world of learning... None of that would be happening without TSI.”<sup>7</sup>

# 16

## #Makerhood movement



- robotic and coding workshops designed for kids, teaching attendees how to make ball playing mBots
- regular digital tech workshops at Te Haa o Manukau, to increase awareness of Te Haa as a new innovation space, with close to 1,000 people attending
- Installfest, an open day, where people could bring their computers to learn how to update and install open source software

The #Makerhood movement is propelling a maker culture of tinkering, fixing and creating to spark interest in the development of the type of skills needed for the 21st century. The #Makerhood movement envisions a generation of passionate makers and learners, who have the expertise to be successful in a creative, highly technological future economy. #Makerhood is spring boarding 'makerpreneurs' into setting up their own businesses. Increasing job prospects for South Aucklanders, through creating greater access to hands-on opportunities.

Through collaboration with Panuku's Transform Manukau, #Makerhood delivered a number of activations in 2018.

**"Becoming part of [TSI's maker] strategy will enable our kids to create income for themselves and for their families, and use these technologies to make a difference in their community."<sup>8</sup>**

## Te Haa o Manukau

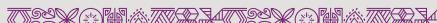
A new innovation hub and co-working space officially opened on 16 October, 2018 in the heart of the Manukau CBD. Te Haa o Manukau's establishment further positions South Auckland as the creative capital of Aotearoa, as Te Haa helps to grow entrepreneurial ventures and prepares young South Aucklanders to navigate the future of work.

To operate the space and catalyse its potential, TSI has partnered with Ngahere Communities, a local social enterprise founded by a group of young Māori and Pacific creative entrepreneurs. Ngahere have the vision to grow Te Haa as an active and nurturing space for innovative Māori and Pacific businesses.

TSI has seeded the space in collaboration with ATEED and GridAKL who have also provided financial support, technical advice and networking opportunities in the co-working business space. Panuku, through Transform Manukau has also financially supported tech activations in Te Haa. This inter-agency approach

ensures that all aspects of growing innovation and entrepreneurship is backed to succeed.

Since opening, Te Haa has hosted various enterprise development workshops including; the Pop-up Business School, an intensive two-week business school for South Auckland start-ups, Hine Boss Māori Women business workshops, launched the Ta Koha microbusiness funding and lending platform and facilitated the Live Your Dream social enterprise accelerator. Ngahere Communities have run regular tech and maker meet ups, a seminar series called Ngahere Talks, and in the week before Christmas, the Made in Manukau pop up store showcasing talented makers and their products.



- The creation of a central venue in the Manukau CBD for building and amplifying the South Auckland innovation ecosystem
- 2500+ people have accessed the facilities for co-working desks, workshops, business seminars, pop-up activations (in the first five months of operation)
- Investments and partnerships attracted from the private sector, central government, academia and philanthropy in South Auckland

## Manurewa High School makerspace

TSI's close working relationship with Manurewa High School, the largest decile 1 high school in New Zealand, continued in 2018. Based on a shared desire for more young people to see tech entrepreneurship as a career pathway, TSI helped the school establish the country's first high school makerspace attached to a business academy, giving students opportunities to test their entrepreneurial, problem solving and risk-taking skills.

This space was set up with support from the Ministry of Youth Development's (MYD) partnership fund, enabling TSI to incorporate world-class facilities such as; mobile workstations, virtual reality consoles, a space to relax and dream, a coding station, a robotics area, drawing

tablets, a 3D printer, a laser cutter and computer numerical control router.

Building young peoples' resilience and creativity using technology enables them to confidently create and design projects. This gradually demystifies emerging digital technologies for students to gain a deeper understanding of the potential pathways into the technology industry.

With MYD's support, a co-design process was undertaken to enhance the makerspace and establish a core group of students to manage the space. In 2018 TSI helped to develop various tech projects encouraging collaboration and problem solving – including the Matariki light panel - at Te Haa o Manukau.



A Manurewa High pupil using the makerspace.

## 21st century learning environment

TSI has supported Manurewa High School to reimagine the 21st century learning environment. During 2018, a group of teachers and students were trained in co-design techniques and as a result, several key insights and ideas were gleaned which helped to identify opportunities for helping students engage better in their learning.

A visual display of the insights was

created which engaged more students and parents with the process. These insights were also shared with a cluster of other schools in Manurewa who are part of their Community of Learning. Consequently, four ideas will be prototyped and tested in 2019 and TSI will continue to support the school through reviewing the strategic learnings and supporting the evaluation process.



- Students developing leadership skills and tech expertise to such a level they are now the "go-to" option for teachers wanting to learn coding, laser cutting and 3D printing
- New funding partners and companies supporting the makerspace
- Manurewa High's makerspace allowed TSI to prototype a student-led model which is being evaluated and packaged for potential roll out to other schools



Pupils and teachers taking part in a co-design session

**"...I don't think we'd be anywhere near as advanced in [design thinking] as we are now, if we hadn't had TSI's help."<sup>9</sup>**

<sup>9</sup> Hancock, A relational approach, 51.

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## Upsouth

- 3400+ users reached primarily Māori, Pacific and Asian young people aged between 15-24
- \$50,000 has been distributed into the local economy to date
- National and international recognition including winning the Supreme Award at Auckland Council's 2018 Engagement Awards
- Young people have set up businesses or purchased tools from the monies earned from the platform

Upsouth is an online platform where young South Aucklanders are empowered to share ideas, express creativity and provide insights on issues that matter to them. Businesses, local and central government and community organisations seeking information sponsor 'callups' via the platform. A callup is a question about a local challenge that affects the community or whānau in South Auckland.

Users are rewarded with micro-payments for their responses, which can include videos, poems, visual art and written pieces. To grow the platform, Upsouth runs an ongoing outreach campaign engaging a range of young people, continually collating their feedback and refining the platform.

As the users earn money with their talents and build a network of peers, they are equipping

themselves with skills and networks for the work environments of the coming decades.

Upsouth has gained national and international recognition for the way it engages with youth: winning the Supreme Award and the Accessibility and Transparency Award at Auckland Council's 2018 Engagement Awards, becoming a finalist in the 2018 Digital Equity and Accessibility category of International Data Corporation's Smart City Asia and Pacific Awards, and runner up in the Association of Local Government Information Management's Best Use of Emerging Technology Award. It was also included in a global group of 44 civic projects for the Smart and Secure Cities and Communities Challenge led by the National Institute of Standards and Technology, a bureau of the United States Department of Commerce.

A 13-year-old from Manurewa is using the money she earns from Upsouth to buy a computer that she'll use when she starts high school.

A 21- year-old from Otara is using Upsouth to raise funds for a drone so she can start her own digital media business.

## Techweek XLR8

In collaboration with ATEED, Te Puni Kōkiri, and Auckland Transport, TSI hosted the inaugural South Techweek XLR8 – 18 in May, 2018 at the Vodafone Events Centre in Manukau. It was the first time this nationwide celebration of innovative technologies has come to South Auckland. It provided an opportunity for many local young people to be inspired by a range of Māori and Pacific digital innovators. This event intends to unleash the innovative gene in tamariki and rangatahi so they are inspired to take up careers in digital innovation.

## ECONOMIC

- 1,100+ students attended and gained hands-on experience with Māori and Pacific digital innovators
- Sharing and demonstrating how indigenous knowledge systems intersect with western science and technology



## Science in Schools - Rangatahi Innovation

This project encourages tamariki, rangatahi and whānau to learn how ancient ancestral practices can guide them in their understanding of how the universe is connected. Current data shows there are low numbers of Māori and Pacific participants in science, technology, engineering and maths related careers, so this ancestral knowledge can also help tamariki and rangatahi to better understand how to connect to these subjects.

Primarily starting with kura kaupapa, the programme has been adopted by 20 schools across the region. In 2018, this project focussed on working with marae-based rangatahi initiative Taiohi Whai Oranga, Te Wharekura o Manurewa, Ormiston Middle School, Weymouth Primary School, Manurewa High School,

and Kererū School in Papakura. The programme established mātauranga Māori observations around environmental science. This work also includes creating a mātauranga Māori science curriculum. Discussions have begun with NCEA moderators on how this could be further developed.

**"Like so many of these things that TSI is leading, it's culture-led first."<sup>10</sup>**



- Development of mātauranga Māori science curriculum for schools
- 20 schools have adopted the Science in Schools - Rangatahi Innovation programme
- Marae-based mātauranga Māori wānanga (workshops) have proved to be very popular with whānau, as they seek a connection to their ancestral knowledge and how to apply it in the contemporary world

<sup>10</sup> Hancock, A relational approach, 39.



# Tamariki Wellbeing

**Enabling whānau centred approaches to counter prolonged cumulative stress and partner with whānau, for whānau led local initiatives.**

The first thousand days in a child's life are crucial. New Zealand and international research consistently show this is a critical time in a child's brain development when foundational skills and cognitive functions are established, setting them up with the capabilities needed for the future.

Too many whānau and children in South Auckland are experiencing high levels of 'toxic stress'. This is where children or adults are exposed to severe, prolonged or cumulative stress, from abusive or harmful and unhealthy environments. Behavioural science also shows toxic stress reduces people's 'bandwidth' meaning they do not have their usual cognitive capacity for decision making, planning ahead and problem-solving.

Despite their best efforts current support services are not having enough impact. This was reinforced in the Early Years Challenge report<sup>11</sup> published by TSI and Auckland Co-design Lab. It aimed to gain an understanding of the first thousand days through the lens of the lived experience of parents in South Auckland. The work combined insights provided by international neuro-science, local big data and longitudinal research, indigenous knowledge systems and working with

whānau to identify potential ways to respond.

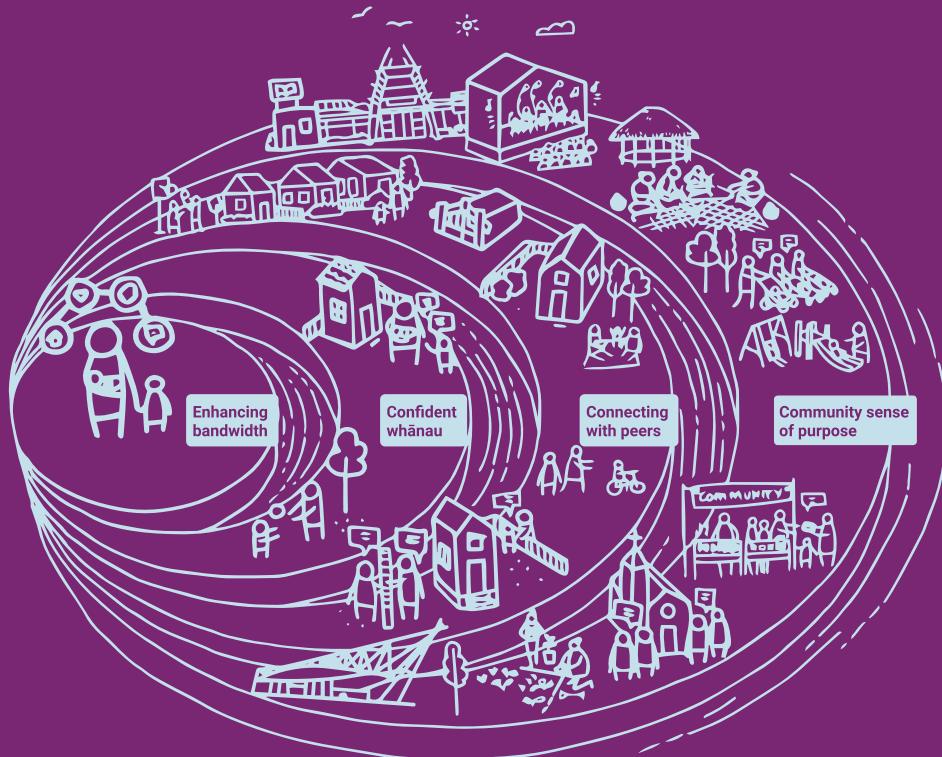
The report, launched in 2018 by Judge Andrew Becroft, Children's Commissioner at the Māngere Art Centre, showed how a strengths-based approach to systems change, building protective factors and working with whānau to empower them lead to their own local solutions. The report's insights have been influential with community and government in understanding how poverty and toxic stress are impacting on tamariki wellbeing.

The report showed very clearly the need for action during the first thousand days of a child's life in South Auckland, particularly for Māori and Pacific families. It highlighted how 0-3-year-olds in South Auckland are more likely to experience overcrowded living conditions, maternal depression and have a highly stressed family due to money problems, compared to the rest of Auckland. The report built a clear foundation of evidence about the conditions that can help South Auckland whānau to flourish including the role that TSI, community, social services, agencies and parts of local government can play in creating the conditions for

<sup>11</sup> The Southern Initiative, Early Years Challenge Report, Auckland, The Southern Initiative, October 2017, retrieved: <https://www.aucklandco-lab.nz/early-years>



"TSI staff don't come  
in as an agency;  
they slide in softly,  
contribute quietly  
and gently slide out  
again."<sup>12</sup>



TSI has observed that through a whānau-centric co-design practice there has been noticeable impacts at many levels of whānau's lives.<sup>13</sup>

tamariki wellbeing. It showed that reducing toxic stress and increasing bandwidth for whānau, as well as helping to build adult capability and executive functioning, assists to create the environment for positive interaction between tamariki and whānau, an essential ingredient in learning and development that builds children's brains. For parents and children, reducing immediate environmental stress makes a difference.

It also showed that how we work with whānau is as important as what we are engaging on. South Auckland parents are motivated to do their very best. They are resourceful and creative in their response even when facing a range of challenges. And they have ideas and energy for helping each other and for growing strong and positive communities. This is a significant community strength that local

government and the social services sector can better nurture.

In the first part of the Early Years Challenge applying whānau-centric, tikanga-led co-design approaches helped to unleash this potential and these form the basis for the ongoing work. Such processes go beyond just delivering services or support, to creating positive ripples of impact by growing capability, skills, and social connection.

The evidence also emphasised that for whānau to achieve transformative outcomes, the service, systems and policy conditions to support this needed to change. There are a range of ways local government, for example, can leverage its capacity and in partnership with others, create welcoming spaces, model and test new ways of working and alternative

service models, and promote whānau-led responses. For example, many whānau in South Auckland with babies and young children are needing to parent outside of home during the day for a range of reasons. Ensuring safe, welcoming spaces that promote social connectedness is a significant way that local government and services can reduce stress for whānau.

In 2018 the team was able to strengthen and build partnerships and initiatives that will allow responses and actions on insights from Phase 1 of the Early Years Challenge. These will include collaborations with Plunket, SKIP from Oranga Tamariki, libraries and Local Boards. As at the end of 2018, this foundational work will be further supported by investment from NEXT Foundation focussed on an 'early years system' environment that supports whānau to nurture life-long outcomes for tamariki.

## Plunket partnership

In 2018, TSI continued to partner with Plunket in Manurewa, using a co-design process to better understand the needs of tamariki and whānau. The goal was to work with staff and parents to expand the focus beyond 'service delivery' to 'engaging and empowering' whānau and ensuring tamariki have a great start to life. Using the refurbishment of the Manurewa Family Centre as a connecting opportunity, TSI facilitated a whānau-led approach to activate a welcoming and fit-for-purpose space, building capability with staff. Key to the experience was the intent to create an environment where whānau feel they belong, can support each other and build their collective confidence and skills as parents.

**"TSI is raising questions,... calling people to action or think about how their actions might change and improve things."**<sup>14</sup>

Bespoke training sessions were developed for Plunket staff to build up their whānau-centred approach. Four sessions were facilitated with Manurewa whānau, alongside more informal conversations and observations of how whānau interact with the centre and staff. This resulted in identifying five key elements that need to be present to ensure a nurturing space away from home for tamariki. These are:

- A warm and welcoming atmosphere (with friendly staff who are child-friendly)
- Somewhere a baby can be put down safely and parents can have a break
- Changing facilities (eg. table and nappy disposal)
- Somewhere to heat up food, have a cup of tea and prepare bottles
- Somewhere they can connect with other parents and where they can talk, or not, without feeling judged

Whānau ideas and needs have been integrated into the new layout for the centre, opened in early 2019. This includes the physical design of the space and functionality, as well as principles for a welcoming atmosphere.



- A whānau friendly space in Manurewa that enhances Plunket's ability to serve the community in a range of ways

- A key learning for TSI and Plunket – it's better to create a space and experience that whānau really value, than just focusing on providing effective services

- Parents want to remain engaged with the space and are sharing their positive experiences with other whānau and networks



## Creating Home



Insights gleaned from a co-design session.

- Creating Home initiative and Early Years priorities integrated into Māngere-Ōtāhuhu and Manurewa Local Board plans
- Initiative actioned through partnerships with libraries and the Botanical Gardens
- Early signals - increased staff awareness of the value of space and the experience in supporting whānau

The intent of the Creating Home initiative has been to co-design and co-create welcoming places and spaces which enable parents to nurture their children and support lifelong outcomes for tamariki. Creating Home builds on the Plunket work of identifying five key elements that ensure there are nurturing spaces away from home for tamariki. It tests ways in which the existing network of spaces and places in South Auckland (including those run by the council, government, community services and businesses) can contribute to relieving stress for parents and foster tamariki wellbeing. This initiative is supported by SKIP.

The intent is to build on the skills and knowledge whānau already have, enabling them to create new relationships and connections that support their aspirations and ensure whānau have a voice and influence in their spaces.

In November 2018, work began with Manurewa Library, and included three cycles of developing ideas and partnering with other local spaces such as the Botanical

Gardens. The activations focussed on testing simple ways of creating welcoming spaces for whānau and tamariki. Whānau identified that libraries can create these with areas that allow different activities at once (multi-functional spaces) and places to be noisy and places to be quiet.

**"Hospitality, warmth, acceptance, an appreciation that you are there – that is the TSI culture."<sup>15</sup>**

They also looked at ways in which libraries could respond to the needs of those experiencing toxic stress as well as identifying possible community champions to be involved in leading activities in 2019. The Māngere East Library will also be included in the work for 2019 which will continue to focus on how we share places and spaces with whānau.



<sup>15</sup> Hancock, A relational approach, 11.

<sup>16</sup> Hancock, A relational approach, 24.

## Supporting the Early Years System

'Supporting the Early Years System' (SEYS) is about ensuring more whānau have the bandwidth to nurture their children's foundational brain development and build readiness for life-long learning. The NEXT Foundation's investment, confirmed in November 2018, will amplify and accelerate the learning developed in the Early Years Challenge about the conditions that help South Auckland whānau and tamariki thrive, by reducing toxic stress, building executive function and increasing positive whānau interactions with babies and children.

**"TSI understands it's about whanau and take that idea seriously."<sup>16</sup>**

SEYS takes a place-based systems perspective. It provides information, support and innovation at different levels of the system including:

- Influencing policy
- Funding mechanisms
- Service provision
- Community and whānau-led approaches

Practically this means working with whānau and community partners, to combine what we know from the latest in neuroscience and child development research, comprehensive population data, and the lived experiences of local parents and indigenous knowledge. SEYS will develop partnerships throughout these systems, building and sharing the evidence of what makes a difference for whānau, and supporting the capability of partners to try new ways of working.

In 2018 the project started a partnership with the Social Investment Agency (SIA). It has provided resources to develop a more holistic picture of having a baby in South Auckland. This work will bring together the experience and expertise of whānau, frontline workers, data and science. It can then inform and drive whānau and community-led responses to create resilience and reduce stress.



# Healthy Infrastructure and Environments

## Reinvestment in environment, home and community infrastructure that helps grow and restore mauri, safety, security, health and wellbeing.

While New Zealanders are generally living longer, healthier lives, a large proportion of South Aucklanders, particularly Māori and Pacific Peoples have a higher mortality rate and are increasingly at risk of preventable chronic diseases<sup>17</sup>. TSI aims to harness the potential that comes from being part of Auckland Council and CCOs, to help make systematic changes to infrastructure and environments, so the South Auckland community can enjoy the same wellbeing and health others experience.

TSI leads, partners and collaborates with government agencies and communities to change systems that are impacting on local people.

### Projects focus on these areas:

- Developing new systems based on indigenous knowledge that include and empower whānau
- Changing existing practices and systems run by the council and the organisations it controls
- Impacting food systems to reduce unhealthy options and empower communities to run their own systems
- Assisting local communities to gain knowledge and act to make their homes healthier

<sup>17</sup> New Zealand Health Strategy: Future direction - Challenges and opportunities, retrieved: <https://www.health.govt.nz/new-zealand-health-system/new-zealand-health-strategy-future-direction/challenges-and-opportunities>

A black and white photograph showing a person from the side, wearing a red apron, pouring cereal from a large bag into a white bowl. The bowl is filled with cereal and milk, and a spoon is resting in it. In the background, there's a red chair and some foliage.

**"Right from the start,  
TSI understood our  
vision and wanted to  
support us...With TSI  
you feel they want to  
help you grow."<sup>18</sup>**

# 28

## Regenerating Smiths Ave



- An alternative planning and design process put whānau aspirations at the centre and has resulted in a community-led concept plan which is now being put into action
- The community exhibited their increased engagement through donating their time and skills to the project
- Creating a space that welcomes and supports new community leadership

This project is about ensuring communities experiencing high level inequity are put at the centre of regenerating community spaces. The team gave particular focus to Smiths Ave reserve in Papakura. This reserve has had a history of disrepair and a lack of cross council co-ordination.

A key aspect of the approach was to ensure the functionality of the space was designed and driven by whānau aspirations for themselves and their community.

To do this, the team had to challenge the traditional planning and design process, and by using a whānau-centred process, the community shared what they loved about the area, what their strengths and challenges were and what their hopes were for themselves and their neighbourhood. Through this process, six key insights were identified about what the community wanted. These were that the space should be:

1. A warm, welcoming and safe place
2. We are a community that wants to care for each other
3. We have an opportunity to create a shared community identity and to connect to story of place
4. Our facilities need to be fit for purpose and well maintained
5. Supporting community leadership, capability and connectedness is as important as developing the space
6. We need to work differently for different results

These insights have helped drive the design of a concept plan and the physical development of the reserve is ongoing. These insights have also led to a number of activations aimed at bringing life to the reserve, engaging the community, building greater relationships and connections amongst residents.



This Smiths Ave community day featured a performance from a local kapa haka group

## Healthy Homes

Since 2015 TSI has led a co-design process supported by Ministry of Health, working with 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. The co-design team made up of members from Beacon Pathway, District Health Boards and TSI continued this work during 2018 refining it and capturing strategic learnings. A second report on the co-design process was published, the Healthy Homes Initiatives report, and shared among national networks and ministries.

The Minor Repair Service, initially developed through the co-design process and delivered by Habitat for Humanity, was formally adopted into the AWHI programme in 2018. The observations and findings from the Minor Repair Service were also used to inform responses to the Residential Tenancies Act Review and the development of proposed standards for the Healthy Homes Guarantee Act.

A 'curtain bank' established by Greenstar is now located at Habitat for Humanity which has allowed it to expand and attract

more funding. The bank is now integrated with the Minor Repair Service which will streamline assistance to whānau.

The co-design team also worked with the MBIE Tenancy Compliance and Investigations team, Auckland Council's Regulatory Compliance team and the Healthy Homes Initiatives to develop a common understanding of processes to best address the more severe housing issues faced by families in private rentals. This included Auckland Healthy Homes Initiatives supplying MBIE with information on homes that were of a very low standard and where landlords were not fixing the problems. Several tenancy investigations are underway as a result of this information.



- Approximately 470 whānau receiving assessments and assistance with home improvements such as draught stopping and window and door frame repairs
- More than 200 whānau have received curtains
- Increased collaboration between government and council agencies addressing issues in private rentals
- Increased funding into the system for critical items such as curtains

**"TSI also brought in expertise to teach our women and build their knowledge around what makes a warm, dry home... the tests have been on their own homes and were eye-opening."<sup>19</sup>**



The Minor Repair Service, delivered by Habitat for Humanity, has helped approximately 470 families receive assessments and assistance in 2018

<sup>19</sup> Hancock, A relational approach, 37

# 30

## Kootuitui Trust collaboration project

### Key outcomes

- 11 home performance workshops attended by 102 people. This resulted in 63 homes being assessed and 41 interventions being carried out
- Three of the group have gained employment and others have taken up community leadership roles, such as school Board of Trustee membership
- Many families in Papakura not normally reached by traditional services now have better housing conditions.

A TSI collaboration with Kootuitui Trust set out to support whānau to create solutions to the challenges they are facing in day to day living.

This project came about as Kootuitui Trust were looking to establish an initiative focussed on housing for families in Papakura. This resulted in a unique peer-to-peer model aiming at empowering locals to improve housing conditions in Papakura in a practical way, while delivering positive social outcomes.

TSI input led to a co-design process that built the capability of whānau. It then helped them form and support a group of families in the area who decided to develop a low-cost home intervention kit to create warmer, drier and healthier homes.

By using a strength-based approach, the families involved experienced greater social connectedness, built a network of authentic

and trusting relationships, learnt how to implement their innovative ideas and grew their self-confidence and basic DIY skills.

Due to the high level of training this group received, they expanded their knowledge of their tenancy rights, learnt budgeting skills and through whakawhānaungatanga (the building of authentic and trusting relationships), the families transferred what they learnt to whānau across the community.

The initiative delivered specific results – meaning many whānau now have warmer and drier homes. This model will continue to be developed and opportunities sought to scale it further.



During one of TSI's whānau-centred co-design sessions.

## Transform Manukau

The Transform Manukau project led by Panuku Development Auckland focusses on the regeneration of Manukau central. This area is significant to mana whenua and has a rich cultural history. TSI's role (in collaboration with Healthy Families, Alliance Community Initiatives Trust, and Panuku) has been to explore how traditional indigenous knowledge - specifically maramataka - can inform the design, decision-making and activations for the Transform Manukau project.

Maramataka is knowledge relating to the Māori lunar calendar, that includes times for planting and harvests, and times for rest and activity. It offers the foundation for a relationship with the Manukau Harbour, once considered the food bowl of Tāmaki, as well as offering frameworks for growing food and other activities on the whenua (land). The strength of the maramataka is that it connects people to the local environment through ngā whetū (stars), whenua, and moana (seas) and is referenced across other Pacific cultures.

The maramataka has been used in the development of an app, Ko Ngā Haerenga a Manu, The Journeys of Manu. It was created

by Dr Isaac Warbrick and Amber Taylor from Auckland University of Technology (AUT) and app developer, Conical. It depicts an animated Māori youth called 'Manu', who shares information about Manukau landmarks and the seasonal maramataka tohu (signs).

A maramataka themed market, Te Mata o Rehua, was held with funding and support from Panuku. It sought to regenerate the history of Manukau as the food bowl for the region. The market was attended by several hundred people and was also the culmination of a week-long rock carving symposium led by master stone carvers from around the country.

A revitalisation project for the Puhinui awa (stream), started in 2018, has also used the maramataka as a guide to work with the council. As a result, further support has been secured from the Ōtara-Papatoetoe Local Board for maramataka activities starting with a co-design wānanga bringing together Māori providers, Te Puni Kōkiri, mana whenua, Pacific Peoples and academic institutions to design two further activities.



- Panuku and the southern Local Boards funded ways to showcase the cultural narrative of Manukau in contemporary ways
- Facilitated the inclusion of indigenous knowledge and aspirations of mana whenua and maata waka into Transform Manukau's planning and decision-making
- Demonstrated culturally connected ways to bring to life underdeveloped parts of South Auckland



The maramataka themed market, Te Mata o Rehua in the Manukau square.

# 32

## Enabling Marae

### Marae working together on collective actions

- Three rangatahi governance positions set up on marae
- ATEED, Air NZ, Foundation North, Te Puni Kōkiri and Auckland Council have provided support to Te Kotahi o Tāmaki. It will establish itself as an independent legal entity
- Te Kotahi a Tāmaki has grown from five marae to 30

**Te Pua Ngā Maara** has many meanings but includes blossoming, planting and sowing your garden. It is a collaboration with marae, rangatahi, whānau, hapū, tertiary providers, local and central government to help regenerate and care for te taiao (natural environment) through environmental healthy practices underpinned by mātauranga Māori. The project consists of a collective of mana whenua and mataa waka marae; Makaurau, Papatūānuku, and Manurewa, the marae-based youth initiative Taiohi Whai Oranga, the Department of Conservation and the University of Auckland. In 2018 TSI helped facilitate a series of wānanga. They covered mātauranga led actions and work programmes, building capacity for rangatahi, e.g. marketing training, sharing te taiao expertise, and integration with western sciences.

Outcomes have included a commitment to collective action via a strategic plan for the three marae and new initiatives such as a Fruit Forest at Makaurau. Rangatahi have benefited from exposure to a greater range of networks and opportunities for future work pathways that integrate science, technology and indigenous knowledge systems. As a result of this process, marae have also been able to secure further funding support for their ongoing mahi and projects.

**Te Kotahi a Tāmaki** was conceived and initiated from the marae community and focusses on bringing marae from across Tāmaki Makaurau together to form a collective. They will use their combined networks, skills/expertise, knowledge and resources to secure better environmental, cultural, business and wellbeing outcomes for all whānau, hapu and iwi connected to this project.

Te Kotahi a Tāmaki began in mid-2018 and intends to work together to collectively purchase goods, identify potential revenue generating opportunities and foster stronger strategic relationships with local and central government and community stakeholders.

The initiative arose from an initial hui with five marae in early 2018 to discuss developing a publication of the respective histories, services and other relevant information for marae across the region. The name Te Kotahi a Tāmaki was given by kaumātua to acknowledge that an agreed collaborative approach would be taken. The kaupapa has broadened and the collective now represents the interests of over 30 marae. TSI's role has included connecting strategic partners with the marae collective, brokering support from Auckland Council to support a communications strategy for the collective, and facilitating financial support.

**"Having a number of skilful Māori staff who are immersed in te ao Māori also adds value to our relationships with TSI. They aren't only Māori by definition but Māori in their heart."<sup>20</sup>**

<sup>20</sup> Hancock, A relational approach, 19.

## Healthy Families South Auckland

*Healthy Families' work moves away from disconnected, small-scale, time-limited projects and interventions, towards a whole-of-community approach that makes sustainable and long-term changes to the systems that influence the health and wellbeing of families and communities.*

*It is focussed on ensuring South Aucklanders can enjoy health promoting social and physical environments that enable healthy food and physical activity choices, increasing mental health resilience and wellbeing, and encouraging people to be smokefree and only drink alcohol in moderation.*

*The following projects are delivered by the Healthy Families South Auckland team (previously called Healthy Families Manukau, Manurewa-Papakura). This is a Ministry of Health initiative that TSI and Alliance Community Initiatives Trust (ACIT) deliver together in South Auckland, aiming to address the growing health inequities.*



## Food Systems

The systems that produce, distribute and regulate food have a significant impact on the health and wellbeing of South Auckland communities.

The term 'food systems' can describe activities related to nutrition, food health, community economic development, and all the processes

and infrastructure involved in feeding a population. This includes how food is grown, harvested, processed, packaged, transported, marketed and consumed. Healthy Families supports and leads the work to question and change conventional food systems that can directly and indirectly harm communities.

There is a focus on:

- Traditional food knowledge
- Local food production, health-promotion
- Rethinking food waste
- Sustainable community-led food enterprises

## Food & Beverage Guidelines

The Food and Beverage Guidelines bring clarity to the types of food and drinks Auckland Council provides in different contexts. Over the past two years these guidelines have recommended limiting high fat, sugar, salt foods and promoting water as the beverage of choice. They have been developed, tested and refined with Auckland Council's Catering Services and the Auckland Regional Public Health Service as well as with some community organisations and vendors.

The guidelines have enabled Auckland Council departments and CCOs such as Leisure, Catering Services and AT to take a more informed stance on their approach to

stocking food and beverages in their spaces.

AT used these guidelines to review their own food and beverage standards and how they contract vending services. This has seen a substantial reduction of sugary, deep fried and confectionery products available for sale across Auckland Council's transport network (110 machines). It has also placed limits on sizes and quantities of sugar sweetened drinks in vending machines.

These guidelines have been further developed under the brand "Good Food, Kai Pai" and are now set to be used by event organisers and food operators across the region.



- Estimated reduction of 21,000 less sugar cubes (teaspoons) in food and drinks stocked in vending machines across the AT network
- New food and beverage guidelines for AT and its food and drink vending contractors

## Fresh Gallery and Te Puke o Tara Kiosk

**"TSI was alongside without taking control, striking a balance that allowed us to grow."<sup>21</sup>**

<sup>21</sup> Hancock, A relational approach, 49.

The Healthy Families South Auckland team saw an opportunity to develop and trial a new cross-Council leasing process that identifies the most suitable tenants and operators for commercial and community council spaces to maximise the health, social and economic potential of these spaces. The Te Puke o Tara community centre kiosk and Fresh Gallery Café in Ōtara were chosen to trial this new process. With hundreds of community peppercorn leases and non-community commercial leases currently in Auckland Council's South Auckland settings and thousands further afield, this prototype is an opportunity to influence

the council's future leasing processes and policies. This approach is about enabling a lease type and provision to be shaped by real community-need, which considers health and wellbeing outcomes rather than being process or application driven.

In late 2018, the opportunity to lease these spaces was advertised. A small business advisor was engaged to provide support to interested parties, and following the closure of the tender, a panel assessed applications, making a recommendation of who should operate the space to the Ōtara-Papatoetoe Local Board.



Te Puke O Tara community centre is set to have a café running from its kiosk.

## The Kitchen Project (TKP)

TKP is providing opportunities for West and South Auckland businesses run by Māori, Pacific and other migrant communities to enter the food industry with reduced cost and levels of wraparound support not normally available to them. With the support of ATEED, Panuku, Healthy Families Waitakere and Healthy Families South Auckland, TKP connects aspiring local business owners to financial advisors, catering industry experts, restauranteurs and organisations either sharing their experience or providing support with one-on-one mentorship, as well as ensuring they can access affordable commercial kitchens.

This project is based on the successful United States model, La Cocina, which has supported over 300 low income food entrepreneurs through its programme towards the goal of becoming self-sufficient businesses. By following this model, but tweaking it for local settings, it is hoped similar success for South and West Auckland enterprises can be achieved.



Since Ina Simpson completed The Kitchen Project programme she has been able to expand her business and has also been featured on Tagata Pasifika.

## Social Supermarket



This project will focus on bridging the gap between food donations and retailing. A social supermarket can describe an organisation selling surplus goods and food that cannot be sold in supermarkets. It aims to be a sustainable model with social, environmental and economic benefits that empower local partners to establish a business that can meet the community's need for good food.

The project began in early 2018 as a partnership between Auckland Council's Waste Solutions team, Kiwi Harvest and the Healthy Families team. It was clear to be successful it needed to be led, defined and 'owned' by the community. The project team identified a well-known and trusted member of the Ōtara community to lead the project. Possible venues for a social supermarket are being investigated.

### DECOLONIALISATION

- Partnerships set up to support social supermarket development in Ōtara
- Local community leader in place to develop the Social Supermarket
- Sikh Temple expands community-run garden to bulk cropping and developing a healthy food system

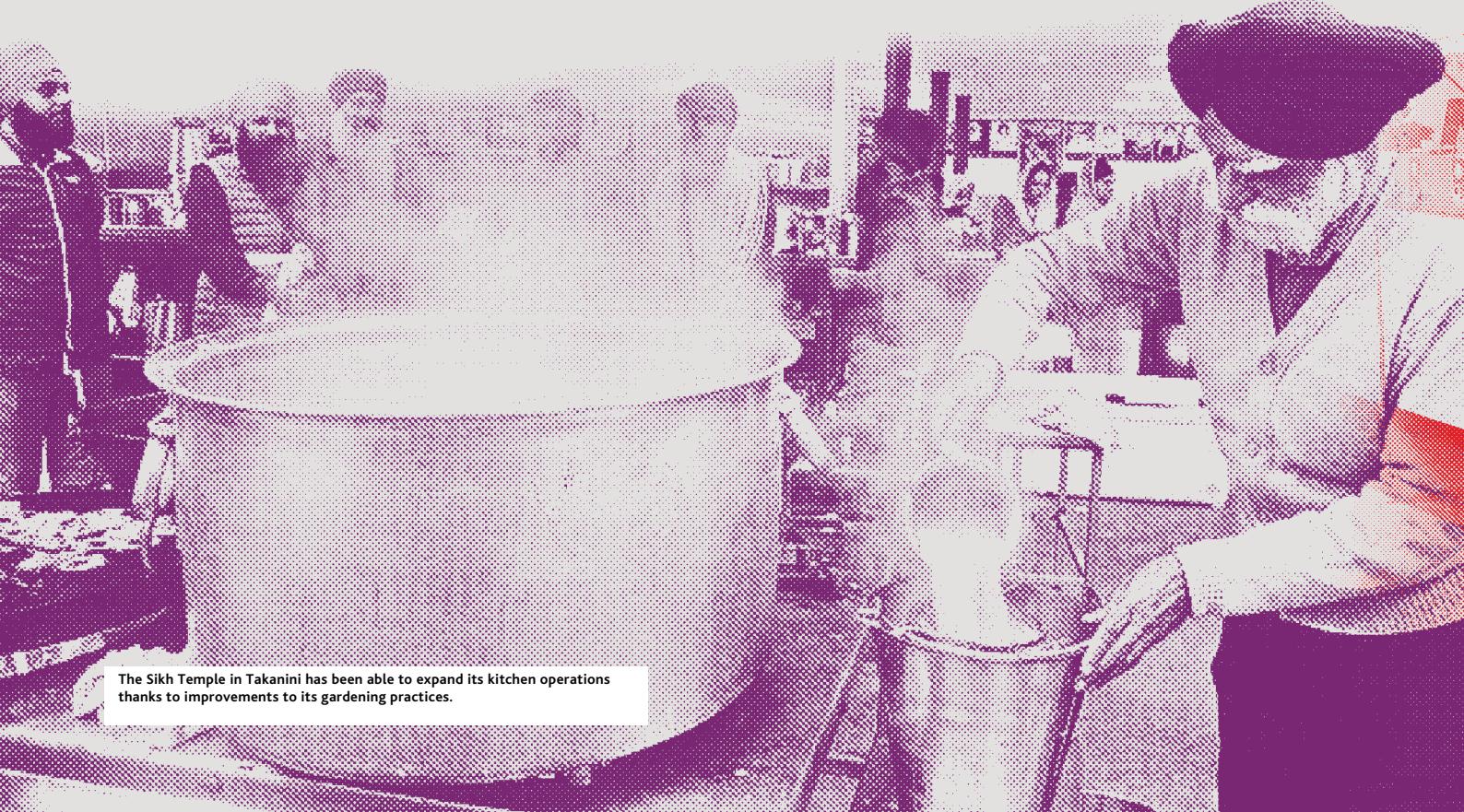
## Sikh Temple project

Through a co-design process, the temple has continued to develop a vibrant community-run garden which now focusses on bulk cropping, as well as providing stock for the temple's commercial kitchen operations and as a site for an urban farming training programme for prisoners. Healthy food and sustainability practices have been embedded into the temple's wider operations.

**"This is just one of the initiatives we have underway with TSI's support...the result of all these initiatives is that our community is getting more active."<sup>22</sup>**

<sup>22</sup> Hancock, A relational approach, 50.

The Sikh Temple in Takanini has been able to expand its kitchen operations thanks to improvements to its gardening practices.



# Food Hub Papatoetoe

The Papatoetoe Food Hub seeks to unlock the potential of an underutilised netball court and club house, and the vibrant neighbouring community garden. The plan is to transform the 5000m<sup>2</sup> council owned site into a centre for good food, which is accessible, desirable and affordable for whānau. It has the secondary purpose of creating a hub where the community can learn and share new concepts related to the food system. This community-driven project aims to model what's possible when you bring together the resources of local government, aspects of traditional knowledge, local food production and health promotion. The goal is that in time, this innovative concept will become a model that can be replicated and used as a benchmark for how similar initiatives can be set up.

Panuku, who is responsible for the site's management, completed preliminary building readiness work, including electrical upgrades and health and safety fixes, before officially handing over the facilities to Healthy Families South Auckland in early September, 2018. An

informal collective was then formed with local residents, representatives from Auckland Teaching Gardens who run the community garden, local social enterprise The Roots Creative Entrepreneurs, and marae-based youth development initiative Taiohi Whai Oranga. This group created a set of principles to guide their shaping of the project. A number of businesses, including Citycare and Silver Chef, have provided the project in-kind support, in the form of equipment, people power, maintenance support, stock, training and even a commercial kitchen. The iconic White Lady food truck (which had been retired after 45 years of being based in the CBD) has been secured for new cooking and catering initiatives at the Food Hub.

Since November, a pop-up 'koha café' has been open, offering hot drinks and fresh produce from the community garden for koha. An open day was held on 15 December, which attracted over 150 people, enabling more insights to be gleaned about how to address the community's concerns around food security.

- Food Hub established on council land, run by community-led enterprises making good food accessible, desirable and affordable to the local community
  - Brokered approximately \$100,000 worth of assets and in-kind support including equipment, maintenance support and stock



## Al-Madinah School Community Garden

As part of TSI's food systems work, Healthy Families South Auckland brokered a partnership with Al-Madinah School in Māngere to convert 4,500m<sup>2</sup> into a community garden that complements the school's aims.

The school's leadership has developed new policies and initiatives supporting traditional food knowledge, local food production, health promoting best practice, rethinking of food waste, and sustainable community-led food enterprise. As students, their families and the wider community begin to engage in healthy local food production, there is a potential for positive social and environmental impact to unfold.

Auckland Teaching Gardens (ATG) partnered in this project, coordinating with school teachers and the principal, setting up a schedule of mentoring and running experiential education classes to teach pupils and staff about raising

a vegetable garden. When the land was ready for the first planting in early October, students planted 15 beds of their favourite vegetables. Healthy Families will continue to work with the school to increase participation and engage the community and staff to champion the initiative.



- New skills have been developed which will be spread around the wider networks who engage with the school
- The garden has enabled new partnerships with the school next door and Auckland Teaching Gardens
- The school is looking to integrate how the garden is used into the curriculum



## Healthy Environments Approach

The Healthy Families South Auckland team initiated discussions with Auckland Council's Local Board Services in early 2018 to explore developing a Healthy Environment Approach to achieve the following vision: 'Our spaces enable and promote active, healthy and flourishing communities'.

A co-design process with the Auckland Council Events team identified four principles:

- Wai water is the easiest choice
- Good Kai for all
- Champion smokefree and alcohol free
- Encourage movement

The principles approach was adopted by the four southern Local Boards for use at Auckland Council funded or delivered events commencing in 2018/2019.

By having this Healthy Environment approach, health promoting principles are beginning to be embedded into Local

Board funded events via Community Grants, Leisure Centres, Community Facilities (leases) and Community Places.

A key part of this work has been about creating easy access to alternatives to sugar sweetened beverages (SSBs) at Local Board funded events.



Water stations at the Waitangi ki Manukau event is one way to ensure people have healthier options when using our public spaces



- Manurewa, Papakura, Ōtara-Papatoetoe and Māngere- Ōtāhuhu Local Boards adopt Principles and Guide to Creating a Healthy Environments Event
- The Auckland Council Event Production team and Event Facilitation team started using the Healthy Environments Events Principles and guide with their event teams
- Auckland Council Event Production team and Event Facilitation team are also sharing and promoting information amongst community event organisers applying for event permits

## PATHS project

The PATHS project is about ensuring the equitable provision of walking and cycling investment for South Auckland. It works to ensure the community's voice is heard when it comes to creating facilities and services. To achieve these aims, the Healthy Families South Auckland team have facilitated the South Auckland Advocacy Working Group (SAAWG). This group is made up of community champions and council organisations.

The SAAWG partners have established a 'community-led' subgroup to identify opportunities across South Auckland that can grow local capability to deliver more walking and cycling initiatives. Part of the subgroup's work has been to conduct a gap analysis to gauge what existing

initiatives, community interest, and potential resources there are.

Key activations include safety campaigns throughout Manurewa, free adult cycling skills sessions in Clendon, Manurewa, Papakura, and Ōtara, and bike maintenance workshops in Clendon. Helmets and high-viz vests have been provided to existing walking/cycling community groups. SAAWG's partners' Counties Manukau CLM and Bike Auckland, have also established a Bike Burb with the Clendon Pride Project Community House, which includes free bikes for the community and bike maintenance training to build the local capability of residents wanting to learn bike maintenance.



- SAAWG's brokering has accelerated opportunities for South Auckland to influence AT's resource allocation on walking and cycling infrastructure
- Manurewa-based charity, What Hope Trust is to deliver Out & About programmes to enable walking and cycling initiatives

# Auckland Co-design Lab



- Provided capability building to 500+ practitioners and public servants through public lectures, seminars and workshops in New Zealand and internationally
- 27,000 visitors accessed reports and resources from aucklandco-lab.nz
- Demonstrated the value of involving people closest to the issues while also revealing the importance of growing the capability of public servants

Based in TSI, the Co-design Lab is a joint initiative between eight central government agencies and Auckland Council and has four years of experience and expertise exploring and applying co-design principles and practices to complex issues.

2018 was a big year for the Lab, as new team members joined, it evolved its focus on practice development and capability building and expanded how it disseminates learnings.

More than 50 Ministry of Social Development (MSD) staff participated in capability building workshops in Wellington. They used the Lab's newly developed framework and toolkit to help their teams grow new skills and better understand the conditions needed to sustain innovation. The team are continuing to evolve the capability framework and toolkit which is openly available to other public service teams.

Policy by Design workshops in Auckland and Wellington saw more than 130 participants explore the role co-design can play in policy development and implementation. Those attending included commissioners, senior managers, expert practitioners, researchers, innovation workers and aligned professionals from across local and central government, academia and the private sector. A key output included the publication of seven case studies that explore the intersection

of design and policy in Aotearoa NZ. These seven case studies represent the range of ways in which design approaches can inform more effective social policy in New Zealand and create a cache of locally derived resources to support further mahi in this area.

The Lab also convened cross-sector work on bridging design and research ethics starting with an ethics round table with collaborators including: Ngā Aho, Oranga Tamariki, Auckland District Health Board, Auckland Council, Counties Manukau Health and the South Auckland Social Wellbeing Board that has set the scene for further collaboration in 2019. By partnering with local and international evaluation specialists and researchers, the Lab also continued to be involved in supporting evaluative approaches that are suitable for place-based social innovation and systems. A central part of this included leading the development of a fit-for-purpose Theory of Change and evaluative framework for TSI.

The Lab contributed to four co-design projects with TSI and central government partners, generating new insight and ideas that have led to practical action on the ground. These were:

- Māngere Early Childhood Education project - adopted a place-based lens on early childhood education exploring participation, parental engagement and school readiness



## Impacts

A co-designed approach produced a set of principles for development projects enhancing partners' Mana Whenua for the betterment of all.

These are founded on intrinsic Maori cultural values and provide practical guidance for enhancing outcomes in a design environment.

The Lab demonstrated the benefit of Mana Whenua in a number of ways:

- Pacific Peoples' Workforce Challenge
- Papatoetoe Food Hub
- An Equitable Alcohol Licensing Process For Communities - explored ways to improve the Alcohol Licensing process for South Auckland communities

The Lab team was invited to contribute to 15 lectures, workshops and conferences across New Zealand, Australia and Europe providing a great opportunity to share learnings and ensure the knowledge base the Lab is building locally is linked to emerging research and practice internationally. These included speaking at IPANZ, ANZSOG (NZ and Australia), Design for Social Innovation (NZ), Australian Evaluation Conference, Participatory Design Conference (Belgium), Service Design Now (Australia), Aotearoa New Zealand Evaluation Society Conference, Innovate for Impact Learning Series (Murdoch Children's Research Institute Australia). The Lab also participated in research initiatives with Melbourne Policy Lab (Melbourne University), Monash University, RMIT in Australia and DESIAP (Design for Social Innovation in Asia Pacific).

All the resources, tools and reports are available to view, download, reuse and adapt at the website [www.aucklandco-lab.nz](http://www.aucklandco-lab.nz).



# What are we learning?



Key themes have continued to surface in 2018 and provide direction to TSI's work. These include:

**Toxic stress is being experienced across the system, impacting on making change**

TSI's work with whānau has demonstrated the implications of toxic stress for whānau and tamariki in South Auckland and that reducing the burden of stress makes a difference. Significantly, change-makers, entrepreneurs, community entities and providers working with South Aucklanders are also experiencing high levels of stress. Service providers are stretched in such a way that bandwidth for change and innovation is limited, and those from South Auckland are driven by additional responsibilities to whānau and community extending well beyond any funding requirement. This stress creates barriers to trying to shift to new ways of working with whānau and reduces capacity for partners to take up new opportunities. As such, efforts to support changes in outcomes for whānau need to simultaneously address the stressors on the teams, infrastructure and conditions surrounding whānau.

**What it takes - continual need for intergenerational commitments to change**

At times in the past there has been a significant gap between what has been invested and what it actually takes to achieve transformation with communities bearing the burden of sustained inequity. For example, supporting rangatahi who are excluded from the labour market into sustained and meaningful work requires walking alongside those young people over an extended period. On top of this, many communities in South Auckland have missed out on key infrastructure and investment and as a result, layers of community distrust have formed. Re-building relationships with fractured communities will take time, so the need to stay connected, and ensure the commitment to transformation, change and thriving whānau acknowledges the histories and places where communities and whānau are starting from.

**Alignment and momentum around new ways of working**

At the same time, it is heartening to see evidence of a growing interest and alignment across government, service providers and philanthropic institutions in ways of working that are also key areas of focus for TSI. This includes for example, commitment by central government

to support infrastructure for uptake of shared prosperity levers such as social procurement and increasing interest and willingness by philanthropic funders to invest in peer to peer responses that disrupt traditional expert-driven models of social service delivery.

### A focus on place

The value of connecting to place and inviting whānau to lead in developing their own story of place has been an important aspect in a range of initiatives TSI has been involved in throughout 2018. 'Story of place' has become a connecting and strengthening thread when working with whānau to build a collective understanding of the history and connection to land, and where communities want to head together. This is illustrated in the art work developing at Smiths Ave, including a pepeha for the area in a mural and the planned installation of pou that connect the site to the cultural ecology that will precede the new site development.

### Growing the ecosystem to support Māori and Pacific enterprise and innovation

To ensure shared prosperity, creating opportunities for recognition and connection to culture is an important part

of building conditions for Māori and Pacific economic wellbeing. Investing in support for Māori and Pacific businesses and innovation models has emerged as a key strategy for TSI in addressing inequity in South Auckland. This includes growing Māori and Pacific enterprise and business, as values-aligned employers for South Auckland whānau. Also emerging as important, is building understanding and infrastructure for business and entrepreneurship models that reflect indigenous values.

### Growing, embedding and recognising mātauranga across contemporary contexts

Increasingly innovation in South Auckland has indigenous knowledge at the forefront and TSI has been able to support this. For example, TSI's work with DOC, Auckland University and other strategic partners involves the integration of western science and mātauranga in the development of responses to emerging and complex environmental issues such as waterway degradation and the effects of climate change. TSI has been able to contribute to South Auckland based technology and STEAM programmes bringing together western science and indigenous innovation. This includes traditional wayfinding and connecting rangatahi to future-focussed career pathways that leverage multiple disciplines and wisdoms.

### Importance of social connection and enduring relationships

The living standards framework currently being developed and implemented by the New Zealand Treasury recognises the value of social connection and social capital for wellbeing and the integral relationship this has with economic wellbeing. Social connections and friendships have also shown themselves to be key in enabling and sustaining change. TSI's ability to successfully support community partners and work with change-makers in ways that has made the difference for them has been prefaced on a family-like/whānau-oriented council–community relationship<sup>23</sup>. Across the four TSI work areas, the building of strong and enduring relationships, friendships, and people to call upon for support, have been at the heart of what has enabled positive outcomes. This includes social outcomes but also economic outcomes as people have used connections to move into leadership roles or to build confidence to start training or employment. An emphasis on a relational approach has resulted in entrepreneurs, groups and communities becoming "better connected and resourced, enabling them to work together to achieve various outcomes such as self-sustaining community-led social enterprises, enhanced organisational capacity and leadership, and practice or systems-level change"<sup>24</sup>.

<sup>23</sup> Hancock, A relational approach.  
<sup>24</sup> Hancock, A relational approach, 5.

## Year In Review glossary

**Activation** – transforming public spaces in ways that benefit or engage communities

**Business as usual** - maintaining the status quo, a focus on usual operations

**Co-design** – a creative framework for collaboration and design which brings together a range of perspectives, those impacted are regarded as experts of their experiences and play a leading or decision-making role in the design process

**Council controlled organisations (CCOs)** - organisations with business structures overseen by the Auckland Council, including Auckland Transport (AT), Auckland Tourism, Events and Economic Development (ATEED), Panuku Developments Ltd, Regional Facilities Auckland (RFA), Watercare, Ports of Auckland Ltd (POAL), Auckland Council Investments Ltd (ACIL)

**Eco-system** - community of interacting parts and their physical environments (systems in nature)

**Executive functioning** - a set of mental skills core to cognitive development for children and adults. These skills include paying attention, focusing on tasks, organising and prioritising, and self-monitoring.

**Fit-for-purpose** – a design, model or process that is appropriate to its context and intended use

**Human Capital** – an individual's skills, knowledge, capabilities, physical and mental health that enable them to fully participate in society

**Peer-to-peer** – people, whānau or communities leading, networking, owning and sharing knowledge and resources between each other, as a potential alternative or complement to traditional service delivery models that are expert-led

**Place-based** - activities rooted in what is local, the unique history, culture, strengths and assets of a location

**Prototype** – early version of an idea or model for testing a concept or process, for the purposes of learning and / or developing something of greater fidelity

**Regenerative** – a whole systems approach to design focused on restoring and renewing sources of energy and materials.

**Social Capital** – social connections, networks of relationships and shared sense of identity, norms and values that enable people to build trust work together collaboratively

**Strengths based** – building on the inherent and positive strengths and assets of people and communities

**Stressors** - something that causes a state of stress

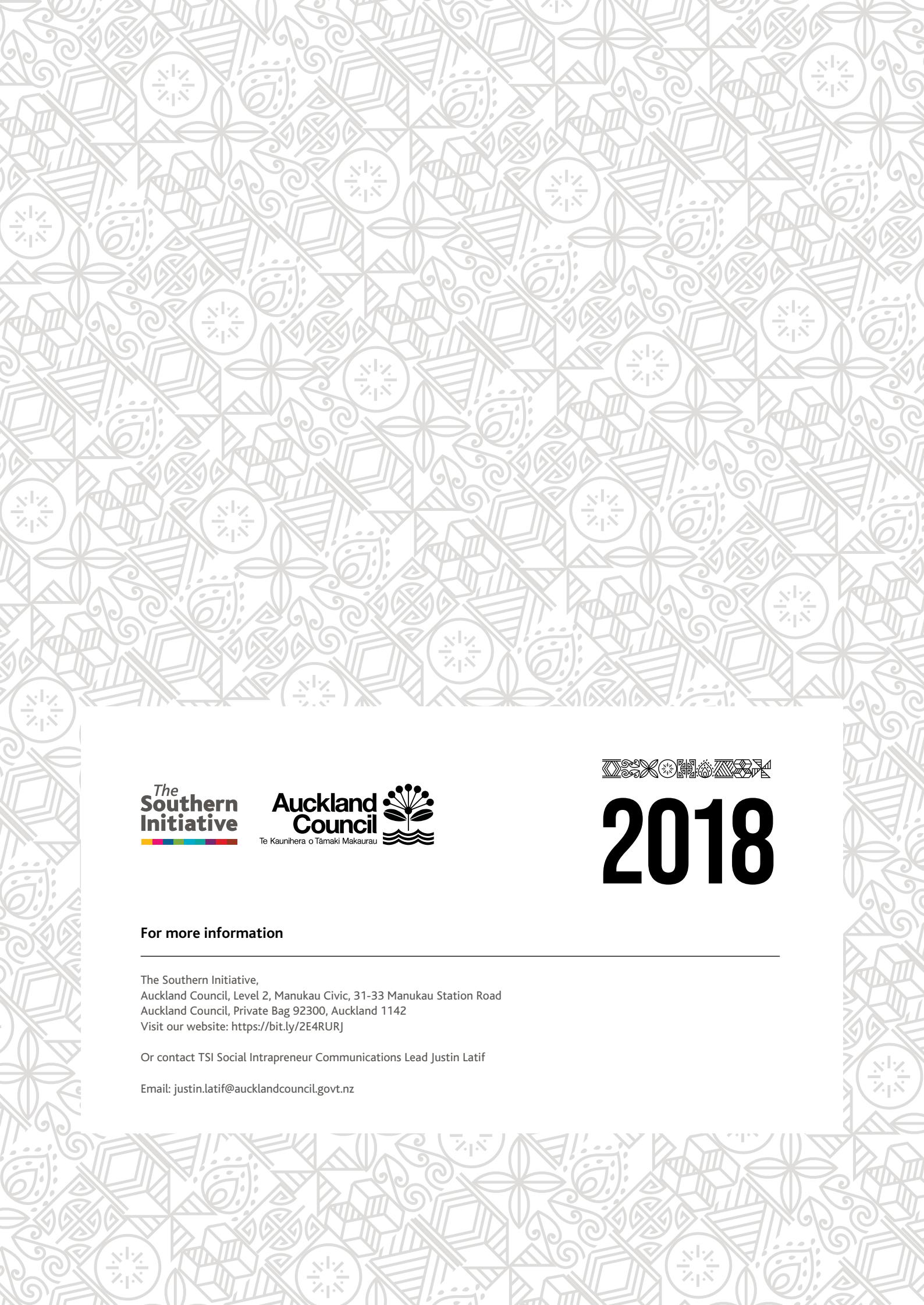
**Sunset Industry** – a declining industry

**Sunrise Industry** – a new or rising industry

**Tinkering** - attempt to repair or improve something in an experimental way

**Wraparound** - individualised care or support process for people with serious or complex needs





TE WĀHĀKĀRUA

2018

### For more information

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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://bit.ly/2E4RURJ>

Or contact TSI Social Intrapreneur Communications Lead Justin Latif

Email: [justin.latif@aucklandcouncil.govt.nz](mailto:justin.latif@aucklandcouncil.govt.nz)



