



## Proactive Release

The following document has been proactively released by the Department of the Prime Minister and Cabinet (DPMC), and the Child Wellbeing and Poverty Reduction Group (CWPRG) on behalf of Hon Jan Tinetti, Minister for Child Poverty Reduction:

### **Proactive Release: Child and Youth Wellbeing Strategy Review: Findings and Implementation**

The following document has been included in this release:

- **Title of paper:** Aide-Memoire: Child and Youth Wellbeing Strategy Review: Findings and Implementation (DPMC-2022/23-1223)

Some parts of this information release would not be appropriate to release and, if requested, would be withheld under the Official Information Act 1982 (the Act). Where this is the case, the relevant section of the Act that would apply has been identified. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

### **Key to redaction codes:**

- S9(2)(a) protect the privacy of natural persons, including that of deceased natural persons;
- S9(2)(f)(iv) maintain the constitutional convention protecting the confidentiality of advice tendered by Ministers and officials.



# Coversheet

## Aide-Mémoire: Child and Youth Wellbeing Strategy Review: Findings and Implementation

Date:	13/04/2023	Report No:	DPMC-2022/23-1223
		Security Level:	<del>IN CONFIDENCE</del>
		Priority level:	Routine

		Action sought	Deadline
Hon Jan Tinetti Minister for Child Poverty Reduction		note the contents of this aide-mémoire	

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Departments/agencies consulted on Briefing
N/A (this aide-mémoire contains summary information on the 2022 Review of the Child and Youth Wellbeing Strategy – consultation with social sector agencies was undertaken at the time)

### Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Attachments: Yes

# Aide-Mémoire

## Child and Youth Wellbeing Strategy Review: Findings and Implementation

<b>To:</b>	Hon Jan Tinetti, Minister for Child Poverty Reduction		
<b>From:</b>	Hannah Kerr, Director, Child Wellbeing and Poverty Reduction Group	<b>Date:</b>	13/04/2023
<b>Briefing Number:</b>	DPMC-2022/23-1223	<b>Security Level:</b>	<del>IN CONFIDENCE</del>

### Purpose

1. This aide-mémoire provides you with information on the first statutory review of the Child and Youth Wellbeing Strategy, completed in 2022, and sets out the agreed approach to implementing the 16 recommendations in the review. It also outlines progress in the eight months since the review was completed.

### Your role includes reviewing the Child and Youth Wellbeing Strategy every three years

2. The Child and Youth Wellbeing Strategy (the Strategy) was launched on 18 August 2019. The Strategy's focus on addressing long-term enduring issues – notably reducing child poverty and improving child and youth wellbeing – means that it plays a critical role in contributing to the Government's priority of laying the foundations for the future.
3. Your role as the Minister responsible for the Strategy is a critical one. The Strategy provides you with a mandate and ability to prioritise and direct efforts to lift child and youth wellbeing outcomes across a number of inter-connected portfolios.
4. You are chair of the Child and Youth Wellbeing Strategy Ministerial Group, which is the key governance mechanism for the Strategy, and you have a statutory responsibility under the Children's Act 2014 to complete a review of the Strategy every three years (or sooner)<sup>1</sup>. Any changes to the core components of the Strategy need to meet the consultation requirements set out in the legislation.

### The first review was carried out in 2022

5. In May 2022, Cabinet agreed to the parameters of the first three-yearly review of the Strategy (the Review), which needed to be completed by 18 August 2022 to meet the statutory timeframes [SWC-22-MIN-0090 refers].
6. The review parameters covered four main areas of how the Strategy could:

<sup>1</sup> The next review of the Strategy must be completed by 18 August 2025 – within three years of the date of completion of the previous review.

- drive and prioritise government policy
  - encourage more collective ownership of the Strategy among communities and non-government organisations
  - identify ways the monitoring and reporting arrangements could be made more efficient and effective
  - better integrate te ao Māori concepts of wellbeing.
7. The Review was informed by a broad range of sources. They included recent reporting, an independent process evaluation, evaluations of specific work programmes, insights and themes from research reports, and engagements carried out since the development of the Strategy in 2019.
  8. Targeted engagement was undertaken in June and July 2022 with partners and stakeholders who shared insights on a range of matters including:
    - whether the Strategy outcomes and priorities were the right ones, and their views on adding child and youth mental wellbeing as a priority area<sup>2</sup>
    - ideas for improving opportunities for children and young people and others outside government to lead, shape and drive implementation of the Strategy
    - the barriers and enablers for implementing the Strategy, including the extent to which the Strategy was or was not being implemented effectively
    - the role of central government in enabling communities and whānau to do what is needed to support child and youth wellbeing and identifying opportunities to reduce duplication of effort
    - the impacts of COVID-19 and the current economic and social environment.
  9. A summary of our targeted engagement is provided in **Attachment A**. The consensus of those partners and stakeholders was that the vision and six outcomes set out in the Strategy remain sound and relevant, providing a strong basis for collective action to improve child and youth wellbeing.
  10. Partners and stakeholders noted that the indicators and measures could be improved over time, and that the current Strategy enables that approach. Given this consensus, officials recommended that no changes be made to the core components of the Strategy (the six outcomes, the principles and the approach of improving indicators and measures over time).
  11. The broad consensus was that the implementation of the Strategy has worked well in some regards, but there is considerable scope to support implementation more effectively in order for the Strategy to be a catalyst for, and driver of, system change to support the wellbeing of all children and young people in Aotearoa New Zealand.
  12. The Review further illustrated that central government must shift how it works with iwi/Māori and communities at different levels to achieve the outcomes of the Strategy. This means a shift from consultation and collaboration to partnering and empowering, and a shift to whānau-centred, community-led and centrally enabled approaches. The

<sup>2</sup> When the Strategy was launched in 2019, Cabinet agreed to the following policy priorities: reducing child poverty; mitigating the impacts of poverty and socio-economic disadvantage; advancing wellbeing for 0-6 years, particularly in the first 1000 days; tackling racism, discrimination and stigma; and extending whānau-centred approaches to improve child and youth wellbeing [SWC-19-MIN-0085 refers]. The review redefined whānau-centred approaches as an 'enabler' – see paragraph 13.

consistent message was that the Strategy is not something that can or should be delivered centrally, and that communities want and expect to be enabled to deliver according to their own ways of working and what resonates locally.

13. Child and Youth Wellbeing Strategy Ministers agreed, in July 2022<sup>3</sup>, to five enablers that could drive the Strategy’s implementation and enable the key shifts needed to effect change:
  - improving governance
  - embedding collective ownership
  - integrating te ao Māori concepts of wellbeing
  - enabling whānau-centred, community-led approaches
  - improving measurement, monitoring and reporting.
14. Child and Youth Wellbeing Strategy Ministers also agreed enhancing child and youth mental wellbeing as a priority area. This means that the four policy priorities arising from the Strategy review are:
  - reducing child poverty and mitigating the impacts of socio-economic disadvantage
  - supporting child and whānau wellbeing in the first 1000 days
  - addressing racism, discrimination and stigma
  - enhancing child and youth mental wellbeing.
15. A Lead Chief Executive (CE) model has been developed to drive progress in these cross-cutting priorities. This is outlined in paragraph 21.
16. The Review explicitly considered how to more fully reflect the unique and specific needs, preferences and aspirations of tamariki and rangatahi Māori and their whānau. The implementation changes reflect a commitment to ensuring these needs, preferences and aspirations are placed at the centre of future partnership. The Child Wellbeing and Poverty Reduction Group (CWPRG) within DPMC is committed to engaging on an ongoing basis in partnership with iwi/Māori on implementation of the Strategy.

### Implementing the 16 recommendations from the review

17. There were 16 recommendations made in the Review and agreed by the previous Minister for Child Poverty Reduction. They broadly align with the five enablers (see paragraph 13).

Recommendation	Enabler
1. Social Wellbeing Board to identify Lead Chief Executive/s to be system convener for respective priorities	Improving Governance
	Embedding collective ownership
2. Ensure that agencies hold the relationships and convene diverse stakeholders at whānau, local, regional and national levels to be able to understand and respond to priority challenges and opportunities (centrally enabled actions)	Embedding collective ownership
	Whānau-centred, centrally enabled approaches

<sup>3</sup> The Children’s Act 2014 sets out consultation requirements for the Minister for Child Poverty Reduction in reviewing and making changes to the Strategy. The Child and Youth Wellbeing Strategy Ministerial Group was asked to consider the review because the group includes the Ministers set out in the Act (the six Children’s Ministers and the Minister for Māori Development).

Recommendation	Enabler
3. Strengthen the infrastructure for whānau-centred, locally-led, centrally-enabled ways of working and learning through the Regional Public Service Commissioner Model	Improving Governance Whānau-centred, centrally enabled approaches
4. Use the Strategy to join up/weave together the various transformation efforts on the ground, eg, including bringing together policy and commissioning efforts and transformation work programmes at all levels, and taking a joined up approach in localities	Embedding collective ownership Whānau-centred, centrally enabled approaches
5. Refresh and amplify best practice guidelines for engaging with children and young people, to be shared across government agencies	Embedding collective ownership
6. Explore ways of increasing promotion of existing civics education resources and encouraging their wider use within the school system	Embedding collective ownership
7. Establish regular network and development opportunities for members of Youth Advisory/Leadership Groups eg, annual wānanga with various decision-makers	Embedding collective ownership
8. Develop an online platform to raise visibility of representation and engagement opportunities for children and young people and findings of engagements	Embedding collective ownership
9. Utilise existing iwi/Māori governance and leadership structures that give effect to Te Tiriti in the short-medium term, and consider how new or strengthened governance structures could support implementation in the long term	Improving Governance Embedding collective ownership
10. Review and update the mechanisms for implementing the Strategy to enable a collective 'learning by doing' rather than a traditional 'arms-length' approach to implementation	Embedding collective ownership Improving measurement, monitoring, and reporting
11. Develop enduring mechanisms for Māori, Pacific and non-government leaders, experts and whānau to be actively involved in shaping Strategy implementation at all levels	Improving Governance Whānau-centred, centrally enabled approaches Embedding collective ownership
12. Create accountability for different ways of working; and report on the changes being made to national-level system settings in response to, and to inform, what is being learned on the ground about what works to create the conditions for child, youth and whānau wellbeing	Embedding collective ownership Whānau-centred, centrally enabled approaches Improving measurement, monitoring and reporting
13. Work with agencies, iwi/Māori, and community partners representing the voices of children and young people to develop a suite of measurement, monitoring, evaluation and reporting products, tailored to each priority area, to develop the holistic knowledge and evidence base needed to focus on what matters and what works	Improving measurement, monitoring and reporting Integrating te ao Māori concepts of wellbeing
14. Include iwi/Māori, children and young people and community organisations to help critically interpret the evidence and generate actionable insights	Embedding collective ownership Improving measurement, monitoring and reporting
15. Work with iwi/Māori to embed te ao Māori concepts of wellbeing into the Strategy by understanding how these concepts relate to, and inform, the implementation of the Strategy at all levels	Integrating te ao Māori concepts of wellbeing
16. Include, in the implementation approach, a focus on understanding how system settings can be changed to better nurture and enable culturally-grounded child and youth wellbeing approaches and the application of mātauranga Māori as a knowledge system	Integrating te ao Māori concepts of wellbeing

18. As convener of the Strategy and child poverty work, DPMC has developed a high-level road map for the Strategy's implementation following the Review. This focuses on the Strategy's enablers and has been developed in consultation with social sector agencies. The high-level timeframes from the road map are provided in **Attachment B**.
19. As a key governance mechanism for the Strategy, the Social Wellbeing Board (SWB) provides governance and oversight of the 16 recommendations. Following a discussion in November 2022 on implementing the recommendations, DPMC now works with key agencies to prepare quarterly reports to SWB on progress. Our first quarterly report identified areas where good progress has been made. These include, for example, the refreshed best practice guidelines for agencies engaging with children and young people, and the development of an online platform to raise visibility of representation and engagement opportunities for children and young people. There is a small number of recommendations still being scoped in line with the timeframe shown in **Attachment B**. In our stewardship role, we are also looking at opportunities to streamline the recommendations and identify tangible actions that support their implementation.
20. There are other significant work programmes that will provide important levers for implementing the recommendations. These include the Social Sector Commissioning and Regional Public Service Commissioner work programmes, both of which are being led by the Ministry of Social Development (MSD). DPMC is working with the MSD officials leading these programmes to ensure that the Child and Youth Wellbeing Strategy is embedded within them.
21. As outlined in paragraph 15, a Lead CE model has also been established to drive progress under each of the four Strategy priorities. The model was developed in consultation with the Public Services Commission and other social sector agencies. It enables collective ownership of the priorities, with Lead CEs to take the role of 'system convener'. The current Lead CEs for the priorities are:
- reducing child poverty and mitigating the impacts of socio-economic disadvantage – jointly led by DPMC and MSD
  - supporting child and whānau wellbeing in the first 1000 days – led by DPMC with Oranga Tamariki expected to become joint lead. Ideally the Ministry of Health will co-lead this with Oranga Tamariki in future
  - addressing racism, discrimination and stigma – led by the Ministries of Education and Justice
  - enhancing child and youth mental wellbeing – led by the Ministry of Health with discussions being held with the Ministry of Education about becoming a joint lead.
22. Progress made under each of the priorities is also overseen by SWB in our quarterly reporting. In addition, following your agreement to our February 2023 recommendations around the role and function of the Child and Youth Wellbeing Strategy Ministerial Group [DPMC-2022/23-911 refers], we are in the process of refining the CYWS Actions Tracker to focus specifically on the Strategy priorities. The CYWS Actions Tracker will be provided to the Ministerial Group on a quarterly basis. We are also working with your office to schedule in-depth discussions on each of the priorities at upcoming Ministerial group meetings.

## What will success look like by the second Strategy review in 2025?

23. The previous Minister for Child Poverty Reduction agreed a set of statements describing what success would look like in 2025 if the Review recommendations were implemented effectively.

Enabler	What will success look like in 2025?
<b>Improving governance</b>	<p>In relation to improving coordination and alignment across agencies and between agencies and communities (the key component of governance we will focus on to support implementation), success means:</p> <ul style="list-style-type: none"> <li>• a clear workplan for implementing the Strategy that builds on and leverages work already underway</li> <li>• existing iwi/Māori governance structures are being used effectively to drive progress and shared understanding</li> <li>• a well-functioning governance structure (including the Social Wellbeing Board) where decisions are made at the correct levels</li> <li>• the Lead Chief Executive model is embedded and working well to drive change and progress</li> <li>• the Regional Public Service Commissioner Model has a strong focus on children and young people in all regions</li> <li>• communities experience government activity, investment and engagement in an aligned way, not as a series of disparate or uncoordinated activities</li> </ul>
<b>Embedding collective ownership</b>	<p>In relation to harnessing child and youth leadership in the focus and implementation of the Strategy, success means:</p> <ul style="list-style-type: none"> <li>• the voices and knowledge of children and young people are listened to</li> <li>• children and young people are able to engage <i>when</i> they want, and <i>how</i> they want</li> <li>• children and young people can see clearly how the views and knowledge they share informs the work that is happening across government and in communities</li> <li>• children and young people have a strong say in how success is defined and what investments are made to support their wellbeing</li> </ul>
<b>Integrating te ao Māori concepts of wellbeing</b>	<p>In relation to embedding te ao Māori concepts of wellbeing into the Strategy implementation, success means:</p> <ul style="list-style-type: none"> <li>• there is growing understand of te ao Māori concepts of wellbeing and this understanding is informing implementation of the Strategy at all levels</li> <li>• across the system, there is a growing understanding of, and willingness to apply, mātauranga Māori as a knowledge system</li> <li>• recognition of “indigenous concepts” to meet the needs and reflect the identities and cultures of those populations that experience persistent inequality. Many Pacific peoples also whakapapa Māori and we have heard they struggle to “live in multiple worlds”</li> </ul>
<b>Enabling whānau-centred, community-led approaches</b>	<p>In relation to enabling whānau-centred, community-led approaches and strengthening community and whānau leadership in the focus and implementation of the Strategy, success means:</p> <ul style="list-style-type: none"> <li>• communities make decisions that affect them, and central government plays a supporting/enabling role</li> </ul>

	<ul style="list-style-type: none"> <li>• whānau have choices about the support they receive and achieve their aspirations.</li> <li>• communities and whānau are leading the thinking and the work that is happening in communities – noting that this will look different for different communities</li> <li>• there is a shared understanding about what enduring mechanisms need to be created for Pacific and non-government leaders, disabled people, experts and whānau to be actively involved in shaping the Strategy implementation</li> <li>• Pacific communities are acknowledged as owning their wellbeing, they are heard and involved in decisions about their wellbeing and they reflect diverse cultures and identities, noting that Pacific communities (and others across the motu) have strong expectations of partnership with government to improve outcomes</li> </ul>
<p><b>Improving measurement, monitoring and reporting</b></p>	<p>In relation to ensuring that measurement, monitoring and reporting is effective and efficient, success means:</p> <ul style="list-style-type: none"> <li>• we have an agreed a set of measurement, monitoring and reporting products (tailored to each area) that reflects and draws on a holistic and diverse evidence base</li> <li>• iwi/Māori, children and young people and community organisations have opportunities to help critically interpret the evidence and generate actionable insights</li> <li>• we have successfully linked together existing measurement frameworks to provide a complementary approach across government</li> </ul>

24. As part of the work we are doing to streamline and scope the 16 recommendations from the Review, we will be using these success statements – and possibly expanding on them – to help us identify tangible actions to achieve success.

**Next steps**

25. We are available to discuss the contents of this aide-mémoire with you. s9(2)(f)(iv)

\_\_\_\_\_ We will also schedule an overview for one of the meetings later in the year covering what has been achieved in driving the Strategy’s implementation in the year since the completion of the Review.

s9(2)(a)



**Hannah Kerr**  
Director, Child Wellbeing and Poverty Reduction Group

12/04/23



**Hon Jan Tinetti**  
Minister for Child Poverty Reduction

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Attachments:	Title	Security classification
<b>Attachment A:</b>	Summary of targeted engagement on the review of the Child and Youth Wellbeing Strategy (June-July 2022)	PUBLISHED
<b>Attachment B:</b>	Strategy implementation roadmap high-level timeframes	UNCLASSIFIED

## Attachment A: Summary of targeted engagement on the review of the Child and Youth Wellbeing Strategy (June – July 2022)

### Overview

Cabinet agreed that the review would go beyond minimum consultation requirements to consider the views and experiences of a wider group of key stakeholders. This involved bespoke engagement with iwi/Māori representatives, child wellbeing experts and, most notably, children and young people themselves. Engagement was undertaken from June to July 2022.

This is a summary of the key questions we asked targeted stakeholders, and their responses.

### What was the focus of the targeted engagement?

1. Inform stakeholders about the purpose of the review
2. Build and strengthen relationships to support ongoing design, development and implementation of the Strategy
3. Explain and test the proposed enablers and priority areas, to determine if they are right
4. Invite stakeholders to share their views and highlight evidence or policy gaps to inform future action
5. Inform advice back to Ministers on what changes, if any, are needed to the Strategy and how implementation can be improved and supported.

## A diverse range of perspectives were sought to inform advice on implementation of the Strategy

### The priority areas we tested were:

1. Reducing child poverty and mitigating the impacts of socio-economic disadvantage
2. Enhancing child and whānau wellbeing in the first 1,000 days
3. Expanding whānau-centred and community-led approaches to child and youth wellbeing
4. Addressing racism, discrimination and stigma
5. Supporting the mental wellbeing of children and young people (#new priority area)

### The proposed enablers (to make progress on priorities possible), and how we could use them more effectively, are:

1. Improving the measurement, monitoring and reporting on child and youth wellbeing
2. Enhancing governance arrangements
3. Harnessing collective ownership and involvement, including involvement of children and young people
4. Better integrating te ao Māori concepts of wellbeing

### Targeted engagement questions were:

- Are these the right priority areas and enablers to focus on to make a positive difference in achieving the Strategy's outcomes and better drive implementation?
- If not, what would you include? And take away?
- What do effective governance, advisory arrangements, and collective action look like?
- \* How has your understanding of wellbeing changed since 2018, what are the key threats and opportunities you see that could be addressed through the Strategy?
- \* Where do you think we should focus for improvement in the collection and use of social data for advancing child wellbeing?  
(\*Asked of Science Advisors only)

### Engagement with children and young people

A series of engagements were held with children and young people to understand their views on enduring mechanisms of engagement, how they can be supported and encouraged to have their say and how they can be more involved in government and local decision making. Engagement included:

- seven in-person workshops with diverse groups of children (aged 8-12yrs and 12-16yrs)
- seven in-person and online workshops with established agency Youth Advisory Groups (YAGs), VOYCE Whakarongā Mai, and disability and rainbow youth (aged 15-25 years)

### What children and young people told us:

- **Young people want a range of ways to engage with government.** There was no single method or setting that was preferable; young people want choice and flexibility in methods, settings and types. Most suggested methods were well established ones but they also talked about using social media more, 'gamefied' options, wānanga, and opportunities to express their perspectives through art.
- **Engagement must work well.** Children and young people talked about what works well and what gets in the way of effective engagement with government, highlighting the importance of: safe spaces, recognising and valuing contributions of all, relatable facilitators, representation of diversity, understanding scope of influence, continued engagement and good feedback loops.
- **There needs to be greater visibility of engagement and representation opportunities.** Young people talked about the poor visibility of engagement and representation, and that they often found out about them through parents/ teachers/contacts. They want these opportunities to be more visible, including promotion through social media channels and use of influencers that young people can relate to. Suggestions included a central platform, which captures the various engagement and representation opportunities happening across government
- **Young people want support and opportunities to learn and develop.** Many children and young people didn't understand their right to be heard, or know how or why to engage with government. They want the opportunity to learn more about civics in a way that is meaningful to them, and to be acknowledged when they are civically involved. Young people also want to be given more developmental opportunities, and the chance to set the agenda themselves.
- **Young people want representation as well as engagement.** Young people said it can be challenging for some of them to talk directly to decision makers, so it's important that youth representation is a feature of all government organisations. Suggestions included: lowering the voting age, more youth-focussed roles in government agencies and on boards, and strengthening Youth Advisory Group networks.

"Good thing with online is that you can be anywhere and still connect. Even if you're in the 'wop-wops', if you have a signal you can participate, but still don't feel you can get as deep (as in-person)."

"The amount of whanaungatanga time given during in-person hui is make or break."

"Being treated like we are unquestionably the experts on our own lived experience."

"The most common way to find out about YAG opportunities is through parents / teachers / contacts – opportunities need to be more visible."  
"Social media is massive for young people – Instagram, Snapchat, TikTok."

"Education for our hapū so they know how to engage with things like politics and can help influence others to engage more, as it really impacts us." – "No one taught me that I have a right to speak up."

"Upskill YAG members to be youth facilitators of engagements." – "Connect the different YAGs and utilise more effectively as networkers."

### Engagement with key stakeholders

Alongside the engagement with children and young people, we undertook targeted, bespoke engagement with iwi/Māori representatives and invited feedback from child wellbeing experts, including:

- Pou Tangata, with a focus on a partnership approach that shapes the focus of, and drives, implementation of the Strategy
- The Southern Initiative (TSI), who provided us with advice on whānau-centred, community-led approaches and how these might be embedded in the implementation of the Strategy
- Targeted key stakeholders, including:
  - The Convention Monitoring Group
  - The Office of the Children's Commissioner
  - Oranga Tamariki Pacific Panel
  - Oranga Tamariki Ministerial Advisory Board
  - Peak Body organisations (eg, SSPA, NZCCSS, Ara Taiohi, Barnardos, Plunket)
  - Whanau Ora Commissioning Agencies
- Experts in child wellbeing and child poverty (including academics, advocates, science advisors and former Strategy Reference Group members)
- Communities and stakeholders on place-based initiatives facilitated through The Southern Initiative

### What key stakeholders told us:

#### Experience of Child and Youth Wellbeing Strategy to date

- Support for the Strategy's principles, development process and vision
- Consider that there has been insufficient progress in improving child and youth wellbeing
- Report minimal reach of the Strategy's implementation outside central government
- Would like to see a much stronger focus on implementation

#### Areas of focus and prioritisation

- Felt the approach to setting out and monitoring the Programme of Action was too broad to drive change effectively
- The original four programme of action priorities remain relevant and important
- Mental wellbeing (including maternal mental health), poverty and racism and discrimination were specifically endorsed
- Violence, abuse and neglect and participation in education were also raised as important (among different age groups)
- Identified a number of overarching principles to select and drive priorities, including:
  - addressing disparities/inequities first
  - understanding and addressing enduring impacts of COVID-19
  - taking a life-course approach
  - being clear on what success looks like for whānau
  - focusing on enhancing protective factors, not just ameliorating risk factors.

#### Ways of working

- Want to hold government to account for its role in being a good Treaty partner, enacted at all levels of the Strategy
- There's a lack of clarity of relationships between government strategies and a need for better alignment across these strategies
- There needs to be a stronger focus on whānau-centred, community-led approaches and government needs to work differently to support this
- See communities as fundamental to delivering the Strategy, and a core locus of knowledge and power that could be harnessed to improve outcomes, if they were well resourced.

#### Measurement, monitoring and reporting

- Support the proposal to improve how the Strategy measures and reports outcomes and monitors action
- Strong focus on what success looks like, who determines this, and whose voices are heard
- Identified measurement, monitoring and reporting as key levers for accountability, and for supporting two-way information flow between non-government organisations, communities and government.

## Attachment B: Strategy implementation roadmap high-level timeframes

**Purpose:** To provide a high-level summary of when the changes to support implementation of the Child and Youth Wellbeing Strategy will begin.

**Key questions:**  
What is the recommended change?  
When will the change take effect?

2022

Strategy Review

B23 long list

B23 bids due

2023

2024

2025

### Short term (can be implemented in the next 12 months)

#### To improve coordination and alignment:

- ❖ (Rec 1) Social Wellbeing Board to identify Lead CEs to be the system convener for each priority area in the Strategy (no additional funding required)
- ❖ (Rec 2) Ensure that agencies hold the relationships and convene diverse stakeholders at whānau, local, regional and national levels to understand and respond to priority challenges and opportunities, so that actions are centrally enabled (rather than centrally determined/driven) (no additional funding required)

### Short-medium term (work will start in the short term; changes embedded over next 1-2 years)

#### To improve coordination and alignment:

- ❖ (Rec 3) Within the existing Regional Public Service Commissioner Model, strengthening the infrastructure for whānau-centred, locally-led, centrally-enabled ways of working and learning up and down the system; could include identifying or providing additional resources at a regional level to grow regional level 'backbone' functions that:
  - enable the decision-making and the development of solutions to happen closer to whānau
  - support reconfiguration of existing resources around what matters and makes the difference
  - enable different transformation efforts to be brought together in a coherent way to enable child and youth wellbeing (requires funding unless existing work leveraged)
- ❖ (Rec 4) Use the Strategy to join up and/or weave together the various transformation efforts on the ground (eg, identify opportunities to tell positive stories about the Strategy and its implementation, including through youth voice and community champions (no additional funding required)

#### To strengthen child and youth leadership:

- ❖ (Rec 5) Refresh and amplifying best-practice guidelines for engaging with children and young people, to be shared across government agencies (no additional funding required)
- ❖ (Rec 6) Explore ways of increasing promotion of existing civics education resources, and encourage their wider use within the school system (no additional funding required)
- ❖ (Rec 7) Establish regular network and/or development opportunities for members of Youth Advisory/Leadership Groups (YAG), eg, annual wānanga with various decision-makers (requires funding)
- ❖ (Rec 8) Develop an online platform to raise visibility of a) representation and engagement opportunities for children and young people and b) findings of engagements with children and young people (requires funding)

#### To strengthen community and whānau leadership:

- ❖ (Rec 9) Utilise existing iwi/Māori governance and leadership structures that give effect to Te Tiriti in the short-medium term, and consider how new or strengthened governance structures could support implementation in the long term (no additional funding required in short-medium term)
- ❖ (Rec 12) Create accountability for different ways of working and reporting on the changes being made to national-level system settings in response to, and to inform, what is being learned on the ground about what works to create the conditions for child, youth and whānau wellbeing (requires funding unless existing work leveraged)

### Medium term (work will start in the short term; changes embedded over the next 1-3 years)

#### To strengthen community and whānau leadership:

- ❖ (Rec 10) Develop enduring mechanisms for Pacific and non-government leaders, experts and whānau to be actively involved in shaping Strategy implementation at national, regional and local levels (requires funding)
- ❖ (Rec 11) Review and update the mechanisms for implementing the Strategy to enable a collective 'learning by doing' rather than a traditional arms-length planning approach to implementation (ensure evidence and insights support local decision-making and learning about implementation of priorities on the ground; and the generation of practice-based evidence that helps connect policy and implementation in the locality). Ensure that measurement mechanisms are in place to capture impacts and help build system capacity and capability through what is being learnt (requires funding)

#### To ensure that measurement, monitoring and reporting is effective and efficient:

- ❖ (Rec 13) Work with agencies, iwi/Māori, community partners representing the voices of children and young people to develop a suite of measurement, monitoring, evaluation and reporting products, tailored to each priority area, to develop the holistic knowledge and evidence base needed to focus on what matters and what works (requires funding)
- ❖ (Rec 14) Include iwi/Māori, children and young people and community organisations to help critically interpret the evidence and generate actionable insights (requires funding)

#### To take more intentional steps to embed te ao Māori concepts of wellbeing into the Strategy implementation:

- ❖ (Rec 15) Work with iwi/Māori to embed te ao Māori concepts of wellbeing into the implementation of the Strategy by understanding how these concepts relate to, and inform, the implementation of the Strategy at all levels (eg, governance and measurement) (requires funding)
- ❖ (Rec 16) Include in the implementation approach a focus on understanding how system settings can be changed to better nurture and enable culturally-grounded child and youth wellbeing approaches and the application of mātauranga Māori as a knowledge system (requires funding)