



Proactive Release

The following document has been proactively released by the Department of the Prime Minister and Cabinet (DPMC), on behalf of Minister for Child Poverty Reduction, Rt Hon Jacinda Ardern:

Review of the Child and Youth Wellbeing Strategy - Findings and Recommendations

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 code:

- Section 9(2)(a), to protect the privacy of individuals.

[© Crown Copyright, Creative Commons Attribution 4.0 International \(CC BY 4.0\)](#)



Coversheet

Briefing: REVIEW OF THE CHILD AND YOUTH WELLBEING STRATEGY - FINDINGS AND RECOMMENDATIONS

Date:	16/08/2022	Report No:	DPMC-2021/22-2587
		Security Level:	IN CONFIDENCE
		Priority level:	High

	Action sought	Deadline
Rt Hon Jacinda Ardern, Minister for Child Poverty Reduction	Agree to recommendations	18 August 2022
Rt Hon Jacinda Ardern, Minister for Child Poverty Reduction	Forward report to the Child and Youth Wellbeing Strategy Ministers	

Name	Position	Telephone
Clare Ward	Executive Director, Child Wellbeing and Poverty Reduction	s9(2)(a)
Kate West	Policy Lead, Strategy Review	

Departments/agencies consulted on Briefing

The following agencies were consulted in the development of this paper: the Ministries of Health, Justice, Education, Social Development, Youth Development, Pacific Peoples, Women, Housing and Urban Development; as well as Oranga Tamariki, New Zealand Police, the Social Wellbeing Agency, Te Puni Kōkiri, Te Puna Aonui, Te Arawhiti, Department of Internal Affairs, Accident Compensation Corporation, Te Kawa Mataaho, Statistics New Zealand, Department of Corrections and the Treasury.

Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Appendices: Yes

Briefing

REVIEW OF THE CHILD AND YOUTH WELLBEING STRATEGY - FINDINGS AND RECOMMENDATIONS

To: Rt Hon Jacinda Ardern, Minister for Child Poverty Reduction

Date	16/08/2022	Security Level	IN CONFIDENCE
------	------------	----------------	--------------------------

Purpose

1. The purpose of this briefing is to:
 - a. provide advice on:
 - the findings of the Child and Youth Wellbeing Strategy (the Strategy) Review (the Review), as per the parameters agreed by Cabinet [CAB-22-MIN-0189 refers].
 - whether you need to change the Strategy to be able to make the changes to implementation that the Review recommends, and
 - ways the implementation of the Strategy could be better supported
 - b. provide advice on, and seek your agreement to, next steps to support implementation of the Strategy, taking into account the Strategy review requirements in the Children's Act 2014.

Executive Summary

2. The Child and Youth Wellbeing Strategy (the Strategy) was released on 18 August 2019. The Strategy's focus on addressing long-term enduring issues - notably eliminating 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. The Children's Act 2014 (the Act) stipulates that the responsible Minister must complete a review of the Strategy within three years of its adoption and that any changes to the core components of the Strategy would need to meet the consultation requirements set out in the legislation.
4. In April 2022, Cabinet agreed to the parameters of the first three-yearly review of the Strategy (the Review), which must be completed by 18 August 2022 to meet the timeframes stipulated in the Act. The review parameters covered four main areas, namely how the Strategy could be used to:
 - a. drive and prioritise government policy
 - b. encourage more collective ownership of the Strategy among communities and non-government organisations

- c. identify ways the monitoring and reporting arrangements could be made more efficient and effective
 - d. better integrate Te Ao Māori concepts of wellbeing.
5. The Review was informed by a broad range of sources, including: recent reporting, a Process Evaluation, evaluations of specific work programmes, insights and themes from research reports and engagements that have been released since the development of the Strategy in 2019.
 6. Targeted engagement was undertaken in June-July 2022 with partners and stakeholders, who shared insights on a range of matters including:
 - whether the Strategy outcomes and priorities are the right ones, the relevance of the focus areas listed in the Strategy, and their views on adding child and youth mental wellbeing as a fifth priority area
 - 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 is or is 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.
 7. The consensus of those partners and stakeholders was that the vision and six outcomes set out in the Strategy remain sound and relevant, and provide a strong basis for collective action to improve the wellbeing of children and young people. Partners and stakeholders also noted the indicators and measures could be improved over time, and that the current Strategy enables that approach.
 8. Given this consensus, officials recommend 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).¹
 9. 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. Changes to implementation are needed 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.
 10. The Review has further illustrated that central government must shift how it works with iwi/Māori and communities at different levels to achieve the outcomes in the Strategy. For implementation, this means a shift from consultation/collaboration to partner/empower (ie, a shift to whānau-centred, community-led and centrally-enabled approaches). At the strategic decision-making level, this requires a shift from the current approach (typically to inform or undertake ad-hoc consultation) towards routine consultation and collaboration through enduring mechanisms.

1. Section 6D of the Children's Act 2014 sets out the requirements for consultation before adopting or changing the Strategy. Changes to the core components of the Strategy would trigger the statutory consultation requirements but changes to the implementation approach would not.

11. Considering all these inputs into the Review, we are proposing improvements to five key areas of the Strategy's implementation, some of which could be made within existing funding, and others that would require additional funding that could be sought as part of a Budget 2023 package and/or under future budgets.
12. The five changes are:
 - a. embedding ownership of the Strategy - increasing the representation of Iwi/Māori, Pacific and children and young people and focusing more on whānau-centred, community-led approaches and developing a learning system that includes diverse voices and perspectives
 - b. ensuring the governance approach is driving and supporting implementation - improving co-ordination and alignment across agencies and between agencies and communities and shifting the focus of governance away from central government to whānau, communities and children and young people
 - c. prioritising actions and areas of work that:
 - have the potential to make the biggest impact on the wellbeing of children and young people
 - help address significant disparities experienced by priority populations
 - require agencies to work together to make progress
 - are not better addressed through already established workstreams
 - d. ensuring that our approach to monitoring, measurement and reporting is efficient and effective
 - e. enhancing Te Ao Māori concepts of wellbeing in the implementation of the Strategy.
13. The Review of the Strategy has explicitly considered how to more fully consider the unique and specific needs, preferences and aspirations of tamariki and rangatahi Māori and their whānau. The recommended implementation changes in this paper reflect a commitment to ensuring these needs, preferences and aspirations are placed at the centre of future partnership. We will continue to engage on an ongoing basis in partnership with iwi/Māori on implementation of the Strategy.

Recommendations

1. **agree** that no changes are needed to the Child and Youth Wellbeing Strategy core components (the six outcomes, the principles and the approach of improving indicators and measures over time) YES / NO
2. **note** that the statutory requirement to consult would *only* apply if the core components of the Strategy were changed, and that therefore no further consultation will be required in relation to this Strategy Review
3. **agree** to the proposed changes to support implementation of the Child and Youth Wellbeing Strategy at **Appendix 1** YES / NO

4. **note** that “enabling whānau-centred, community-led approaches” was identified and consulted on as a *priority area* under the strategy, but through targeted consultation and engagement with the Social Wellbeing Board, we now consider that it is an *enabler* of implementation, as it is an essential means of achieving the other priorities
5. **agree** to regard “enabling whānau-centred, community-led approaches” as an enabler rather than a priority area under the Child and Youth Wellbeing Strategy
6. **note** that this change would mean there are four priority areas for the Child and Youth Wellbeing Strategy: Reducing poverty and addressing the impacts of socio-economic disadvantage; Enhancing child and whānau wellbeing in the first 1000 days; Addressing racism, discrimination and stigma; and Supporting the mental wellbeing of children and young people
7. **note** that the Social Wellbeing Board agreed the Lead Chief Executive model for the four priority areas in the Child and Youth Wellbeing Strategy at their 27 July 2022 meeting
8. **note** that the Social Wellbeing Board agreed that the following Chief Executive(s) will lead the four priority areas:
 - 8.1. reducing child poverty and mitigating the impacts of socio-economic disadvantage (Chief Executive, Department of the Prime Minister and Cabinet, with further work required to identify a joint Lead CE)
 - 8.2. enhancing child and whānau wellbeing in the first 1000 days (Chief Executive, Department of the Prime Minister and Cabinet (DPMC) (with further work required to identify a joint Lead CE and the possibility that the Lead role for this work will transition out of DPMC over time)
 - 8.3. addressing racism, discrimination and stigma (Secretary for Justice and Chief Executive, Ministry of Justice and Chief Executive and Secretary for Education)
 - 8.4. enhancing the mental wellbeing of children and young people (Director-General of Health and Secretary, Ministry of Health)
9. **note** that some of the changes in **Appendix 1** do not require additional funding, while others are not yet funded
10. **note** some of the changes to implementation in **Appendix 1** will require future budget bids and that the Department of the Prime Minister and Cabinet will work with agencies and provide you with initial advice in September 2022
11. **note** that the Department of the Prime Minister and Cabinet will work with agencies on a high level roadmap for the implementation changes and report back to you in September 2022

YES / NO

12. **note** that DPMC will work with Social Wellbeing Board agencies to identify other Lead Chief Executives (CE) or joint leads, as appropriate, and that the details of the Lead CE model will be agreed with Lead CEs

13. **forward** this advice to the Child and Youth Wellbeing Strategy Ministers for their information

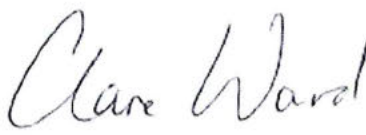
YES / NO


14. **note** that we are intending to publish the summary reports of the targeted stakeholder engagement and that these are being provided to your office for information

15. **note** that the next review of the Child and Youth Wellbeing Strategy must be completed by 18 August 2025, being within 3 years after the date of completion of the most recent review of it under Section 7A(b) of the Children's Act 2014

16. **agree** to proactively release this report and its appendices, subject to any appropriate withholding of information that would be justified under the Official Information Act 1982.

YES / NO


Clare Ward
Executive Director
Child Wellbeing and Poverty
Reduction
16 / 08 / 2022


Rt Hon Jacinda Ardern
Minister for Child Poverty Reduction
18 / 08 / 22

Proactively Released

Background

14. The vision of the Child and Youth Wellbeing Strategy (the Strategy), released in August 2019, is that “New Zealand is the best place in the world for children and young people”. The Strategy’s focus on addressing long-term enduring issues - notably eliminating 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.
15. Improving child wellbeing is also an area of co-operation under the Cooperation Agreement between The NZ Labour Party and The Green Party Of Aotearoa NZ².
16. The Strategy provides a framework for government and communities to work collectively and constructively to improve child and youth wellbeing outcomes across Aotearoa New Zealand. It articulates six outcomes for children and young people, including that all children and young people are: loved, safe and nurtured; have what they need; are happy and healthy, are learning and developing; are accepted, respected and connected; and are involved and empowered. The six outcomes in the Strategy are supported by a Programme of Action currently includes over 90 actions sitting across 17 government agencies.
17. There are four policy (ie, priority) areas in the Strategy that were developed in 2019 through consideration of the evidence base, consultation with a broad range of stakeholders, and through engagement with over 6,000 children and young people. They reflect what the evidence suggests are areas where the greatest impact can be made to improve the wellbeing of children and young people. They also reflect the importance of taking a “life stages” approach to improving wellbeing, and the importance of considering the wellbeing of children and young people in the context of their families, whānau and communities.
18. The four policy priorities are:
 - reducing child poverty and mitigating the impacts of socio-economic disadvantage³
 - supporting child and whānau wellbeing in the first 1000 days
 - expanding whānau-centred and community-led approaches to child and youth wellbeing
 - addressing racism, discrimination and stigma.
19. These priority areas were intended to articulate (alongside the Programme of Action), where the focus of action would need to be, to best support implementation of the Strategy.
20. The priority areas are considered key to implementing the strategy at local, regional and national levels and present the most potential for making a positive difference towards achieving the Strategy’s outcomes.
21. The first statutory review of the Strategy has just been completed. This paper describes the context, scope, findings and recommendations of the Review in three parts:
 - a. Part 1: Context and scope of the Review
 - b. Part 2: Findings from targeted engagement
 - c. Part 3: Recommendations

² 31 October 2020.

³ Originally expressed as two separate priorities, but subsequently combined into a single priority.

Part 1: Context and scope of the Review

The Children's Act 2014 and the reviewing Child and Youth Wellbeing Strategy

22. Section 7 of the Children's Act (the Act) sets out at a high level what a strategy for improving children's wellbeing includes. From the Act, 'strategy' can be interpreted as the: intended outcomes, measures for those outcomes, policies to achieve the intended outcomes, and likely effects of the policies proposed.
23. The Act stipulates that: "the responsible Minister must, in consultation with the children's Ministers, complete a review of the strategy:
- (a) within 3 years after the date of its first adoption under section 6; and
 - (b) thereafter within 3 years after the date of completion of the most recent review of it under this section."⁴
24. As the Strategy was launched on 18 August 2019 the Review must be completed by 18 August 2022.⁵
25. The Act requires that, before adopting or making any changes to the Strategy, the Minister must have regard to the following policy-related principles:
- policies should be informed by evidence about their expected effectiveness in achieving the social economic outcomes sought by the Strategy
 - policies should prevent or minimise negative social outcomes and, if they do occur, should address them as early as possible
 - the Government should evaluate the effectiveness of policies.
26. The responsible Minister must also have regard to the following child-related principles:
- children's intrinsic value and inherent dignity should be acknowledged
 - children's rights in New Zealand law must be respected and upheld
 - children should be viewed in the context of their families, whānau, hapū, iwi and other culturally recognised family groups and communities."
27. In relation to requirements of a review of the Strategy, the Act states that, "before adopting a strategy, or changing a strategy adopted, under section 6, the responsible Minister must consult, on the proposed strategy or change to the strategy:
- a. any children, or representatives of children, that the responsible Minister considers appropriate (in order to ensure that children's views on the proposed strategy or change are taken into account); and
 - b. the Children's Commissioner; and
 - c. the Minister of the Crown who is responsible for the Ministry of Māori Development; and
 - d. any representatives of Māori (for example, of iwi, and of Māori organisations) that the responsible Minister considers appropriate.

⁴ Section 7A: inserted, on 21 December 2018, by section 8 of the Children's Amendment Act 2018 (2018 No 58).

⁵ The timeframes for the Review are set out in **Appendix 2**.

28. The consultation requirements under s6 of the Children's Act 2014 apply to consultation where changes are being recommended to the strategy.
29. Importantly, as this is the first time the Child and Youth Wellbeing Strategy is being reviewed, the approach taken to the first review will set a precedent for future reviews.

A range of inputs were considered to determine the scope of the Review

30. The first key step was to determine the scope of the review. We considered a broad range of sources, including: recent reporting, a Process Evaluation of the Strategy's implementation, evaluations of specific work programmes, insights and themes from research reports that have been released, and consultations undertaken since the development of the Strategy in 2019. Key inputs into the scoping of the review are described in the section below.
31. A key input into the Review was the **independent Process Evaluation**, completed in February 2022. It included a review of contextual documents and reporting, interviews with key partners and stakeholders involved in the development and implementation of the Strategy, and an online stakeholder survey.
32. This Evaluation identified strengths within the Strategy as well as areas for improvement, in particular, how best to support implementation of the Strategy. It rated the Strategy's progress against eight factors and suggested some potential changes that could support implementation. The factors were: stakeholder support and buy-in; Strategy governance and delivery infrastructure; united and holistic implementation; implementation for Māori; framework that can be used by anyone; drives government policy; accountability for improved wellbeing; and accountability for Māori. **Appendix 3** sets out the ratings for each factor (using a four-point scale that describes the maturity as: emerging, enabled, established and embedded).
33. One key area the Process Evaluation highlighted was the need to specify Māori as a priority group, in order to give effect to Te Tiriti o Waitangi (Te Tiriti) and to act to the fullest extent to enable the achievement of equitable outcomes for tamariki and rangatahi Māori. The Evaluation presented a range of options, ranging from highlighting Māori as a priority group within the current Strategy and focusing actions on the specific needs, aspirations and preferences of tamariki and rangatahi Māori and their whanau, to adding Māori as a priority group in the Children's Act 2014. While we agree there may be scope to improve the legislative settings, we consider it is too soon to say whether they present significant barriers, and that there is scope to improve delivery for tamariki and rangatahi Māori within existing settings. We advised you in May 2022 that legislative review would be considered at a later stage, and therefore this was not considered in this Review of the Strategy.
34. The **Child and Youth Wellbeing Strategy Annual Report**, information included in the **Child Poverty Related Indicators** and Stats NZ's child poverty report were all inputs into the Review and provide a good overview of some of the latest trends and highlights. While we are seeing signs of progress in some areas significant disparities persist for many groups, including, Māori, Pacific, rainbow, and children and young people impacted by disability.
35. There are also indications the pandemic is having a significant impact on children and young people. **Data from the New Zealand Health Survey** shows that 19% of young people aged 15-24 years experienced high or very high psychological distress compared to 11% the previous year (prior to the COVID-19 pandemic). Disabled young people were three times as likely to experience psychological distress than non-disabled young people. These survey findings underscore how, despite the range of initiatives introduced, much more needs to be done to support better outcomes across the board, and for priority populations in particular.

36. A review of themes from **engagements undertaken with children and young people** over recent years shows that, while there are some new and emerging themes coming through (eg, concern about climate change and the impacts of social media), the key findings are largely consistent with what we heard during engagement to inform the Strategy. It also shows that mental distress or anxiety is featuring more strongly.
37. Advice to Cabinet on the scope of the review was developed with all these inputs in mind.

We developed advice to Cabinet on the scope of the Review based on these inputs

38. The initial assessment was that the Strategy could be better used to:
- drive and prioritise (rather than 'align') government policy
 - improve equity of outcomes by addressing barriers to the Strategy's responsiveness to tamariki and rangatahi Māori, disabled children and young people, and other groups that are overrepresented in adverse wellbeing outcomes
 - 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, including improving communication to the public and making key information more accessible
 - better integrate Te Ao Māori concepts of wellbeing.
39. Findings from the Process Evaluation, along with our monitoring and work with stakeholders, suggested that key considerations for improvement include:
- how best to give effect to the Strategy outcomes – the policies, Programme of Action and supporting communities to deliver
 - how implementation of the Strategy is governed, including outside of government
 - how progress against the Strategy is measured – the indicators and measures (including Child Poverty-Related Indicators) and streamlining the monitoring and reporting arrangements
 - how the Strategy could better integrate Te Ao Māori concepts of wellbeing.
40. In April 2022 Cabinet agreed [CAB-22-MIN-0189 refers] to these parameters and the review proceeded on that basis.

Targeted consultation was a key part of the Review

41. Cabinet also agreed that the Review would go beyond minimum consultation requirements by undertaking targeted, bespoke engagement with iwi/Māori representatives and child wellbeing and poverty stakeholders and experts in June and July 2022. It was important to ensure that the review also considered the views and experiences of a wider group of key stakeholders, most notably children and young people themselves.
42. This engagement has informed the Review and the advice on next steps to ensure that children and young people shape and drive the Strategy in the future. The targeted engagement focused on:
- a. testing the four priority areas (paragraph 18) as well as an additional priority (supporting the mental wellbeing of children and young people, which had been identified as an emerging key priority).
 - b. the enablers that support the Strategy's implementation; the enablers span all the priority areas and drive how we *think* (eg, Te Ao Māori as a way of understanding the

aspirations and needs of whānau and communities); how we *work*; how we *know that what we are doing is making a positive difference* and how we *learn as a system*. The enablers are intended to drive us towards better outcomes for all tamariki and rangatahi and to encourage innovation at all levels of the system.

43. The four enablers we tested through our targeted engagement were:
- the measurement, monitoring and reporting on child and youth wellbeing
 - governance arrangements
 - collective ownership and involvement of children and young people
 - integration of Te Ao Māori concepts of wellbeing.
44. The targeted engagement (summarised at a high level at **Appendix 4**) included:
- Engagement with children and young people to understand their views on enduring mechanisms of engagement, and how they can be supported and encouraged to have their say, and be more involved in government and local decision-making. This involved:
 - seven in-person workshops with diverse groups of children (aged 8-12 years and 12-16 years) facilitated by the Office of the Children's Commissioner, in partnership with schools and community organisations,
 - seven in-person and online workshops with established agency Youth Advisory Groups, VOYCE Whakaronga Mai, and disability and rainbow youth (ages range from 15-25 year olds)
 - 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 worked with a range of stakeholders to provide 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, Social Service Providers Aotearoa, New Zealand Council of Christian Social Services, Ara Taiohi, Barnardos and Plunket)
 - Whānau Ora Commissioning Agencies (Pasifika Futures and Te Putahitanga)
 - Experts in child wellbeing and child poverty (including academics, advocates, Chief Science Advisors, former Strategy Reference Group members)
 - Communities and stakeholders on place-based initiatives facilitated through TSI, with recording and analysis being performed separately for each.

Part 2: Findings from targeted engagement

45. Targeted engagement drew on diverse perspectives and provided a range of information on which to base the Review recommendations. The findings from the engagement with children and young people and partners and stakeholders are outlined below and with other stakeholders from paragraph 43 onwards.

The engagement with children and young people focused on their ideas for creative and sustainable ways of engaging

46. The children and young people were asked about their experience of being involved in engagements with government – the good and the bad – and their experience of feeling heard or not. We then asked for their creative ideas to better engage with children and young people in a more sustainable way, including how we can better involve those on the margins.

What we heard from children and young people

47. Key themes from our engagement with children and young people include:
- **Young people want a range of ways to engage with government.** There was no single method or setting that was preferable; children and young people want choice and flexibility in methods, settings, types. They also talked about wanting direct access to decision makers. Most suggested methods are well established, however, novel ideas included a “gamified” form of engagement, opportunities to express their perspectives artistically, and ‘town hall’-style meetings just for youth, with local government or local MPs.
 - **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: getting the venue and facilitation right; ensuring engagement is inclusive and culturally appropriate; feeling safe to share their voices; feeling respected and listened to; and good feedback loops, followed by action.
 - **Children and young people want support and opportunities to learn and develop.** Many children and young people didn’t understand their rights 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.
 - **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
 - **Children and 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 is 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.

Targeted stakeholder engagement focused on the Strategy, priorities and enablers

48. The key areas for the targeted engagement included: experience of the Strategy to date; areas of focus and prioritisation; ways of working and measurement, monitoring and reporting. Stakeholders also shared their experiences of the impacts of COVID-19, and the current economic and social environment, on community and child wellbeing.⁶ Further information on these is included in the sections below, a summary of engagement is provided at **Appendix 4** and a full report from the stakeholder engagement will be published.

What we heard from stakeholders

49. Similar experiences, opportunities and concerns were raised by many of those we engaged with. Stakeholders representing specific communities advocated for these, in addition to their general feedback.

Key area 1: Experience of the Strategy to date

Stakeholders reported mixed experiences of the Strategy to date

50. Stakeholders supported the core components of the Strategy. Stakeholders supported the development process, and had confidence that the vision and outcome areas were sound.
51. Stakeholders were less positive about progress in implementing the Strategy. They report the Strategy has had minimal reach outside of central government and had not seen the impact of the Strategy 'on the ground'. Some stakeholders were unfamiliar with the way the Strategy defines and measures wellbeing.
52. This corroborates the findings of the Process Evaluation and adds the voices of key stakeholders, external to government, that were under-represented in that evaluation.

Key area 2: Focus and prioritisation

Stakeholders support prioritisation

53. All stakeholders supported the idea of prioritisation generally, reporting that the breadth of the Strategy made it challenging to know whether government was making progress in the focus (priority) areas. They reported that the original priorities remain important and supported the approach to prioritise implementation in a small number of key areas.
54. This corroborates earlier findings that the existing Programme of Action has not sufficiently supported government and non-government stakeholders to concentrate their efforts and thereby make the greatest wellbeing gains for children and young people.

Stakeholders support the proposed priorities

55. Stakeholders reported that the original Strategy's priorities are sound and identified the following areas as important:
- mental wellbeing (proposed for addition)
 - poverty (existing Strategy priority)
 - violence, abuse and neglect (an existing government priority through Te Puna Aonui and Oranga Tamariki)

⁶ In the course of the engagement, stakeholders shared views about a range of government strategy and work programmes. We have included these views in the summary of engagement; however, some matters raised may not be addressed through implementation of the Child and Youth Wellbeing Strategy, but in other work programmes.

- retention in education (an existing government priority through the Ministry of Education's Attendance Strategy)
- racism and discrimination (existing Strategy priority).

Stakeholders reinforced approach needed

56. In addition to identifying priority areas for focus, stakeholders identified the following themes they consider should frame approaches to the Strategy overall:

- Addressing disparities/inequities
- Focus on enhancing protective factors, not just ameliorating risk factors
- Taking a "life course" approach that better recognises the significance of 'ages and stages' and different transition points for children and young people
- Understanding and addressing enduring impacts of COVID-19
- Being clear on what success looks like for whānau

Key area 3: Ways of working

Stakeholders want government to change the way it works

57. Much of the feedback centred around ways of working, in particular governance and community leadership.
58. Stakeholders asked for government to join up more, to work more effectively with communities and to involve children and young people in government policy making and work programmes.
59. Stakeholders experienced a lack of clarity in the relationships between existing government strategies, services and work programmes, identifying the need for better alignment from the perspective of whānau. They reported that whānau have to navigate complex agency arrangements to get the support they need.
60. Stakeholders asked for government to work differently with communities, they sought a greater role for non-government organisations and local government in setting priorities and delivering initiatives.
61. Stakeholders also expected greater involvement of children and young people in the delivery of the Strategy. This is needed at all levels from governance to consultation.

Stakeholders expect government to honour its Te Tiriti obligations

62. Stakeholders told us this looks like embedding tangata whenua in governance, direction setting, investment decisions, placing Te Ao Māori at the same level as the Pakeha world view and enacting Kaupapa Māori approaches – by Māori, for Māori.
63. Stakeholders asked government to ensure whānau are the unit for policy and investment, stating the child doesn't sit in isolation, and often neither does the household.

Stakeholders sought a shift in the locus of control to communities and an enduring commitment to partnership

64. They identified that government needs to support community leadership, governance and self-determination and enable communities to leverage their strong relationships and locally grown successes. This includes more power sharing power and shared decision-making.
65. Stakeholders reiterated the need for simpler and more stable community resourcing (including wanting more flexible/less prescriptive models). They reported that significant resource goes into securing resourcing and meeting the administrative and reporting burden

for short-term contracts, and this comes at a cost to the success and reach of community programmes.

Some stakeholders advocated strongly for place-based investment and asked government to invest in activities that consider wellbeing needs and aspirations in context of child's community and their connection to place

66. This engagement corroborates earlier findings that stakeholders want government to work more effectively, and that communities consider themselves the agents of change and feel they are not supported sufficiently in this role.

Key area 4: Measurement, monitoring and reporting

Stakeholders seek a more balanced approach to measurement, monitoring and reporting that will better serve communities

67. Stakeholders supported the holistic approach to measurement within the Strategy but sought refinements and better communication. Much of the feedback centred around the data and information needs of communities and the ways in which government could better support two-way information flows.
68. Some stakeholders experienced the current Child and Youth Wellbeing Strategy Indicators as too deficit focused. Some sought indicators and measures that better reflected Te Ao Māori concepts of wellbeing. Stakeholders asked government to consider the wellbeing of whānau as core to child and youth wellbeing and reframe our reporting in this way.

We sought advice on whānau-centred, community-led approaches and strengthening Te Ao Māori concepts of wellbeing

69. As part of the Review, we engaged The Southern Initiative (TSI) and the Auckland Co-design Lab to develop advice on how to embed whānau-centred, community-led ways of working to enhance collective ownership and action in implementing the Strategy
70. The advice drew together:
- practice-based evidence from their innovation work across the early years and rangatahi wellbeing over the last six years
 - mahi as hoa haere/learning partner to central government agencies such as ACC, Ministry of Health, Oranga Tamariki (Takai), Ministry of Social Development and Te Hirigina Haurora (the Early Years Implementation Learning Platform).
 - Wananga and kōrero with key stakeholders on whānau-centred and community-led approaches including TOI Foundation, Inspiring Communities, the Change and Innovation Agency, Manaaki Tairawhiti, South Auckland Social Wellbeing Board, Waikato Wellbeing Project, Te Hiringa Hauora and the Panel for the Review into the Future of Local Government.
71. The Executive Summary of the report is included in the box below.

Box 1: Whānau-centred, community-led approaches: what would it take?

- 1 The Child and Youth Wellbeing Strategy's holistic nature and aspirational focus means it has a crucial role to play as a cohering framework for mobilising collective ownership and bringing together a united effort toward child and youth wellbeing. But this potential has not yet been fully realised.
- 2 There needs to be greater intentionality around how the Strategy is enacted going forward in order to overcome the power of inertia and disrupt status quo (agency led) approaches that are failing to deliver the aspirations of children, young people and their whānau.
- 3 There is strong alignment from those leading on whānau centred and community led approaches across Aotearoa that one of the biggest constraints to progress is how government works - 'business as usual' top-down approaches are contributing to holding inequity in place.
- 4 Central to achieving better and more equitable outcomes is how we share power differently with whānau and communities, and 'bring Te Tiriti alive' through the way we partner and collaborate at every level of the system, including through the development and implementation of recommendations from the Strategy review. There is much to be hopeful about.
- 5 Current reform and transformation efforts across government are helping to lay the foundation for working in ways that are more orientated around what matters to people in place, enacting Te Tiriti, prioritising equity and supporting intergenerational wellbeing.
- 6 There is a mandate to shift towards a whānau centred, locally-led and centrally enabled system - but from our experience agencies are still grappling with the "how".
- 7 The process for reviewing the Strategy presents a timely opportunity to develop/evolve/mature our infrastructure and operating model to enable a more 'ground up' approach to implementation and enabling wellbeing in place - and to use this infrastructure to 'collapse the distance' between what matters to children, young people and their whānau on the ground and the planning, policy making and commissioning undertaken by central government agencies in an ongoing way.
- 8 The review of the Strategy must include a focus on creating the authorising environment, enabling conditions, focus, leadership capabilities and ultimately the accountability for central government agencies to make this shift happen.

Unleashing the potential of whānau-centred and community-led ways of working: Enhancing collective ownership and action, Report from The Southern Initiative and Auckland Co-design Lab, July 2022

72. The TSI report draws on a range of stakeholder perspectives and highlights opportunities to better support implementation of the Child and Youth Wellbeing Strategy, at both strategic and operational levels. These opportunities are reflected in the recommendations in the section below.

Part 3: Recommendations

Feedback highlighted the connections between whānau-centred, community-led approaches and all the priority areas, and confirmed the importance of mental wellbeing

73. “Enabling whānau-centred, community-led approaches” was identified and consulted on as a *priority area* under the Strategy, but through targeted consultation and engagement with the Social Wellbeing Board, we now consider that it is an *enabler* of implementation, as it is an essential means of achieving the other priorities. We are therefore recommending that it be considered an enabler, rather than a priority area, going forward. Te Puni Kōkiri will continue to take a lead role in this work supporting or partnering with agencies on key workstreams.
74. There is also strong support to include child and youth mental wellbeing as an additional priority area; this was supported in the targeted engagement with children and young people and with partners and stakeholders, and is also supported by specific evidence noted in paragraph 35.

There are also five improvements that will support implementation of the Strategy

75. Based on the review findings, we are proposing five key improvements to better support implementation of the Strategy:
- embedding ownership of the Strategy** eg, by increasing the representation of Iwi/Māori, Pacific and of children and young people (across governance, ownership and leadership of implementing the strategy) and by focusing more on whānau-centred, community-led approaches and embedding a learning system that includes diverse voices and perspectives
 - ensuring the governance approach is driving and supporting implementation** eg, by looking more closely at our established governance approach through the Social Wellbeing Board (including through identifying lead CEs to drive progress on the priority areas) to determine whether, or how, our collective approach could be strengthened to better drive and support implementing the Strategy. This includes improving co-ordination and alignment across agencies and between agencies and communities and shifting the focus of governance away from central government to whānau, communities and children and young people
 - refining focus and prioritisation** eg, by prioritising, and looking to focus investment in, those areas of work and actions that:
 - have the potential to make the biggest impact on the wellbeing of children and young people
 - help address significant disparities experienced by priority groups
 - require agencies to work together to make progress
 - are not better addressed through already established workstreams
 - continuing to improve the measurement, monitoring and reporting approach** eg, by ensuring that our approach to measurement, monitoring and reporting is effective, promotes and promulgates robust evaluation and draws on a wide range of voices to interpret evidence and generate insights - including children and young people, communities, government and academic child and wellbeing experts
 - enhancing Te Ao Māori concepts of wellbeing in the implementation** of the Strategy eg, by building on existing work (two examples of which are Te Hiringa Mahara (Mental

Health and Wellbeing Commission) - He Ara Oranga (wellbeing outcomes framework), which considers the elements of wellbeing from both Te Ao Māori and shared perspectives; and work being undertaken by the South Auckland Social Wellbeing Board in partnership with TSI.

76. All of these improvements will help the Strategy to be the key framework that guides decisions relating to child and youth wellbeing in areas predominately focused on children and young people (eg, the first 1000 days).
77. They will also help ensure that the Strategy is an important reference point for decisions in areas where children and young people are only one of the affected population groups (eg racism, discrimination and stigma).
78. Some of these changes could be made within existing funding while others would require additional funding that could be sought as part of a Budget 2023 package and/or under future budgets. For each proposed change, the impacts, timeframes, and complexity differ. Further work would be required to determine the likely costs.

Based on these five improvements, we are making 16 specific recommendations

79. Based on feedback and other inputs into the review, we propose 16 changes to support implementation of the Strategy, all of which relate to the five improvements above. **Appendix 1** provides an overview of the proposed changes, which are summarised below:

In order...	we recommend...
To improve coordination and alignment across agencies and between agencies and communities:	<ol style="list-style-type: none"> 1. Social Wellbeing Board identify lead Chief Executives (within the existing cross-agency governance arrangements) to be system convener for each priority area in the Strategy 2. Ensuring 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) 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 4. Use the Strategy to join up/weave together the various transformation efforts on the ground (this could include identifying opportunities to tell positive stories about the Strategy and its implementation, including through youth voice and community champions)
To strengthen child and youth leadership in the focus & implementation of the strategy:	<p>Adding a range of enduring mechanisms/ways to strengthen representation of children and young people in the focus and implementation of the Strategy, including:</p> <ol style="list-style-type: none"> 5. Refreshing and amplifying best practice guidelines for engaging with children and young people, to be shared across government agencies 6. Exploring ways of increasing promotion of existing civics education resources, and encouraging their wider use within the school system 7. Establishing regular network and development opportunities for members of youth advisory/leadership groups eg, annual wananga with various decision makers 8. Developing an online platform to raise visibility of representation and engagement opportunities for children and young people; and findings of engagements with children and young people

In order...	we recommend...
To strengthen community and whānau leadership that drives action and contributes to a coherent implementation learning system:	<p>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</p> <p>10. Developing 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</p> <p>11. Reviewing and updating the mechanisms for implementing the Strategy to enable a collective 'learning by doing' rather than a traditional arms-length planning approach to implementation</p> <p>12. Creating 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</p>
To ensure that monitoring, measurement and reporting is effective and efficient:	<p>13. Working with agencies, iwi Māori, community partners representing the voices of children and young people to develop a suite of monitoring, measurement, 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</p> <p>14. Including iwi/Māori and children and young people and community organisations to help critically interpret the evidence and generate actionable insights</p>
More intentional steps to embed Te Ao Māori concepts of wellbeing into the strategy	<p>15. Working 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.</p> <p>16. Including 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</p>

The Social Wellbeing Board is the governance body for the Strategy

80. The Social Wellbeing Board (SWB) met on 27 July 2022 and agreed to the Lead CEs model to support implementation of the Strategy.
81. SWB also had an initial discussion about which Chief Executives could or should lead the four priority areas, with a Lead CE(s) confirmed for three of the four priorities, and further discussion to follow on the lead CE for the fourth priority and potential joint Lead CEs on three of the four priorities, as follows:
- reducing child poverty and mitigating the impacts of socio-economic disadvantage (Chief Executive, Department of the Prime Minister and Cabinet, with further work required to identify a joint Lead CE)
 - enhancing child and whānau wellbeing in the first 1000 days (Chief Executive, Department of the Prime Minister and Cabinet, with further work required to identify a

joint Lead CE and the possibility that the Lead role for this work may transition out of DPMC over time)

- addressing racism, discrimination and stigma (Secretary for Justice and Chief Executive, Ministry of Justice and Chief Executive and Secretary for Education)
- enhancing the mental wellbeing of children and young people (Director-General of Health and Secretary, Ministry of Health, with further work required to identify a joint Lead CE).

82. DPMC will work with SWB agencies to confirm the list of Lead Chief Executives.

Treaty of Waitangi considerations and te ao Māori perspective

83. The implementation of the Strategy is intended to give practical effect to Te Tiriti o Waitangi. This includes acting to the fullest extent possible to enable the achievement of equitable outcomes for tamariki and rangatahi Māori. One of the Strategy's principles is that Māori are tangata whenua and the Māori-Crown relationship is foundational. The Review of the Strategy has explicitly considered how to more fully consider the unique and specific needs, preferences and aspirations of tamariki and rangatahi Māori and their whānau. The recommended implementation changes in this paper reflect a commitment to ensuring these needs, preferences and aspirations are placed at the centre of future partnership. We will continue to engage on an ongoing basis in partnership with iwi/Māori on implementation of the Strategy.

Consultation

84. The following agencies were consulted in the development of this paper: the Ministries of Health, Justice, Education, Social Development, Youth Development, Pacific Peoples, Women, Housing and Urban Development; as well as Oranga Tamariki, New Zealand Police, the Social Wellbeing Agency, Te Puni Kōkiri, Te Puna Aonui, Te Arawhiti, the Department of Internal Affairs, the Accident Compensation Corporation, Te Kawa Mataaho, Statistics New Zealand, Department of Corrections and the Treasury.

Financial implications

85. The financial implications of the proposals in this paper are yet to be costed. It is likely that any future bid for funding (including in Budget 2023) would be included in a future budget package. Some of the proposed changes would not require funding or could potentially be funded through re-prioritisation or added to existing activities.

Next Steps

86. We have shared the recommendations on the Strategy review and the proposed changes with several partners and stakeholders through the targeted consultation. All have indicated they are highly supportive of the recommendations and proposed changes and are keen to work with us and other agencies to embed these changes collectively in particular by working together to embed whānau-centred, community-led approaches in place.

87. The Review has further illustrated that central government must shift how it works with iwi/Māori and communities at different levels to achieve the outcomes in the Strategy. For implementation, this means a shift from consultation/collaboration to partner/empower (ie,

a shift to whānau-centred, community-led and centrally-enabled approaches). At the strategic decision-making level, this requires a shift from the current approach (typically to inform or undertake ad-hoc consultation) towards routine consultation and collaboration through enduring mechanisms.

88. To further strengthen our collective efforts to implement the Child and Youth Wellbeing Strategy:
- We will work in partnership with Pou Tangata, The Southern Initiative, Whānau Ora Commissioning Agencies, the Social Wellbeing Board, agencies and other stakeholders to further embed Te Ao Māori concepts of wellbeing in the implementation of the Strategy.
 - We will work with Lead CEs, agencies, partners and stakeholders to develop a high-level implementation roadmap to guide implementation of the 16 changes recommended in the Strategy Review (including, at a central government level, identifying which agencies will be best placed to help drive and support these changes). The high-level roadmap will include next steps for our evolving approach to measurement, monitoring and measurement of progress towards the six outcomes in the Strategy. We will report back to you on the implementation roadmap in September 2022.
 - Subject to your final agreement, we will also work with the Lead CEs for each of the four priority areas to develop, by end the end of 2022, a high-level roadmap/plan (where one does not already exist) for each of the four priority areas. The roadmap/plan will outline the work required to determine: what success looks like; what should be done to achieve this; what work is already underway and where the gaps are; and how we'll know we're successful.
89. Quantitative evidence from survey and administrative data will continue to play a crucial role in supporting strategic analysis and decision making. However, there will always be limits to the insights that can be gained from these data sources – in terms of the quality, breadth, frequency and depth needed to “see” changes over time as well as differences across people and place. The approach outlined above will therefore be important by providing opportunities to draw on a wide range of voices to help critically interpret the evidence and generate actionable insights.
90. Some of the changes to implementation in **Appendix 1** will require future budget bids; the Department of the Prime Minister and Cabinet will work with agencies and provide you with initial advice in September 2022.
91. In relation to the stakeholder feedback in Part 2, DPMC acknowledges that there is significant work already underway that will support the achievement of the outcomes in the Child and Youth Wellbeing Strategy. Social Sector Commissioning and the Oranga Tamariki Action Plan and Implementation Plan are two key examples of how we are transforming the way we work in the social sector and with stakeholders. We will continue to work with agencies, partners and stakeholders to ensure this and other key work is aligned with the Child and Youth Wellbeing Strategy implementation.
92. Also important to the Review approach and findings are the contextual factors that are impacting on income adequacy, inequity, and wellbeing. These factors include the impacts of the COVID-19 pandemic on children and young people, which began the year after the Strategy was launched. We will work with agencies, partners and communities to ensure these impacts are well understood and reflected in policy advice relating to the Child and Youth Wellbeing Strategy.

Appendices	Title	Security classification
Appendix 1	Summary of implementation changes	In confidence
Appendix 2	Timeline for Review of Child and Youth Wellbeing Strategy	Unclassified
Appendix 3	Process Evaluation recommendations	Unclassified
Appendix 4	Summary of targeted engagement on Strategy Review	Unclassified

Proactively Released

Appendix 1: Summary of implementation changes

Proactively Released

Appendix 1: Changes to the Child and Youth Wellbeing Strategy Implementation Approach



1 We drew on engagement feedback and other inputs to develop initial advice
 The other inputs included findings from recent reporting and insights and themes from research reports and consultations, as well as evaluations of specific work programmes that have been undertaken since the development of the Strategy in 2019.

2 There is strong agreement with the vision and outcomes in the Strategy
 Stakeholders agreed that the Strategy's vision and six outcomes set out in the Strategy remain sound and relevant and provide a strong basis for collective action to improve the wellbeing of children and young people. Stakeholders also noted the indicators and measures could be improved over time, and that the current Strategy provides the means to do that. We recommend **no changes be made to the core components of the Strategy** (i.e. the six outcomes, the principles and the approach of improving indicators and measures over time).

3 We also identified a range of ways that implementation of the Strategy could be better supported to:

- drive and prioritise government policy
- encourage more collective ownership of the Strategy among communities and non-government organisations
- identify ways in which the monitoring and reporting arrangements could be more efficient and effective
- better integrate Te Ao Māori concepts of wellbeing.

There is agreement that the focus should be on embedding the Strategy and supporting implementation

4 To determine whether (and if so, what) changes may be needed to support implementation, we mapped stakeholder feedback on the Strategy's priority areas and enablers. We were able to identify where things were working well (with no changes recommended) and where changes might be beneficial. We considered two things: *what (if anything) is not working well* (ie where is change needed) AND (using evidence about what works) *what would make a positive difference to progress this priority area and/or better use the enablers?* **The four Strategy enablers we consulted on are:** (1) Governance arrangements; (2) Harnessing collective ownership and involvement, including of children and young people; (3) Measurement, monitoring and reporting on child and youth wellbeing; and (4) integrating Te Ao Māori concepts of wellbeing. **Following consultation, we are recommending that one of the five priority areas – Expanding whānau-centred, community-led approaches – be considered an enabler rather than a priority area, as it spans and supports all priorities.** The table below proposes ways these enablers could be used to progress all of the priority areas, whether additional funding would be required, and timeframes.

What change is needed?	
Governance arrangements	
Improved coordination and alignment across agencies and between agencies and communities	<ol style="list-style-type: none"> 1. Social Wellbeing Board to identify Lead CEs (within the existing cross-agency governance arrangements) to be system convener for each priority area in the Strategy (no additional funding required; short term) 2. Ensuring 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 term) 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 (or amplify/complement existing) 'backbone' functions that: <ul style="list-style-type: none"> o enable the decision-making and the development of solutions to happen closer to whānau o support reconfiguration of existing resources around what matters and makes the most difference o enable different transformation efforts to be brought together in a coherent effort to enable child and youth wellbeing (requires funding unless existing work leveraged; short-medium term) 4. Use the Strategy to join up/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; short-medium term)
Harnessing collective ownership and involvement & Expanding whānau-centred, community-led approaches	
Strengthened child and youth leadership and ownership	<p>Add enduring mechanisms/ways to strengthen representation of children and young people in the focus and implementation of the Strategy, including:</p> <ol style="list-style-type: none"> 5. Refreshing and amplifying best-practice guidelines for engaging with children and young people, to be shared across government agencies (no additional funding required; short term) 6. Exploring ways of increasing promotion of existing civics education resources, and encourage their wider use within the school system (no additional funding required; short term) 7. Establishing regular network and development opportunities for members of youth advisory/leadership groups eg, annual wananga with various decision makers (requires funding; short-medium term) 8. Developing 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; short-medium term)
Stronger community and whānau leadership that drives action & contributes to a coherent implementation learning system	<ol style="list-style-type: none"> 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 (may require funding) 10. Developing enduring mechanisms for Pacific and non-government leaders, experts and whānau to be actively involved in shaping Strategy implementation at <i>national, regional and local levels</i> (requires funding; medium term) 11. Reviewing and updating 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 priority areas 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; medium term) 12. Creating 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; short-medium term)
Measurement, monitoring and reporting	
Efficient and effective measurement, monitoring and reporting	<ol style="list-style-type: none"> 13. Working with agencies, iwi Māori, community partners representing the voices of children and young people to develop a suite of monitoring, measurement, 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; medium term) 14. Including iwi/Māori and children and young people and community organisations to help critically interpret the evidence and generate actionable insights (requires funding; medium term)
Te Ao Māori concepts of wellbeing	
More intentional steps to embed Te Ao Māori concepts of wellbeing into the Strategy implementation	<ol style="list-style-type: none"> 15. Working 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 (eg, governance and measurement) (requires funding; medium term) 16. Including 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; medium term)

Child and youth mental wellbeing will be added as a priority focus area, a Lead CE or Lead CEs will be identified for each priority to drive change and we will focus on fewer actions overall

5 There was strong support for adding mental wellbeing as a priority area and making expanding whānau-centred, community-led approaches and enabler. We will:

- Elevate the importance of the mental wellbeing for children (tamariki) and young people (rangatahi) by making it a priority area and make whānau-centred approaches a strategy enabler (how we work across all priority areas) not a discrete priority area (what we focus on) (no additional funding required).
- Make "expanding whānau-centred, community-led" an enabler rather than a priority area, as it is an essential means of achieving the other priorities.

6 There was strong support for focusing on fewer actions overall. We will:

- Keep the Programme of Action as a communications tool, not as a focus of the Strategy implementation, monitoring and reporting (links to actions 4 and 13 in table above) (no additional funding required).
- Start small and demonstrate what it looks like for the Strategy to be activated in place (eg, focusing on first 1000 days). Identify opportunities to partner with a small number of localities to galvanise the infrastructure and operating model for whānau-centred, locally-led, regionally-supported and centrally-enabled implementation and use this learning to scale out a new BAU (links to actions 2, 3, 9, 10, 11 and 12 in table above) (requires funding unless existing work is leveraged).

7 The Social Wellbeing Board has agreed there will be a Lead CE(s) for each of the four priority areas

The lead Chief Executive(s) for each priority area will be responsible for:

- acting as system convener for a priority area in the Strategy, to help drive policy and investment decisions and support implementation.
- developing a high-level implementation roadmap/plan (or sharing an existing work programme where this already exists) for the priority area that outlines the work required and when this work will be done, to determine: what success looks like; what should be done to achieve this; what's underway and where the known gaps are; and how we'll know we're successful.

The high-level implementation plans will include opportunities to draw on a wide range of voices to help critically interpret the evidence and generate actionable insights.

8 Next steps: What would it take to make these changes? The review has further illustrated:

- Central government must shift how it works with iwi/Māori and communities at different levels. In the implementation space this means a shift from consultation/collaboration to partner/empower (ie, a shift to whānau-centred, community-led and centrally-enabled approaches).
- At the higher, strategic decision-making level, a shift is required away from our current approach (inform/ad-hoc consultation) towards routine consultation and collaboration through enduring mechanisms.

Some of these changes could be made or work commenced within existing funding; others would require additional funding that could be sought as part of a Budget 2023 package and/or under future budgets. For each proposed change, the impacts, timeframes, and complexity differ. Further work is required to determine the likely costs. We will work with Lead CEs, agencies, partners and stakeholders to develop a high-level roadmap for making changes to the implementation approach. This implementation roadmap will include next steps for our evolving approach to measurement, monitoring and measurement of progress.

Appendix 2: Timeline for review of the Child and Youth Wellbeing Strategy

	Phase	Timing	What happens in this Phase?	Key decision/s
1	Review the Strategy Key inputs: 2020/21 Annual Report, CRPI Reports, Strategy implementation reports to Cabinet, process evaluation	March – August 2022	<ul style="list-style-type: none"> Responsible Minister has broad discretion to determine the scope and process for the review Consultation with Children's Ministers, iwi/Māori and children and young people Officials provide advice to the Minister for Child Poverty Reduction on findings of review and proposed next steps 	<ul style="list-style-type: none"> What is the scope of the review? Who else will we consult with? Does the Strategy need to be changed? (YES/NO) If YES, what will be consulted on? If NO, no further consultation required on review
2	(If required) Minister (and Cabinet) agree to any proposed changes for consultation and consultation takes place	September – November 2022	<ul style="list-style-type: none"> Consultation on any possible changes to the Strategy. Legal requirements for any changes to the Strategy include consideration of specific policy and child-related principles and consultation with representatives of children, the Children's Commissioner, the Minister for Māori Development and Māori 	<ul style="list-style-type: none"> What changes to the Strategy are we proposing in response to the consultation process?
3	(If required) Changes to Strategy agreed	March- April 2023	<ul style="list-style-type: none"> Minister and Cabinet agree to any changes to the Strategy and new/Updated Strategy launched 	<ul style="list-style-type: none"> Does Cabinet agree with the proposed changes?

Note: the Review findings confirm that no changes are required to the core components of the Strategy, and that therefore no further consultation is required on changes that relate to implementation of the Strategy.

Appendix 3: Process Evaluation Recommendations

Rating in evaluation	Current Rating	Possible change to implementation approach
1. Stakeholder support and buy-in	Established	<ul style="list-style-type: none"> Strengthen Māori voice Establish enduring mechanisms for community and sector representation Include Māori concepts of wellbeing (so that more people can see themselves in the Strategy)
2. Strategy governance and delivery infrastructure	Enabled	<ul style="list-style-type: none"> Establish enduring mechanisms for community and sector representation Increased maturity in this criterion could be achieved through ensuring that the status of Māori as Treaty partners is reflect in the governance structure Increase diversity of perspectives in advisory roles – this includes Māori, Pacific and NGO leaders and experts
3. United and holistic implementation	Enabled	<ul style="list-style-type: none"> Tap into (leverage) existing relationships and strengthen partnerships with iwi/Māori and NGOs
4. Implementation for Māori	Emerging	<ul style="list-style-type: none"> Strengthen Māori voice in governance so that Māori needs and aspirations are reflected (and in doing so, increase buy-in) Governance that supports and enables a more concerted approach to sharing decision-making power and resources
5. Framework that can be used by anyone	Established	<ul style="list-style-type: none"> Focus implementation on fewer actions (i.e. identify a small number of priority areas to focus on in the short term) Possibly structuring governance more closely to the Strategy itself (e.g. lead Minister/s and agency/agencies for the five priority areas), with reporting and accountabilities set up to reflect this more clearly There is an action here about our approach to engagement and promulgating the Strategy more, identifying opportunities to influence
6. Drives government policy	Enabled	<ul style="list-style-type: none"> For the Strategy to be transformational, it needs to play a stronger role in driving government policy, with investments and actions currently being aligned to the Strategy but not yet driven by the outcomes the Strategy is seeking to achieve. We could possibly create the lead Minister/Lead agency approach for each of the priority areas
7. Accountability for improved wellbeing	Established	<ul style="list-style-type: none"> Many indicators and measures are sound; others need to be improved or replaced Need to include more diverse stakeholder perspectives and measures
8. Accountability for Māori	Enabled	<ul style="list-style-type: none"> We need to look at including measures around institutional effectiveness in meeting the needs of tamariki and rangatahi and whanau New strengths-based, Te Ao Māori-grounded measures

Appendix 4: Summary of targeted engagement on Strategy Review

Proactively Released

Appendix 4: Summary of targeted engagement on 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



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 Whakarongo 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, reliable 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.

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)