



## Coversheet

### Briefing: Child and Youth Wellbeing Strategy: Implementing the Review Recommendations

Date:	21/09/2022	Report No:	DPMC-2022/23-155
		Security Level:	<del>BUDGET SENSITIVE</del>
		Priority level:	MEDIUM

Action sought	Deadline
Rt Hon Jacinda Ardern Minister for Child Poverty Reduction	Consider the recommendations and discuss at the Officials Meeting at 12pm on 28 September 2022 28/09/2022

Name	Position	Telephone	1 <sup>st</sup> Contact
Clare Ward	Executive Director Child Wellbeing and Poverty Reduction	s9(2)(a)	✓
Kate West	Chief Advisor		

Departments/agencies consulted on Briefing
We are consulting agencies on the Implementation Roadmap but haven't explicitly consulted them on this briefing.

#### Minister's Office

Status:

Signed

Withdrawn

Comment for agency

Attachments: No

# Briefing

## Child and Youth Wellbeing Strategy: Implementing the Review Recommendations

To: Rt Hon Jacinda Ardern  
Minister for Child Poverty Reduction

Date	21/09/2022	Security Level	<del>BUDGET SENSITIVE</del>
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### Purpose

- The purpose of this briefing is to:
  - update you on progress towards implementing the recommendations from the Review of the Child and Youth Wellbeing Strategy (the Review), which was completed on 18 August 2022
  - s9(2)(f)(iv)
  - seek your feedback on potential communications and engagement activities to support implementation of the Child and Youth Wellbeing Strategy (the Strategy).

### Executive Summary

- In the final advice on the Review, the Department of the Prime Minister and Cabinet (DPMC) undertook to provide you with advice on a high-level implementation roadmap (the roadmap), as well as any financial implications in September 2022 [DPMC-2021/22-2587 refers]. This report provides you with an update on early implementation work and planned next steps.

#### Implementation roadmap and early implementation work

- The purpose of the roadmap is to set out how each of the Review's 16 recommendations will be implemented over the next 12-18 months. Developing the roadmap is an iterative and collaborative process, and we will continue working with agencies and partners to reflect further detail on the scope, as each of the areas of work develops. We will provide your office with the detailed roadmap in early October.
- In addition to setting out the key deliverables and timelines in relation to each recommendation, the roadmap identifies the key interdependencies and opportunities for alignment across the recommendations, key stakeholders and partners who will be involved in their implementation, and key implementation risks. The roadmap also sets goals for what success is likely to look like in one year, setting a clear direction and guide to our collective efforts. We will re-visit those goals from time to time, as the learning system develops and our shared understanding of what works and the impacts of the mahi are better understood. We are keen to discuss the draft success statements with you (**Appendix 1**).

5. Since finalising the Review, work has begun to better understand how the five enablers can help drive and support the next phase of implementation. While this work is in its early stages, it is clear that within and outside government there is a keen interest in, and willingness to, work collaboratively to ensure the Strategy enablers are collectively owned and employed.
6. Collective action and ownership of the Strategy is key to its successful implementation. To strengthen our collective implementation efforts, we have undertaken to work in partnership with a wide range of partners and stakeholders and we are developing an engagement and communications plan to support this. As part of this we would like to test several options for communications and engagement activities that could help support implementation of the Strategy over the next few years.

**Financial implications**

7. In our review advice, we noted that some of the recommended changes do not need additional funding but that others that are likely to do so. Of the 16 recommendations in the Review, we consider that nine may require additional funding. An initial assessment of the Review's recommendations that are not currently funded, suggests that some progress could be made over the next 12 months without any additional funding. s9(2)(f)(iv)

s9(2)(f)(iv)

s9(2)(f)(iv)

**Recommendations**

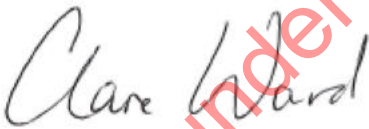
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We recommend you:

1. **note** that the Department of the Prime Minister and Cabinet undertook to work with agencies on a high-level roadmap for the implementation changes recommended in the Review of the Child and Youth Wellbeing Strategy and report back to you in September 2022
2. **note** the implementation roadmap is being developed with agencies, partners and stakeholders and that this is an iterative process
3. **discuss and agree** what success will look like for the implementation of the Strategy over the next 12-18 months (**Appendix 1**)
4. **note** that we will share a detailed Implementation Roadmap with your office in early October

**YES / NO**

5. **note** that we indicated in our final advice to you on the Review of the Child and Youth Wellbeing Strategy that the Department of the Prime Minister and Cabinet would work with agencies and provide you with initial advice in September 2022 s9(2)(f)(iv) to support implementation of the Strategy
6. **note** that, on further consideration of the Review recommendations, we s9(2)(f)(iv)
7. **indicate** whether you would like the Department of the Prime Minister and Cabinet to provide advice on any of the following:
- 7.1. creating a child and youth pledge or commitment which individuals and organisations can sign up to **YES / NO**
  - 7.2. creating Child and Youth Wellbeing Champions Awards **YES / NO**
  - 7.3. delivering a Child and Youth Wellbeing Summit, involving children and young people, NGOs and communities **YES / NO**
  - 7.4. running a behaviour change social media campaign focused on “everyone having a role to play in making Aotearoa New Zealand the best place in the world to be a child or young person” **YES / NO**
8. **agree** to proactively release this report, subject to any appropriate withholding of information that would be justified under the Official Information Act 1982. **YES / NO**

  
**Clare Ward**  
**Child Wellbeing and Poverty Reduction**  
21/09/2022

**Rt Hon Jacinda Ardern**  
**Minister for Child Poverty Reduction**  
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## Background

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10. The first review of the Child and Youth Wellbeing Strategy (the Strategy) was completed on 18 August 2022, as per the requirements of the Children's Act 2014 that a review of the Strategy be completed within three years of its launch [DMPC-2021/22-2587 refers]. In our review advice we undertook to provide you with advice on a high-level implementation roadmap as well as any financial implications in September 2022 [DPMC-2021/22-2587 refers]. This report provides you with an update on early implementation work and planned next steps.

## The recommendations in the Review form the basis of the roadmap

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11. The purpose of the roadmap is to set out how each of the 16 recommendations in the Review will be implemented over the next 12-18 months. Developing the roadmap is an iterative and collaborative process, and we will continue working with agencies and partners to reflect further detail on the scope, as each of the areas of work develops.
12. In addition to setting out the key deliverables and timelines in relation to each recommendation, the roadmap identifies the key interdependencies and opportunities for alignment across the recommendations, key stakeholders and partners who will be involved in their implementation, and key implementation risks. We will provide your office with the detailed roadmap.
13. The roadmap also sets goals for what success is likely to look like in one year, setting a clear direction and guide for our collective efforts. We will re-visit those goals from time to time, as the learning system develops and our shared understanding of what works and the impacts of the mahi are better understood. We are keen to discuss the draft success statements with you (Appendix 1).

## Further work is underway to embed the five Strategy enablers

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14. The Review highlighted the importance of the five enablers:
- governance arrangements
  - collective ownership and involvement of children and young people
  - enabling whānau-centred, community-led approaches
  - measurement, monitoring and reporting on child and youth wellbeing, and
  - integration of Te Ao Māori concepts of wellbeing.
15. Since finalising the Review, work has begun to better understand how the five enablers can help drive and support the next phase of implementation. While this work is in its early stages, it is clear that there is a keen interest in, and willingness to, work collaboratively to ensure the Strategy enablers are collectively owned and employed. Table 1 overleaf sets out work underway or planned in relation to the enablers.

*Table 1: Child and Youth Wellbeing Strategy Review: Enablers*

Enabler	Work underway	Next steps
<p>Enabler 1: Governance arrangements</p>	<p>As part of the Strategy Review, the Social Wellbeing Board (SWB) agreed (under recommendation 1) to adopt a Lead Chief Executive (CE) model. Having a lead agency to drive and prioritise each of the four priority areas in the Strategy will help support progress across a number of the other recommendations. This model is central to the overall implementation approach</p> <p>DPMC is working with lead agencies to develop the Lead CE operating model. Development of the model includes:</p> <ul style="list-style-type: none"> <li>• defining the role and responsibilities of the Lead CE and other agencies</li> <li>• articulating the relationship between the scope of work under the priority area and the scope of broader work related to that priority that does not sit under the Strategy</li> <li>• agreeing how established governance structures will drive and oversee progress where these structures are different from those governing the implementation of the Strategy.</li> </ul>	<p>We will seek SWB agreement to the Lead CE model in November.</p>
<p>Enabler 2: Collective ownership and involvement of children and young people</p>	<p>Recommendations 5, 6, 7 and 8 of the Review all focus on enabling collective ownership of the Strategy, and involvement by children and young people.</p> <p>DPMC is working with partners, stakeholders and agencies to progress all four recommendations, including identifying lead agencies and establishing working groups.</p>	<p>By the end of 2022 we will have: progressed or refreshed the development of a suite of engagement resources, along with networking opportunities for Youth Advisory Groups; begun showcasing resources and best practice examples of civics education; and established an interim repository of child and youth engagement findings on the child and youth wellbeing website.</p>
<p>Enabler 3: Enabling whānau-centred, community-led approaches</p>	<p>At its July 2022 meeting, SWB indicated its support for 'whānau-centred, community-led approaches' being taken by all relevant agencies. Te Puni Kōkiri (TPK), as lead agency for this enabler, is working with DPMC to develop advice on what a shared understanding of 'whānau-centred, community-led approaches' would look like for government agencies, to help build capability and capacity in this area.</p>	<p>TPK as lead on whānau centred, community-led approaches, working with DPMC, will provide advice to SWB by the end of 2022 on an agreed definition of 'whānau-centred', with a view to this shared definition driving progress across all priority areas in the Strategy.</p>

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Enabler	Work underway	Next steps
Enabler 4: Measurement, monitoring and reporting on child and youth wellbeing	We are focused on understanding how to increase the diversity of voices contributing to, and interpreting evidence relating to, child and youth wellbeing. The Review found that there are opportunities to transition the Programme of Action (PoA) from a monitoring and reporting tool into a communications tool.	In addition to looking at how we strengthen monitoring and measurement of the Strategy, we will be looking at ways to retain value from the PoA in relation to monitoring and reporting progress, but transition it more into the communications space.
Enabler 5: Integration of Te Ao Māori concepts of wellbeing	DPMC is working with Pou Tangata to scope this work and will broaden our engagement over the coming months with relevant partners, stakeholders and agencies.	We are developing a shared work programme with Pou Tangata to support implementation of the Strategy.

s9(2)(f)(iv)

16. Of the 16 recommendations in the Review, we consider that nine may require additional funding (noting that the remaining seven recommendations can be implemented without additional funding)<sup>1</sup>.

17 s9(2)(f)(iv)

18. The recommendations relevant to the integrated learning system relate to:

- strengthening community and whānau leadership that drives action and contributes to a coherent implementation learning system
- ensuring that monitoring, measurement and reporting is effective and efficient, and
- embedding Te Ao Māori concepts of wellbeing into the Strategy.

19. The integrated learning system concept will need to be developed further, but in principle includes creating enduring mechanisms, infrastructure and relationships to test, learn and share approaches across the system and draw on a diverse range of voices and perspectives to lift child and youth wellbeing.

20. Table 2 overleaf sets out a high-level summary of recommendations that may require additional funding and includes an initial assessment of whether they could be suitable for inclusion in any future budget bid.

<sup>1</sup> s9(2)(f)(iv)

Table 2: Child and Youth Wellbeing Strategy Review: Unfunded Recommendations

Objective	Review recommendation and indicative implementation timeframe	Assessment/next steps
Improve coordination and alignment across agencies and between agencies and communities	<b>Recommendation 3:</b> Within the existing Regional Public Service Commissioner (RPSC) model, strengthen the infrastructure for whānau-centred, locally-led, centrally-enabled ways of working and learning up and down the system ( <b>short term</b> ).	s9(2)(f)(iv) [redacted] DPMC is engaging with the Ministry of Social Development on how RPSCs might support Strategy implementation in the regions.
Strengthen child and youth leadership in the focus and implementation of the Strategy	<b>Recommendation 7:</b> Establish regular network and development opportunities for members of Youth Advisory/Leadership Groups eg, annual wānanga with various decision makers ( <b>short-medium term</b> ).  <b>Recommendation 8:</b> Develop 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 ( <b>short-medium term</b> ).	s9(2)(f)(iv) [redacted]. DPMC is engaging with the Ministry of Youth Development on next steps.  s9(2)(f)(iv) [redacted]. We are in the process of identifying existing or “in development” platforms that could be used for this purpose.
Strengthen community and whānau leadership that drives action and contributes to a coherent implementation learning system	<b>Recommendation 10:</b> Develop enduring mechanisms for Pasifika and non-government leaders, experts and whānau to be actively involved in shaping Strategy implementation at national, regional and local levels ( <b>can begin in short term; impacts in medium term</b> ).  <b>Recommendation 11:</b> Review and update the mechanisms for implementing the Strategy to enable a collective ‘learning by doing’ rather than a traditional arm’s-length planning approach to implementation ( <b>can begin in short term; impacts in medium term</b> ).	s9(2)(f)(iv) [redacted]  There may be a case for future funding to establish an <b>Integrated Learning System (ILS)</b> but further work is required to understand which mechanisms already exist and whether there are any gaps.  DPMC will work with partners and stakeholders over the coming 12 months, s9(2)(f)(iv) [redacted]
Ensure that monitoring, measurement and reporting is effective and efficient	<b>Recommendation 13:</b> Work 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 ( <b>can begin in short term; impacts in medium term</b> ).  <b>Recommendation 14:</b> Include iwi/Māori and children and young people and community organisations to help critically interpret the	s9(2)(f)(iv) [redacted]  Develop an augmented approach to monitoring, measurement, evaluation and reporting that better reflects the voices of children and young people.  See ILS comment above.



Objective	Review recommendation and indicative implementation timeframe	Assessment/next steps
	evidence and generate actionable insights (can begin in short term; impacts in medium term).	
Embed Te Ao Māori concepts of wellbeing into the Strategy	<p><b>Recommendation 15:</b> 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 (can begin in short term; impacts in medium term).</p> <p><b>Recommendation 16:</b> 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 (can begin in short term; impacts in medium term).</p>	<p>s9(2)(f)(iv)</p> <p>See ILS comment above.</p>

21. s9(2)(f)(iv) [redacted]. We recommend undertaking further work over the next 12 months with partners and stakeholders on an integrated learning system to support the Child and Youth Wellbeing Strategy objectives. s9(2)(f)(iv) [redacted]
22. s9(2)(f)(iv) [redacted]

**Sustained collective effort will be needed to support implementation**

23. Collective action and ownership of the Strategy is key to its successful implementation. To strengthen our collective efforts, we have undertaken to work with a wide range of partners and stakeholders. To support this we are developing a comprehensive communications and stakeholder engagement approach to embed and support implementation of the Strategy at local, regional and national levels.
24. This work relates to, and will drive, a number of the Review recommendations including: strengthening children and young people’s leadership and ownership of the Strategy; stronger community and whānau leadership that drives action and contributes to a coherent implementation learning system; and wider mobilisation of the Strategy.
25. Our engagement activities will span a range of stakeholders (eg, children and young people, NGOs, communities, iwi and Māori, and government agencies) and employ a range of approaches, from sharing knowledge to partnering to develop advice, initiatives, and approaches. Some examples of work underway include:
- engaging with a range of people to progress whānau-centred, community-led, and centrally supported action
  - establishing a Child and Youth Wellbeing webinar series to raise the profile of the Strategy’s work, create opportunities for dialogue and share insights about actions being taken to improve child and youth wellbeing

- boosting community storytelling to acknowledge good work where it is occurring, respect and value community efforts and share information in a constantly evolving learning system, and
- more effectively drive our cross-agency communications network to feature Strategy achievements in wider agency website and social media channels.

26. We have identified four mobilisation opportunities you may wish to consider:

- **creating a child and youth pledge or commitment** which individuals and organisations can sign up to
- **creating Child and Youth Wellbeing Champions Awards**, to respect, value and recognise those champions, volunteers and unsung heroes in our communities who are already making a difference for children and young people and providing an opportunity to influence mental models and acknowledge the wider work being undertaken to improve wellbeing and reduce poverty for children and youth in Aotearoa New Zealand
- **delivering a Child and Youth Wellbeing Summit**, involving children and young people, NGOs and communities
- **running a behaviour change social media campaign** focused on ‘everyone having a role to play in making Aotearoa New Zealand the best place in the world to be a child or young person’.

27. We are seeking your direction on whether you would like further advice on any of these options. We ask that you note that we would not be in a position to deliver all of these options in 2023 given other implementation priorities, resourcing, and the capacity of the sector to engage in too many initiatives at once, so are seeking your views on which one of these opportunities you would see as a delivery priority for the next 12-18 months.

### **Treaty of Waitangi considerations and Te Ao Māori perspective**

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28. The recommended changes in the Review reflect a commitment to ensuring that the unique and specific needs, preferences and aspirations of tamariki and rangatahi Māori and their whānau 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.

29. We are partnering with Pou Tangata to develop a shared work programme that will help support and drive progress across the Review recommendations, including the first 1000 days; governance; monitoring, measurement and reporting; and embedding Te Ao Māori concepts of wellbeing into the implementation of the Strategy.

### **Financial implications**

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30. These are discussed in paragraphs 16-22 of this paper.

### **Next steps**

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31. The next steps are to progress the Strategy enablers are set out in table 1 of this paper and complete the roadmap. As the Lead Agency for the child poverty and first 1000 days priorities, DPMC are working on roadmaps for these areas. We will continue to work collaboratively with other agencies to align implementation of the Strategy with key related pieces of work. We will provide further advice on communications and engagement activities as required.

<b>Briefing: Child and Youth Wellbeing Strategy: Implementing the Review Recommendations</b>	<b>DPMC-2022/23-155</b>
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## **Appendix 1: Draft Success Statements - What will success look like?**

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Over the next three years, collectively we will be aiming to make progress on implementing the Child and Youth Wellbeing Strategy in a range of ways, using all five enablers.

### **Governance arrangements**

In relation to **improving coordination and alignment** across agencies and between agencies and whānau/hapū/iwi/communities (the key component on governance we will focus on to support implementation), success means:

- a clear workplan for implementing the Strategy that builds on and leverages work already underway
- a well-functioning governance structure (including the Social Wellbeing Board) in which decisions are made at the correct levels
- the Lead Chief Executive model is embedded and working well to drive change and progress
- the Regional Public Service Model has a strong focus on children and young people in all regions
- whānau/hapū/iwi/communities experiencing government activity, investment and engagement in an aligned way, not as a series of disparate or uncoordinated activities.

### **Collective ownership and involvement (from the perspectives of children and young people; and communities and whānau)**

In relation to **harnessing child and youth leadership** in the focus and implementation of the strategy, success means:

- the voices and knowledge of children and young people are listened to
- children and young people are able to engage *when* they want, and *how* they want
- 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
- children and young people have a strong say in how success is defined and what investments are made to support their wellbeing.

### **Enabling whānau-centred, community-led approaches (new enabler)**

In relation to enabling **whānau-centred, community-led approaches** and **strengthening community and whānau leadership** that drives action and contributes to a coherent implementation learning system, success means:

- existing Iwi/Māori governance structures are being used effectively to drive progress and shared understanding
- whānau/hapū/iwi/communities are leading the thinking and the work that is happening in communities
- we have a shared understanding about what enduring mechanisms need to be created for Pacific and non-government leaders, experts and whānau to be actively involved in shaping the Strategy implementation.

**Measurement, monitoring and reporting on child and youth wellbeing**

In relation to **ensuring that monitoring, measurement and reporting is effective and efficient**, success means:

- we have agreed a set of monitoring, measurement and reporting products (tailored to each area) that reflects and draws on a holistic and diverse evidence base
- whānau/hapū/iwi, children, young people, and community organisations are starting to have opportunities to help critically interpret the evidence and generate actionable insights.

**Integrating Te Ao Māori concepts of wellbeing**

In relation to **embedding Te Ao Māori concepts of wellbeing** into the strategy implementation, success means:

- there is growing understand of Te Ao Māori concepts of wellbeing and this understanding is informing implementation of the Strategy at all levels
- across the system, there is a growing understanding of, and willingness to apply, mātauranga Māori as a knowledge system.

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