



NGĀ HAPORI MOMOHO

THRIVING COMMUNITIES STRATEGY 2022-2032

PUTTING *Community*
Wellbeing AT THE
HEART OF ALL WE DO.



Te Whakataki

Introduction

We want a Tāmaki Makaurau where all whānau have everything they need to live a good life, where diversity is celebrated, and all Aucklanders feel as though they belong.

We want a future where communities work together to take action on the things they care about and where they love and care for the environment.

Ngā Hapori Momoho is Auckland Council's plan to achieve that future.



This strategy explains how Auckland Council will contribute to creating a fairer, more sustainable Tāmaki Makaurau where every Aucklander feels like they belong.

Tāmaki Makaurau is growing and going through a period of rapid social change. Many Aucklanders are struggling to make ends meet and to participate meaningfully in community life. The lasting impacts of COVID-19 and the changing climate will make things harder for more those already struggling.

This strategy sets out the outcomes we want to achieve over the next 10 years, to ensure all our communities can thrive, now and into the future:

Manaakitanga – All Aucklanders enjoy the essentials of a good life and fulfil their potential

Whanaungatanga – All Aucklanders are connected and feel as though they belong

Kotahitanga – All Aucklanders can participate and take collective action to meet common goals

Kaitiakitanga – Aucklanders are connected to and care for the natural environment

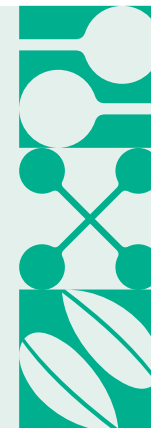
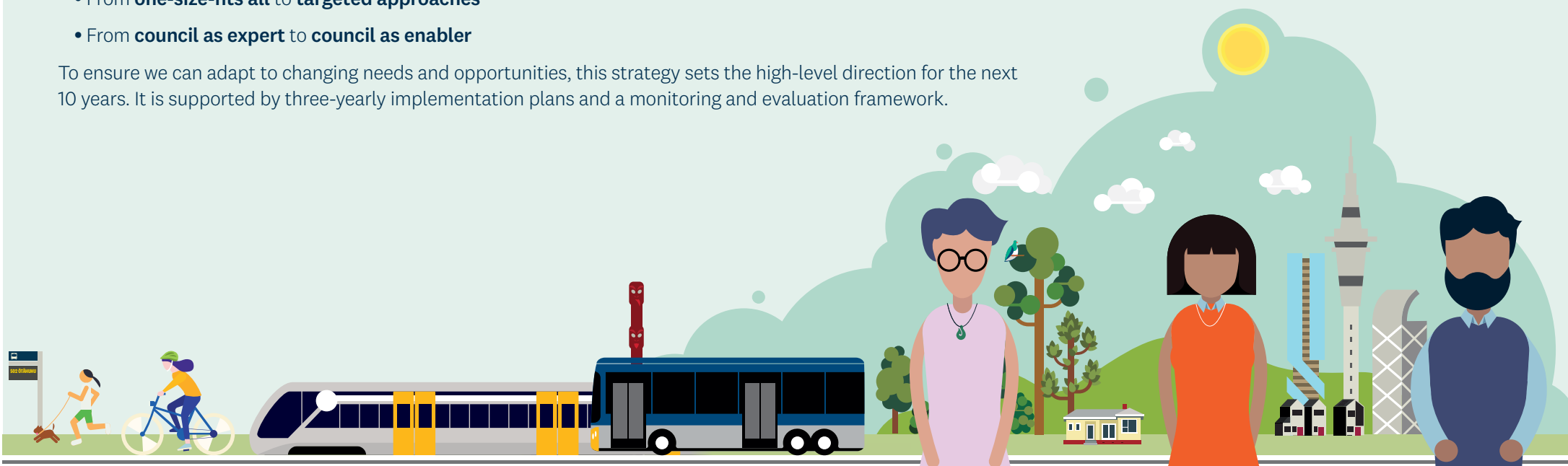
For the council group to be able to deliver these outcomes, we recognise we need to make some changes to the way we work to create the optimal environment for us to do this. The key shifts we need to make are:

- From **ad hoc and siloed** to **integrated and connected**
- From **one-size-fits all** to **targeted approaches**
- From **council as expert** to **council as enabler**

To ensure we can adapt to changing needs and opportunities, this strategy sets the high-level direction for the next 10 years. It is supported by three-yearly implementation plans and a monitoring and evaluation framework.

“Nā tō rourou, nā taku rourou ka ora ai te iwi”

With your contribution and my contribution there lies wellbeing for the people.



Ngā Kai o Roto

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Section One

**Te take me whai rautaki tātou
mō te oranga o te hapori**

Why we need a community wellbeing strategy

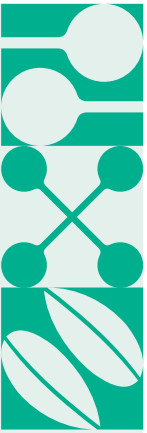
Tāmaki Makaurau is changing, and we need a plan to ensure our future is inclusive, resilient, sustainable and connected.



Te take me whai rautaki tātou mō te oranga o te hapori

Why do we need a community wellbeing strategy?

Tāmaki Makaurau, and the world is changing. We need a new plan to reflect our new reality and to address future challenges and opportunities.



We need to consider the impacts of climate change in our communities

Auckland Council has declared a climate emergency to acknowledge the urgent need to address climate change for the benefit of current and future generations.

COVID-19 has taught us a lot about our communities

COVID-19 has shown us the enormous creativity and resilience of our communities. It has also exposed and exacerbated existing inequities.

Increasing acknowledgement of the need for indigenous solutions

Both globally and in Aotearoa, there is a growing understanding of the value of indigenous knowledge in helping us manage our current challenges.

We need to address the threats of violent and extremist ideology

Terrorist attacks in Aotearoa have shown us we are not immune to the global threat of violent and extremist ideology.

We are undergoing significant local government reforms

Current local government reforms are focusing on strengthening councils' ability to maintain and improve wellbeing in the communities they serve.

We need to support Aucklanders' transition to a more compact way of living

The National Policy Statement on Urban Development 2020 and changes to the Resource Management Act will result in greater intensification in our urban environments.



Kāore te katoa o ngā tāngata o Tāmaki Makaurau e momoho ana

Not all Aucklanders are thriving

Too many Aucklanders do not have access to the things they need to thrive. This means they cannot fully participate in society and in activities that have meaning and value to them. Communities who are already resourced (financially and socially) find it easier to access further resources and services.

We talked to mana whenua, around 400 community groups and leaders and more than 600 Aucklanders from across the rohe. They told us that in order to thrive, communities need:



There are significant differences in the outcomes that some of our whānau and communities experience and there are distinct demographic and geographic patterns. As Tāmaki Makaurau grows and successive generations of families experience these differences in outcomes, the impacts will be more visible and harder to change. Achieving Ngā Hapori Momoho outcomes will require us to focus our effort and investment on those experiencing the greatest disparities in outcomes.

Focusing our efforts in communities and areas where there are entrenched disparities in outcomes will create the greatest benefit to individuals, communities and Tāmaki Makaurau as a whole.

Key social indicators point to significant inequalities between population groups in New Zealand. These inequalities are not new; they are persistent and entrenched. Additionally, inequalities disproportionately affect some populations, including:

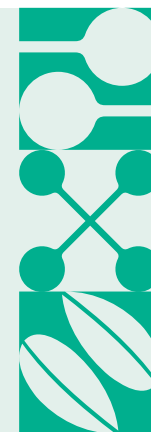
- Hapori Māori
- Pasifika communities
- LGBTQ+ communities
- Disability cultures and communities
- Those experiencing mental health challenges and stigma
- Women and caregivers
- Refugees
- Those in material hardship

When we think about our efforts to achieve equity, other priority populations might include:

- Tāmariki & rangatahi
- Older people
- Those living in isolated communities
- New migrants

Achieving our Ngā Hapori Momoho outcomes will require us to remove barriers and extending the range of opportunities and choices available for Aucklanders to participate in ways they value. It also involves building people's capabilities to make the most of opportunities available to them.

We must work in ways that acknowledge, mitigate, and redress inequitable outcomes. We must prioritise support for the most vulnerable members of society and direct resources to where they will have the greatest impact.



Understanding institutional and structural racism and discrimination

“...it is clear that many miss out on opportunities for good health, education, work and an improved standard of living, based on their race or ethnicity, the colour of their skin, the country they or their family came from, and the language they speak at home.”

— NZ Human Rights Commission

Efforts to achieve equity require us to examine the barriers some people experience that mean they don't get the same start in life, have the same opportunities, and collectively achieve similar outcomes.

Institutional discrimination occurs when policies, practices, and procedures of organisations and institutions have a disproportionately negative effect on the access to and the quality of goods, services, and opportunities for some populations compared with others.

Structural discrimination and racism form the basis for individual and institutional racism and occurs when a value system is embedded in a society that supports and allows discrimination and becomes so normalised that it is 'just the way things are done'.

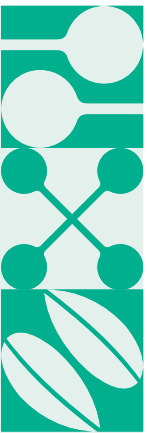
This discrimination and racism often happen unintentionally and unconsciously meaning it more difficult for individuals and institutions to identify where bias does exist.

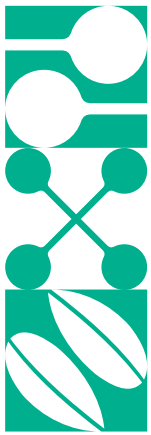
It is therefore crucial that we examine the extent to which systems, processes and practices are discriminating against some populations and are responsible for the difference in outcomes they experience.

Equality to social justice continuum

In order for Tāmaki Makaurau to thrive, we must work together to remove barriers, eliminate discrimination and disadvantage and provide meaningful opportunities and choices for all. Supporting all parts of our community to succeed and to feel as though they belong will benefit individuals and families now and will produce wider socio-economic benefits across generations and for all of society.

Taking a social justice approach to our work means we take differences seriously, we recognise the collective rights of groups, we support indigenous models of self-determination and we commit to inclusiveness through meaningful involvement in decision-making processes.





"I continue to feel a level of anxiety/tension within our communities due to the number of lockdowns we have had, the loss of employment, the negative impact on relationships, loss of supports, accommodation, inability to cope & negative impact on mental health."



"My community feels a bit disjointed and disconnected... but now everyone is back to their own lives. Neighbours are not supporting neighbours anymore."



"Events where people can meet and share stories, skills and knowledge. It would be great to have events where you didn't have to travel long distance."



"Jobs are increasingly harder to secure, food prices have gone up, my community is in turmoil since the homeless and needy have been housed in local motels, there is a lot more police presence in the community."



"More mental health services! ... online webinars around managing wellbeing."



Auckland VOICES



"I stopped eating so much because food is really expensive and it is stressful to meet the rent."



"I am very wary of others around me if they are sick or show signs of being sick. I keep myself at home as much as I can in fear of contracting the virus."



"Community gardens for sustainable food sources would be good."

"I have never been so hyper aware of my 'race'. Hyper vigilant around public spaces, avoiding eye contact and making sure I never caught in fear of being called a 'China Virus' or to go back to your country."



Community Think talked with people in Tamaki Makaurau Auckland about their experiences of Covid-19. These are the key themes that emerged from these conversations.



"Financial hardship, market instability brings to light the need to be flexible in how and when we operate, in work or study."



"Somehow there is less pressure from work now, maybe we realised we worked too hard before, for what?"



"Safe spaces facilitated by woman of colour to share our experiences and our voices to be heard by government and the public."

"I would like to see more support for my South Auckland community and to discard the stigma in which we have had to endure of being criminalised and deemed uneducated. There are people here in low socio-economic living standards who have to sacrifice their education in order to work and make up for the financial situations that COVID-19 has amplified."



"My life has changed in terms of relationships with my family and friends, what I think of the future, what I want to do in the future, my goals, my expectations, as well as my relationship with myself. I place a higher importance on my mental health."



"A place away from home that could enable remote study or work."



"For students the world changed quickly and it wasn't always possible to do work if there was no device, internet a power outage."



Section Two

**Ngā take e pīrangi nei
mātou kia tutuki**
**What we want
to achieve**

We want a fairer, more sustainable
Tāmaki Makaurau where every
Aucklander feels like they belong

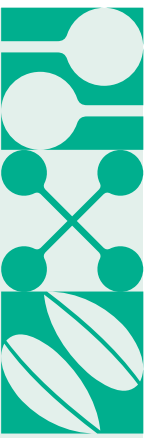
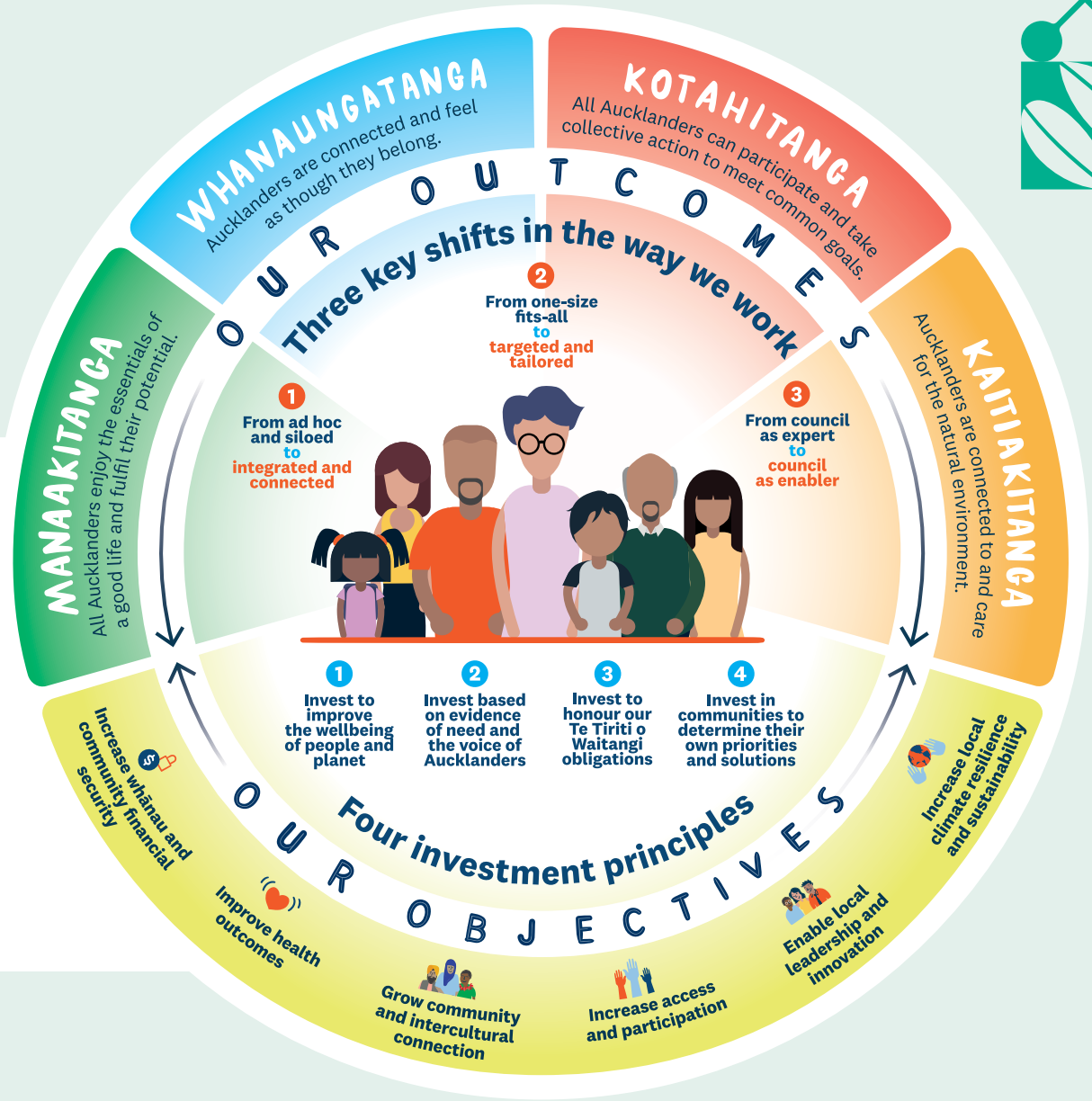


Ā tātou putanga me ngā whāinga

Strategy on a page

To guide how we respond to the opportunities and challenges above, the strategy has four outcomes and six objectives which set out where communities want to be in the future what we need to focus on to get there.

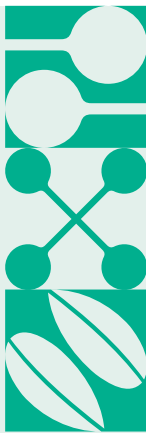
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 A fairer more sustainable Tāmaki Makaurau where every Aucklander belongs



He aha ngā putanga e whai nei mātou kia tutuki?

What outcomes are we trying to achieve?

Our outcomes are informed by kaupapa Māori values. They help us to understand what we need to achieve and how we need to behave.



Our outcome - what are we trying to achieve?

Alignment to the Māori Plan for Tāmaki Makaurau

What does this value mean for Ngā Hapori Momoho | Thriving Communities?

	MANAAKITANGA	WHANAUNGATANGA	KOTAHITANGA	KAITIAKITANGA
Our outcome - what are we trying to achieve?	All Aucklanders enjoy the essentials of a good life and fulfil their potential	Aucklanders are connected and feel as though they belong	All Aucklanders can participate and take collective action to meet common goals	Aucklanders are connected to and care for the natural environment
Alignment to the Māori Plan for Tāmaki Makaurau	Improve quality of life “Satisfaction with our environments and standard of living”	Develop vibrant communities “A city/region that caters for diverse Māori lifestyles and experiences”	Aligns to Rangatiratanga: Enhance leadership and participation “People engaged in their communities”	Ensure sustainable futures “Intergenerational reciprocity”
What does this value mean for Ngā Hapori Momoho Thriving Communities?	Manaakitanga represents the responsibility of looking after each other’s wellbeing and is often expressed through providing hospitality. For Thriving Communities, Manaakitanga looks like valuing and protecting the mana of all Aucklanders through providing a good standard of living.	Whanaungatanga represents the forming and strengthening of relationships between people and communities. These relationships are the glue that bind our diverse communities together. For Thriving Communities, fostering whanaungatanga will provide the foundation for social inclusion and a sense of belonging in our communities.	Kotahitanga represents the value of unity, and many people moving as one. For Thriving Communities, this looks like recognising the leadership role our communities take in achieving goals that have value to them. Encouraging kotahitanga will increase participation and provide a sense of togetherness.	Kaitiakitanga is a complex value that represents the connection Māori have to the whenua, and people have to the environment. For Thriving Communities, we see kaitiakitanga as a duty to ensure the wellbeing of our environment, and a sustainable future for all Aucklanders.



**He aha ngā mea hei
arotahi mā mātou?**

What do we need to focus on?

**The following pages outline
our objectives. They will help
us focus on the things that will
enable us to achieve our Ngā
Hapori Momoho outcomes.
They provide context and
direction to support action.**



Increase whānau and community financial security *(Objective 1)*



Why does this matter?

All Aucklanders should have enough income to cover their expenses and live well. They should have enough money saved to cover emergencies and to achieve their future financial goals.

When whānau don't have this security, it impacts on their health and wellbeing, and reduces their ability to access opportunities and prevents them from living fulfilling lives and participating in community life.

Being financially secure means:

- being able to access affordable, basic goods and services
- having access to quality job and business opportunities
- having the knowledge and skills you need to succeed in work and business

Implementing Auckland Council's **Sustainable Procurement** objectives and targets through all our procurement activity would provide immediate and meaningful progress towards achieving this objective.

What did people tell us?

Council engaged with local boards, mana whenua, communities and key sector stakeholders.

“...”

They told us:

- That we must find new and innovative ways to help address the high cost of living in Auckland, including participating in (or leading if needed) cross government and cross sector working groups to address the high cost of living – and in particular housing shortages and rising housing costs.
- That we need to provide more support for social enterprises and employment pathways through procurement and our own employment practices.
- That we should offer more work experience and short-term employment opportunities or one-off contracts to smaller organisations.
- That we should create opportunities for more Māori enterprise to participate in council contract procurement processes, and to support social enterprise initiatives among Māori communities and marae.

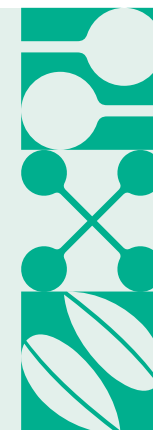
What will we do?

1. Play our part in creating long-term, high quality employment opportunities for people experiencing barriers to employment
2. Support Māori, Pasifika, and community/collective business ownership
3. Maximise opportunities to build capability and future skills with a particular focus on
 - a. target populations
 - b. those working in sunset industries
 - c. those industries impacted by COVID-19
4. Support and promote learning and literacy
5. Identify opportunities for local investment and ownership that creates quality local jobs for local people and ensures profits stay in the local communities.
6. Advocate and explore ways for communities to access affordable credit in hard times or micro-business development and alternatives to loan sharks and mainstream banking.

What is a 'quality' job?

A quality job is a sustainable job, one that provides training development and levels of pay to meet the basic requirements of living in Tāmaki Makaurau.

Improve health outcomes (Objective 2)



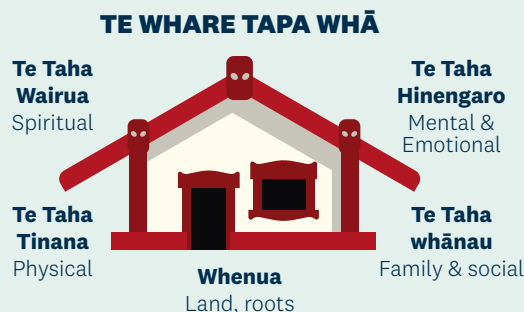
Why does this matter?

When Aucklanders enjoy good physical and mental health, they are happier, healthier, and more able to participate in activities that they value.

Health starts in our homes, schools, workplaces, neighbourhoods, and communities so Auckland Council has an important role to play.

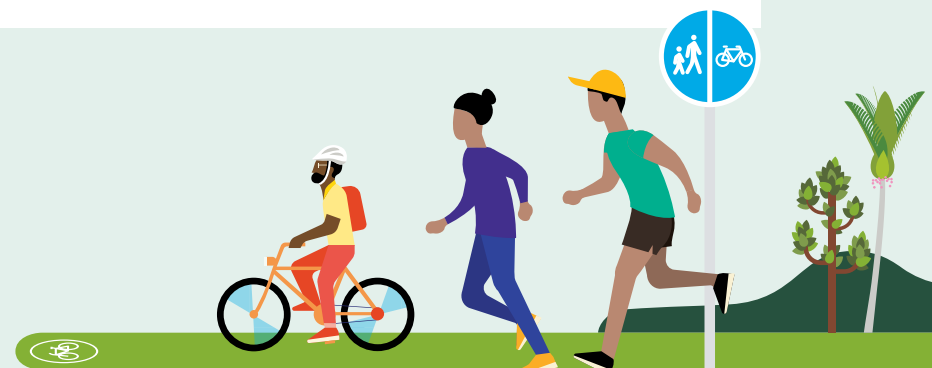
Income, employment, housing and community connectedness are all major drivers of physical and mental health. The conditions in which whānau live explains in part why some Aucklanders are healthier than others and why Aucklanders more generally are not as healthy as they could be.

There are many models for understanding the drivers of good health including [Te Whare Tapa Wha](#), a Māori health model and Fonua, a Pacific model of wellbeing.



What will we do?

1. Play our part in ensuring all whānau have safe, healthy, affordable homes with secure tenure
2. Support the establishment of sustainable local food systems, so all individuals and whānau have access to food and drink that are affordable, appetising, nourishing, and nutrient dense
3. Design and activate our urban form so that it promotes positive health and wellbeing outcomes
4. Support and promote an integrated - 'Te Whare Tapa Wha' approach to community hauora
5. Recognise the value of parks and open space, arts, culture, sports and recreation to health and wellbeing and ensure equitable access.



What did people tell us?

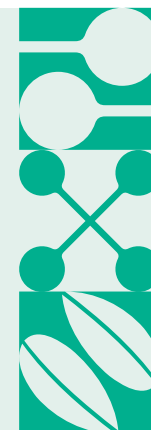
Council engaged with local boards, mana whenua, communities and key sector stakeholders.

“...”

They told us:

- That good housing is the beginning of people's wellbeing journey.
- That we could do more to promote health and wellbeing by increasing support and advocacy for social and health services, reducing harm and enabling people to have active and fulfilling lives.
- That accessible venues and facilities, good transport and housing were a key part of supporting their health
- That we should be guided by a te ao Māori approach to support health and wellbeing.
- That many whānau are struggling to access good food and that community gardens for sustainable food sources would be good.
- That we could do more to encourage Māori to use health services, while acknowledging that those services poorly reflect the needs of Māori.

Increase access and participation **(Objective 3)**



Why does this matter?

Tāmaki Makaurau cannot thrive unless all Aucklanders can meaningfully participate. Being able to participate in community and civic life promotes a sense of belonging and improves health and wellbeing.

There are many barriers that prevent people from participating in community and civic life. Barriers can include:

- Affordability
- Social and cultural barriers
- Physical access (for example, from transport difficulties, disability or fragility, or hours of operation)
- Digital access
- Lack of representation

Ensuring that Aucklanders see themselves reflected in our workforce and elected members not only makes them feel more comfortable about participating, it also makes it more likely that our services and ways of working will reflect their needs and aspirations.

Taking a universal design approach to our work means we design for inclusivity and independence.

What did people tell us?

Council engaged with local boards, mana whenua, communities and key sector stakeholders.

“...”

They told us:

- They wanted more opportunities to participate, particularly aimed at empowering youth, and improving democratic and representative decision-making.
- That council should do more to represent and reflect Auckland’s diverse populations.
- That they value council’s efforts to engage and communicate with them – but they wanted easier to access information, translations, face to face engagement and support. Effort put in by Strategic Brokers and Local Board staff to build and maintain relationships was well-received and many groups who didn’t have good relationships with council, really wanted to establish these and felt excluded.
- That we need to do more to improve understanding, access, and availability of different types of support, grants and funding for communities provided by council and by others. They want council to encourage grassroots community initiatives and empower communities by making them aware of what’s on offer.

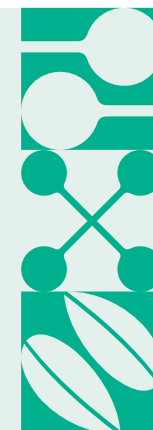
What will we do?

1. Ensure all Aucklanders have access to low emission, active, micro and/or public transport options so people can get where they need to easily.
2. Enable greater digital access through increasing digital literacy and access to affordable digital technologies and connectivity.
3. Ensure that council services, spaces, facilities and our public spaces are inclusive, accessible, welcoming and culturally appropriate.
4. Apply a universal design approach to the way we design and deliver services and assets
5. Make information easily accessible, in a range of formats and in more places
6. Build community capability and pathways to support more diverse Aucklanders into governance roles
7. Involve individuals, groups, and communities, especially those generally under-represented and not often heard, in civic and democratic processes.

What is universal design?

Universal design is design for inclusivity and independence. A universal design approach recognises human diversity and designs for life scenarios, such as pregnancy, childhood, injury, disability and old age.

Grow community and intercultural connection **(Objective 4)**



Why does this matter?

Tāmaki Makaurau will not be successful unless all Aucklanders feel as though they belong and can participate in society.

Te Tiriti o Waitangi provides the basis for all people to belong to Aotearoa.

Embracing Te Tiriti as the bicultural basis for an intercultural Tāmaki Makaurau contributes to our shared identity and sense of belonging.

As our population grows and changes, it is important that we continue to nurture and support our diverse community identities and ensure all Aucklanders feel involved and connected.

Many Aucklanders already have a strong sense of community connection and belonging. Some, however, experience loneliness and isolation, which impacts on their self-esteem and wellbeing.

We need to create more opportunities for people of different ages, cultures and backgrounds to connect and adapt to our changing communities.

What did people tell us?

Council engaged with local boards, mana whenua, communities and key sector stakeholders.

“...”

They told us:

- That Auckland’s diversity is a significant source of strength and something to be celebrated. They told us that council could and should do more to celebrate Auckland’s diversity and to help build cohesion.
- That racism and discrimination has been worse as a result of COVID-19.
- That new migrants want to participate fully in the civic, social and economic life of Auckland – and learning English is basis for this.
- That we should employ initiatives such as cultural inductions for migrants, creating opportunities for sharing knowledge; celebrating who we are and growing by sharing our knowledge and experience
- That we should have a more explicit focus should be on supporting local level events, helping to build connections between diverse communities.

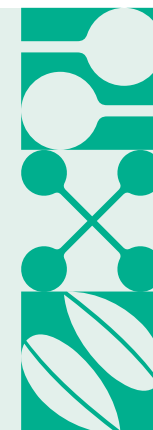
What will we do?

1. Support mana whenua manaakimanuhiri -extend hospitality and care for others
2. Provide opportunities for mana whenua to shape Auckland’s Māori identity and to share Auckland’s Māori cultural heritage with other Aucklanders
3. Ensure our local spaces and services facilitate connection and prioritise activities that build relationships between people of different ages, cultures and backgrounds
4. Work with local communities to build stronger connection at the street, neighbourhood, and village levels to help address the impacts of isolation and loneliness in our communities
5. Prioritise and resource local spaces, initiatives and events that support connection across diverse communities.
6. Support Marae in their role as hubs for their communities.

What do we mean by intercultural?

Intercultural describes the practice of building meaningful relationships and connections between diverse communities based on trust, mutual respect and collaboration. Intercultural societies are inclusive, resilient and realise the opportunities and advantages diversity brings.

Enable local leadership and innovation *(Objective 5)*



Why does this matter?

Harnessing the power and creativity of Aucklanders will help us address our greatest challenges and enhance the wellbeing of Aucklanders now and in the future.

Whether confronting a pandemic, climate change, income inequality, racism or an increase in crime, Tāmaki Makaurau’s capacity for solidarity and collective action will depend on how we come together. It will be defined by how we understand and enact our responsibilities to, and relationships with each other.

Community leadership and innovation already exists in neighbourhoods, in local networks, and in voluntary and community organisations where people come together to overcome challenges and support each other. This comes to the fore in times of crisis, such as with the sudden flourishing of mutual aid during the Covid-19 pandemic but has endured for decades in many forms.

Often community innovation needs support or resourcing from allies, partners or co-producers. Real change cannot involve just bottom-up or top-down innovations. It requires collaboration at various stages, and it thrives when these conditions are actively created and nurtured for diverse participation.

We need to work harder to ensure that all Aucklanders can meaningfully participate and that they have power to make change in their communities.

What did people tell us?

Council engaged with local boards, mana whenua, communities and key sector stakeholders.

They told us:

- we should employ community-led approaches that recognise the knowledge, wisdom, and skills of communities and what diverse communities value (such as church and family). They told us that communities have their own lived experiences and knowledge to draw on which should be trusted and heard above what council staff or elected members may think.
- that they want to be involved and share responsibility and ownership over regeneration and development in their local areas. They told us council should facilitate more partnerships to drive social change.
- that we should do more to improve understanding, access, and availability of different types of support, grants, and funding to encourage grassroots community initiatives and empower communities
- that Council should focus on connecting people and groups together to help share ideas, learnings and resources.

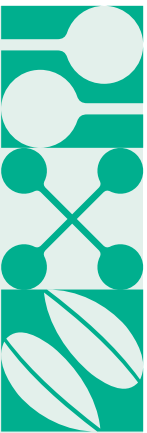
What will we do?

1. Strengthen community leadership by enhancing and supporting community organising skills
2. Identify, connect and engage with Aucklanders who are doing, or have energy to do things that will make a difference in their communities
3. Provide local space, learning opportunities, platforms and infrastructure to strengthen and support community leadership and innovation
4. Support and enable Aucklanders to deliver more leisure, recreation and arts and culture activities that will activate and enrich local spaces
5. Promote and incorporate Mātauranga Māori as an invaluable resource for addressing significant issues such as climate change and shaping the post pandemic recovery across all sectors and activities
6. Explore new approaches to involve Aucklanders in policy and decision-making at a local level.

He iti te mokoroa nāna te kahikatea i kakati

(Even the small can make a big impact on the big)

Increase local climate resilience and sustainability *(Objective 6)*



Why does this matter?

Over the coming years Auckland is likely to face an increasing scarcity of the resources that have been taken for granted in modern western societies. The effects of COVID-19 are likely to have a prolonged impact on household incomes and the affordability of essentials such as food, housing, healthcare, transport, leisure activities, education, energy and water. This will be felt hardest by those Aucklanders already struggling to make ends meet.

We want to encourage communities to increase the uptake of low carbon behaviours to reduce emissions and climate impacts. This will help efforts to reduce our collective carbon footprint and also to develop community resilience and sustainability.

We need to focus on supporting the development of resilient and sustainable households and communities so that they can make the best use of the resources that are available. People will be better off if they are able to access and produce resources locally and meet more of their needs themselves at a local level.

Climate change will affect everyone differently and our ability to adapt will depend on local impacts and individual circumstances. If we don't take collective action to reduce our carbon footprint and become more resilient now, then climate change will likely have more significant impacts on our lives, our health, our homes, and our livelihoods.

What will we do?

1. Support and encourage the use of low-emission transport especially for short trips
2. Support initiatives that help communities develop the capacity to be more self-sufficient (building, repairing things, gardening, cooking) and encourage increased sharing of resources (tools, appliances, cars, skills, childcare, food)
3. Encourage initiatives that improve access to affordable, sustainable local water and energy
4. Stimulate innovative local solutions to climate change and support delivery of local projects which empower residents and community groups to increase the uptake of low carbon behaviours
5. Support community leadership and innovation which focused on local food security, particularly indigenous food systems and those involving intergenerational and cross-cultural sharing of knowledge
6. Encourage local communities to enhance and restore Te Mana o te Taio in Tāmaki Makaurau - living within local ecosystems and protecting the health of our natural resources

What did people tell us?

Council engaged with local boards, mana whenua, communities and key sector stakeholders.

“...”

They told us:

- they want future generations to experience and enjoy our natural assets for years to come.
- that efforts to improve health and wellbeing should be underpinned by a healthy environment.
- we should continue to deliver high quality waste services to protect the environment
- that we need to ensure families have access to safe and healthy green space.
- that people are part of the environment and long-term, viable solutions can only be achieved if people are part of the solution.

Section Three

Te huarani e whakatinana ai mātou i ngā panonitanga How we'll make change

We will take an adaptive, outcomes,
and principle-based approach to
implementation.

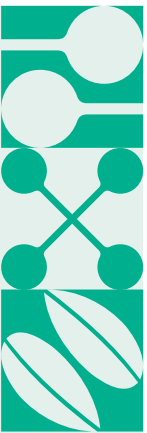


He aha ngā panonitanga me oti i a Te Kaunihera o Tāmaki Makaurau?

What changes does Auckland Council need to make?

In order to change the outcomes we deliver, Auckland Council needs to make changes to the way it works.

These key shifts describe the changes Auckland Council needs to make to achieve our strategy outcomes



KEY SHIFT

1

From **ad hoc and siloed** ▶ To **integrated and connected**

We will work across the Auckland Council group, with government and across communities and sectors to support Aucklanders to thrive, with a particular focus on place-based integration. We will share data, evidence and learning.

We will prioritise interventions which support coordination and collective impact to deliver on the multiple outcomes which impact Aucklanders' wellbeing (social, environmental, cultural, and economic).

2

From **one-size-fits all** ▶ To **targeted approaches**

We will change our current services, activities and ways of working to better meet the needs of places, whānau and communities, particularly those experiencing the greatest disparity in outcomes.

We will tailor services and activities to meet local needs and opportunities.

3

From **council as expert** ▶ To **council as enabler**

We will support communities (whānau, hapū, iwi, people) to lead their own responses, in place. We will enable them to define, deliver, and monitor the things that enable them to thrive.

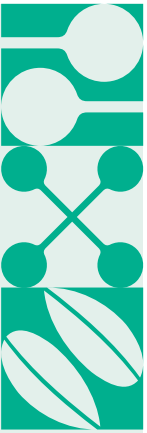
We will measure our success based on the outcomes we enable rather than just the services and activities that we deliver.



E pēhea ana tō tātou hāngai?

How are we aligned?

Ngā Hapori Momoho provides further direction to the Auckland Council Group on implementation of the ‘Belonging and Participation’ outcome of the Auckland Plan 2050.



Belonging and Participation

All Aucklanders will be part of and contribute to society, access opportunities, and have the chance to develop to their full potential.

Direction 1

Foster an inclusive Auckland where everyone belongs

Direction 2

Improve health and wellbeing for all Aucklanders by reducing disparities in opportunities

Focus Area 1

Create safe opportunities for people to meet, connect, participate in, and enjoy community and civic life

Focus Area 2

Provide accessible services and social and cultural infrastructure that are responsive in meeting people’s evolving needs

Focus Area 3

Support and work with communities to develop the resilience to thrive in a changing world

Focus Area 4

Value and provide for Te Tiriti o Waitangi/ the Treaty of Waitangi as the bicultural foundation for an intercultural Auckland

Focus Area 5

Recognise, value and celebrate Aucklanders’ differences as a strength

Focus Area 6

Focus investment to address disparities and serve communities of greatest need

Guided also by:

- I am Auckland
- Age Friendly Auckland
- Sports and Recreation Strategic Action Plan
- Open Space Strategic Action Plan
- Toi Whītiki

Focus Area 7

Recognise the value of arts, culture, sports and recreation to quality of life

Ngā Hapori Momoho will also deliver on the following Auckland Plan outcomes



Māori Identity and Wellbeing

A thriving Māori identity is Auckland’s point of difference in the world - it advances prosperity for Māori and benefits all Aucklanders.



Homes and Places

Aucklanders live in secure, healthy and affordable homes and have access to a range of inclusive public places.



Transport and Access

Aucklanders will be able to get where they want to go more easily, safely and sustainably.



Environment and Cultural Heritage

Aucklanders preserve, protect and care for the natural environment and our shared cultural heritage for its intrinsic value and for the benefit of present and future generation.



Opportunity and Prosperity

Auckland is prosperous with many opportunities and delivers a better standard of living for everyone.

Guided by:



Kia Ora Tāmaki Makaurau



Development Strategy



Regional Land Transport Plan



Te Tāruke-a-Tāwhiri: Auckland Climate Plan



Economic Development Action Plan

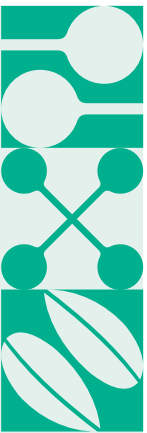
Ka pēhea tā tātou whakapai ake i ngā putanga e pā ana ki te Māori?

How are we going to improve Māori outcomes?

Whānau, hapū, iwi and Māori communities aspire to have healthy and prosperous lives and through Kia Ora Tāmaki Makaurau they have defined mana outcomes – the areas that matter most to whānau, marae, iwi, and communities – that will support and progress towards these aspirations.

Our focus for delivering Māori outcomes is guided by the Independent Māori Statutory Boards 30-year Māori Plan for Tāmaki Makaurau, is set out in Kia Ora Tāmaki Makaurau and reflected in Ngā Hapori Momoho.

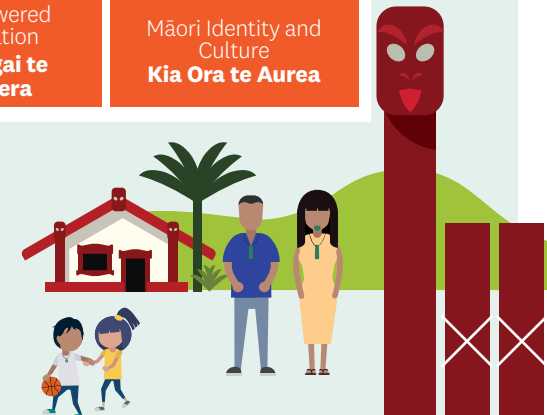
In the table below we have considered the Kia Ora Tāmaki Makaurau principles and laid out what they mean for how we will work to deliver Ngā Hapori Momoho.



PRINCIPLE	WHAT DOES THIS MEAN FOR HOW WE DELIVER NGĀ HAPORI MOMOHO?
<p>Ora i Te Tuatahi</p> <p>The connection of all things in Tāmaki Makaurau</p>	<p>We will recognise the wellbeing of Māori as a primary driver for our mahi.</p> <p>We will acknowledge the interconnectedness of Te Ira Atua (primal ancestors), Te Ao Tūroa (the natural world) and Te Ira Tangata (humanity) through a focus on holistic and integrated wellbeing.</p>
<p>Mana Māori Motuhake</p> <p>Māori identity and Māori wellbeing</p>	<p>We will enable Mana Whenua and Māori communities to determine what matters most for them.</p> <p>We will ensure that our mahi is informed by the direct, lived experiences of mana whenua and Māori communities.</p> <p>We will prioritise by-Māori for-Māori solutions.</p> <p>We will ensure our spaces and services are culturally appropriate and mana enhancing.</p>
<p>Me Mahi Tahi Tātou</p> <p>We work together towards wellbeing outcomes</p>	<p>We will work closely with Mana Whenua and Māori communities to deliver Māori wellbeing outcomes.</p> <p>We will look to Kia Ora Tāmaki Makaurau to set the Mana Outcomes for Māori and work across the council group to deliver on them.</p>
<p>Kia Ora Tāmaki Makaurau</p> <p>Wellbeing for Māori is wellbeing for all</p>	<p>We will commit to achieving equitable outcomes for Māori, knowing that doing so will contribute to positive social, cultural, economic and environmental outcomes for Tāmaki Makaurau</p> <p>We will collaborate with broader participants in the Tāmaki Makaurau ecosystem.</p>

Our long-term priorities and **mana outcomes**

Papakāinga and Māori Housing Kia Ora te Kāinga	Māori Business Tourism and Employment Kia Ora te Umanga
Whānau and Tamariki Wellbeing Kia Ora te Whānau	Realising Rangatahi Potential Kia Ora te Rangatahi
Marae Development Kia Ora te Marae	Kaitiakitanga Kia Ora te Taiao
Te Reo Māori Kia Ora te Reo	Effective Māori Participation Kia Ora te Hononga
An Empowered Organisation Kia Hāngai te Kaunihera	Māori Identity and Culture Kia Ora te Aurea



He aha ō tātou tūranga me ngā hua?

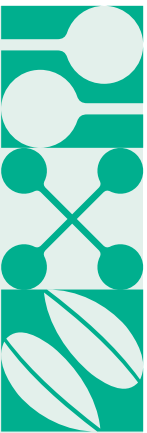
What are our roles and levers?

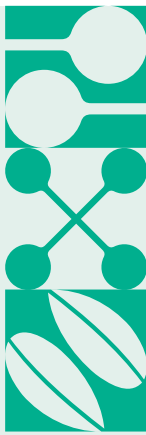
Auckland Council is only one contributor in the shared endeavour of building thriving communities, but it has an important part to play. Council has powerful levers for change; our responsibilities and influence are wide ranging and our very tangible presence in and understanding of our communities is a significant asset in itself.

The Auckland Council group already makes significant contributions to Nga Hāpori Momoho outcomes and objectives. Our wero/challenge is ensuring all our levers are being used to support Aucklanders to thrive and that we prioritise action that delivers against multiple outcomes and objectives.

How can we support communities to thrive?

<p>URBAN FORM</p> <p>Creating environments which:</p> <ul style="list-style-type: none"> • reinforce our bicultural foundation and reflect our diverse identity • enable health and wellbeing • provide opportunities to connect and take action • create opportunities for exploration and delight through the integration of arts and culture • connect people to nature 	<p>COMMUNITY GRANTS AND FUNDING</p> <p>Using our direct funding interventions to:</p> <ul style="list-style-type: none"> • fund grassroots community initiatives • encourage collaboration across community organisations • stimulate local economic activity • provide resource to a wider range of groups than have traditionally been unable to access funds 	<p>PROCUREMENT</p> <p>Using our purchasing power to:</p> <ul style="list-style-type: none"> • support the creation of quality jobs for those facing barriers to employment • make our supply chains more diverse and innovative by levelling the playing field so Māori, Pasifika and social enterprises can compete more fairly for our business
<p>TRANSPORT</p> <p>Providing transport that:</p> <ul style="list-style-type: none"> • is affordable for all Aucklanders • is accessible for everyone, including our disability communities • reaches across the city including to remote and isolated communities • encourages low carbon, healthier forms of travel 	<p>COMMUNITY FACILITIES</p> <p>Use our significant public assets to:</p> <ul style="list-style-type: none"> • provide spaces and events to bring together diverse communities • create equitable opportunities for communities to access arts, sports and recreation • support space for community organising and innovation 	<p>SERVICES</p> <p>Creating services which:</p> <ul style="list-style-type: none"> • are adaptable to meet the diverse and changing needs of local people • easy to access • encourage intercultural connection • role model bicultural, intercultural, and indigenous approaches
<p>OUR WORKFORCE</p> <p>Ensuring our workforce:</p> <ul style="list-style-type: none"> • reflects the communities it serves • creates progression pathways for people who are underrepresented in leadership and management roles, such as Māori, Pasifika and disabled people, and put supports in place so we can accelerate people through these pathways. 	<p>FACILITATION AND NEUTRAL CONVENING</p> <p>Using our relationships and reach to:</p> <ul style="list-style-type: none"> • provide networking opportunities for groups and communities to connect around common objectives • provide strategic oversight and guidance • encourage collaboration and collective action across diverse communities. 	<p>LEADERSHIP AND ADVOCACY</p> <p>Making the most of our unique position to:</p> <ul style="list-style-type: none"> • set the direction for Tāmaki Makaurau and advocate for the things that matter to Aucklanders • undertake policy and research which demonstrates our commitment to community wellbeing • improve or maintain public health and wellbeing through regulation





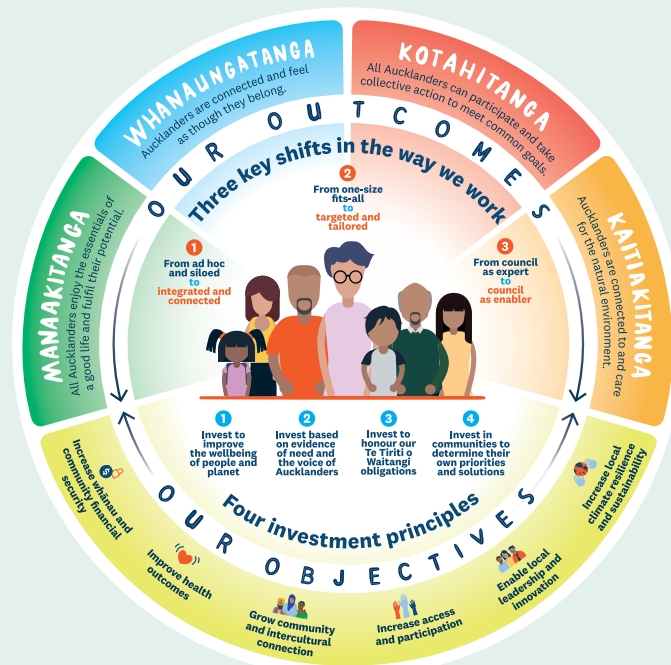
Ka pēhea tā tātou whakatinana i te rautaki?

How will we implement the strategy?

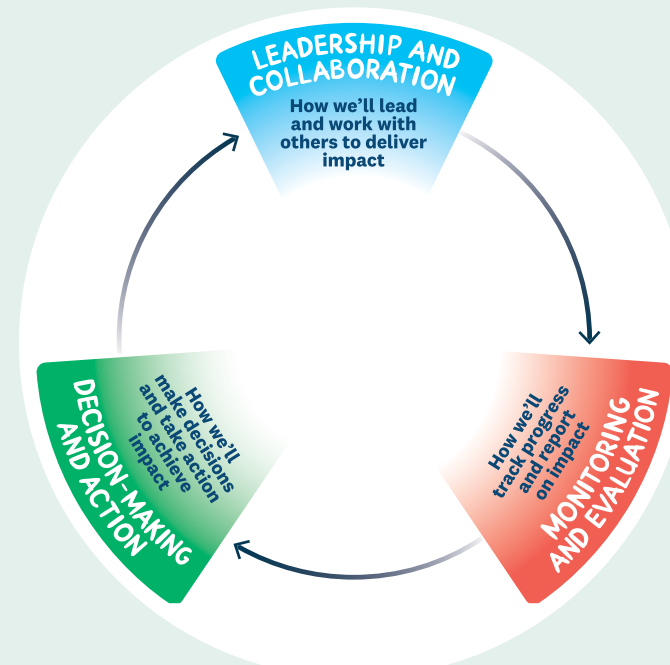
The 10-year horizon of the strategy, coupled with the scale and pace of change in community means we need to take an iterative and adaptive approach to strategy implementation.

The strategy will be supported by three-year impact implementation plans which will include:

- Impactful leadership and collaboration: how we'll lead and work with others to deliver impact
- Impactful decision-making and action: how we'll make decisions and take action to achieve impact
- Impactful monitoring and evaluation: how we'll track progress and report on impact



Our 10-year strategy



Our 3-year implementation plan

Section Four

Te haerenga o te rautaki **The strategy journey**

Understanding Tāmaki
Makaurau and how the strategy
was developed



Ko wai a Tāmaki Makaurau?

Who is Tāmaki Makaurau?

Tāmaki Makaurau's blend of scale, economic significance, papatūānuku, Māori identity, cultural and religious diversity alongside the rural and urban setting, places us in a unique position within Aotearoa, as well as in the world.

A region of diversity | Tāmaki Makaurau is a super diverse city: 13% of our population identify as Māori, 16% Pacific Peoples and 33% as an Ethnic Community identity. One in three Aucklanders were born outside of NZ. We have a 'young population' with one third of the population being 24 years old or younger. At 80% of the land mass, most of Tāmaki Makaurau is rural. Our urban, rural and island communities all have distinctive identities and are integral to Auckland's unique character.

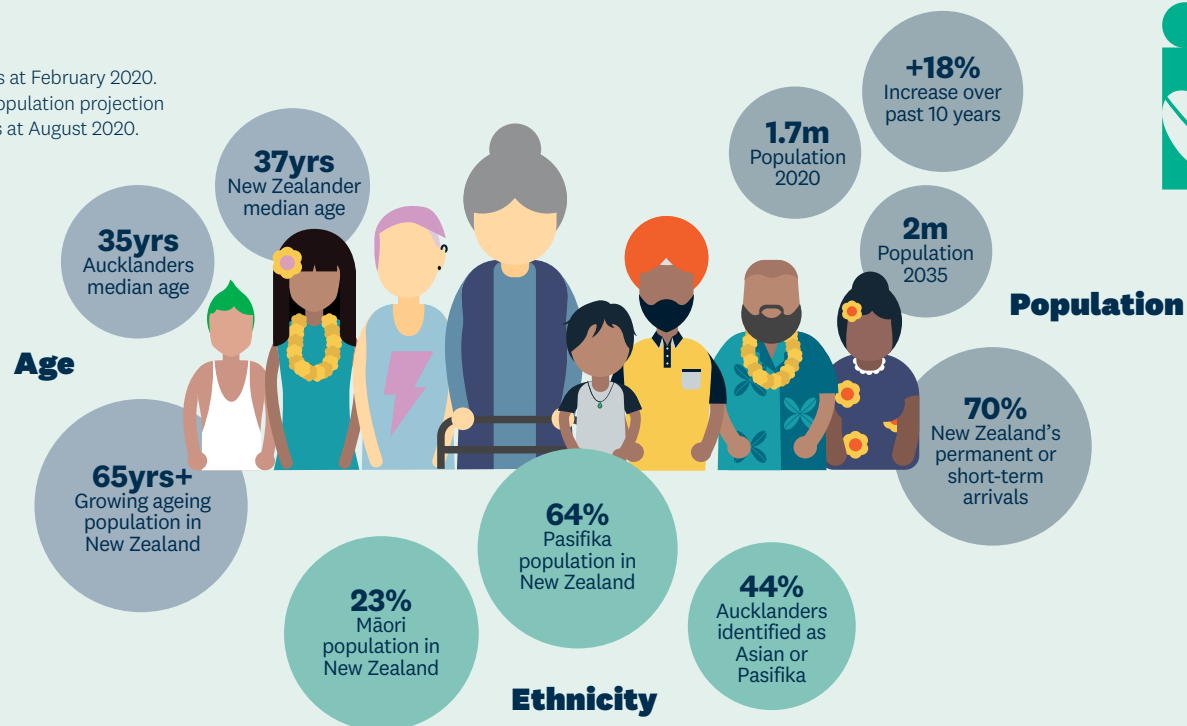
A region of complex urban and rural Māori identity

| People of Māori whakapapa live across the rohe but are concentrated in the South and Western urban areas. Tāmaki had 19 mana whenua tribes. Given the scale and urban/rural dynamic within our region we also recognize the role that pan tribal maraes, Whānau Ora providers and urban Māori authorities, play in our rohe. We also have existing local government forums: Independent Māori Statutory Board and the Mana Whenua Kaitiaki Forum.

A region with a strong Pacific identity | The Pacific story is unique to Aotearoa, with the largest Pacific Peoples presence in the world and 64% of this community living in Tāmaki Makaurau. There are 19 ethnicities within our Pacific communities. The region is predominantly made up of people who identify as Samoan, Tongan, Cook Island Māori, and Niuean. Pacific people have strong and proud connections to the islands while many others see New Zealand as where they were born and what they call home, and for others it might be a combination of both. In addition, Pacific Peoples have ties with tangata whenua through strong whakapapa ties, which adds another layer of rich cultural identity for our communities.

A region with diverse and resilient Ethnic Communities | Almost 60% of Aotearoa's Ethnic Communities* reside in Tāmaki Makaurau. This includes long term settlers who have lived here for several generations, as well as new migrants and refugee-background communities. Ethnic Communities include people of Asian, Continental European, Middle Eastern, Latin American, and African origin or descent. Chinese, Indian, Filipino and Korean communities are the largest communities. Religious affiliation is a part of many communities' identity with 61.5% of Ethnic community members affiliating with a religion. Christianity, Hinduism, Islam, and Buddhism are the biggest groupings.

As at February 2020.
Population projection
as at August 2020.



Kāore te katoa o ngā tāngata o Tāmaki Makaurau e momoho ana

Not all Aucklanders are thriving

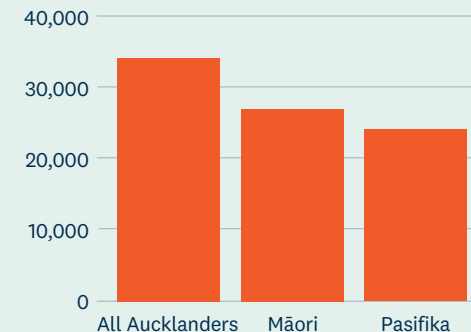
More than half of Māori and 72% of Pasifika families do not have enough income

In the years preceding Covid-19, Tāmaki Makaurau experienced strong economic growth with average incomes rising year-on-year. Auckland is a tale of two cities however, and its prosperity has not been shared by all.

Currently, 61% of Māori and 78% of Pasifika people in Tāmaki Makaurau either have just enough income or do not have enough income to meet their everyday needs. On average, Māori and particularly Pasifika make considerably less per week than the rest of Auckland. The low incomes of Pasifika peoples alone results in a \$1.8 billion gap between Pasifika peoples' earnings compared to the rest of Auckland.

Social security transfers to Māori increased dramatically and now account for, on average, 28% of income into Māori households in Auckland. This is likely due to a significant increase in employed Māori needing additional government support to make ends meet because lone parent and Job Seeker benefits have declined. Across NZ, the need for government assistance by Māori households has trebled between 2013-2018. This signals an explosion in in-work poverty.

Since the onset and throughout the COVID-19 pandemic women and people with a health condition, disability or mental health diagnosis have reported poorer employment and financial outcomes.

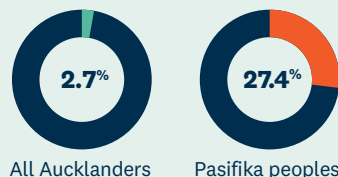


Housing

Housing availability and costs are major contributing factors to the rise of inequity in Auckland. Rising housing costs increase neighbourhood segregation on the basis of wealth. Many people, particularly older people, young people, and people on low incomes are being priced out of their current communities or cannot afford to hold on to their property. This can break social connections and support networks and add to the difficulty of finding employment or achieving educational success. This in turn limits the opportunities for social mobility and contributes to intergenerational disadvantage.

Housing suitability is determined by several factors, but the greatest disparity can be found when looking at household crowding. Crowding occurs when homes are too small for the number of people in the household.

Number of people aged 70+ living in crowded/unsuitable housing



Health and wellbeing

There are many indicators of health outcomes, however the most pressing for Tāmaki Makaurau is life expectancy.

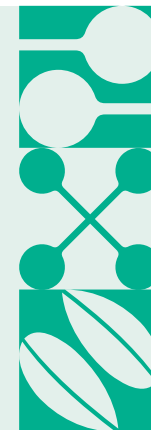
On average, Māori and Pasifika peoples live 4.5 to 6.5 years fewer than the total population.

Contributing factors to this lower life expectancy include:

- socio-economic position
- access to affordable healthy food
- access to health services

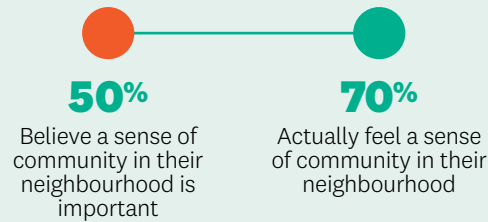
Since the onset and throughout the COVID-19 pandemic, women, Māori, younger people and people with a health condition, disability or mental health diagnosis have reported poorer health and wellbeing in general.

1. Allpress, J. and Reid, A. (2021). *Quality of Life survey 2020: results for Auckland*. Auckland Council technical report, TR2021/16
 2. Stats NZ (2020). *2018 Census data – Auckland region*. Retrieved from <https://www.stats.govt.nz/tools/2018-census-place-summaries/auckland-region>
 3. The Reserve Bank of New Zealand, Business and Economic Research Limited (BERL). (2021). *Te Ōhanga Māori i Tāmaki Makaurau – Auckland's Māori Economy 2018*. Retrieved from <https://www.tsi.nz/news/recovery-in-tamakimakaurau>
 4. Stats NZ (2021). *Growth in life expectancy slows*. Retrieved from <https://www.stats.govt.nz/news/growth-in-life-expectancy-slows>



Belonging and participation

A thriving community is one where everyone feels like they belong and can participate in activities and opportunities that are meaningful to them. While 70% of Aucklanders believe a sense of community in their neighbourhood is important, only 50% actually feel that sense of belonging⁵.



We heard from our communities that some of the greatest barriers to belonging and participation are loneliness and discrimination.

Discrimination

55% Trust most people in their local area

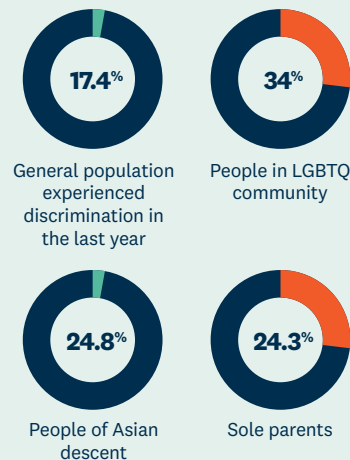
51% Never or rarely feel isolated

68% Say cultural diversity makes Auckland a better place to live

Discrimination limits people's opportunities to participate fully in social and economic life, and has a negative effects on mental and physical wellbeing, and social cohesion. We want Tāmaki Makaurau to be a city free of systemic discrimination, and a place where everyone feels as though they are welcomed and belong in our communities.

Since the onset and throughout the COVID-19 pandemic perceptions and reports of gender, ethnic (Pasifika people, Māori, Asian, or other non-Māori groups) discrimination have increased⁶.

Rates of experiencing discrimination



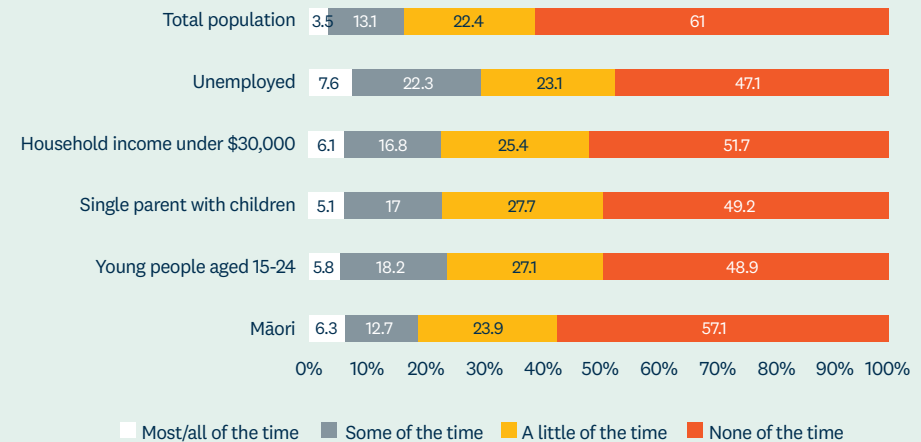
Loneliness

Prolonged periods of loneliness and isolation have negative health and wellbeing consequences. Loneliness intersects in complex ways with other wellbeing factors: in 2018 those more likely to experience chronic loneliness included people with low incomes, those who were unemployed, Māori, young people, and single parents.⁷

The outbreak of Covid19 and its associated lockdowns only exacerbated our communities' risk of loneliness and isolation.

A particularly important tool in eliminating loneliness and isolation is digital technology. Having the means to connect with others while in a lockdown or living in an isolated area is a vital part of building and strengthening relationships and social cohesion. In Tāmaki, it's vital that we look to close the digital gap – in a world reliant on digital technology to find work, connect with others, and access information, a suitable device with access to the internet should be considered part of the baseline for social inclusion.

Self-reported loneliness in NZ, 2018



5. Allpress, J. and Reid, A. (2021). *Quality of Life survey 2020: results for Auckland*.

6. Thaker, J. (2021). *Aotearoa-New Zealand public responses to COVID-19*. Retrieved from: <https://mro.massey.ac.nz/handle/10179/15576>

7. Social Wellbeing Agency. (2020). *Short Report: Social Isolation, loneliness and COVID-19*. Retrieved from <https://swa.govt.nz/assets/Publications/reports/Short-Report-V3.pdf>.

I pēhea te whakawhanaketanga o tēnei rautaki?

How was this strategy developed?

This plan was built on research and community engagement

Development of this plan involved several key steps involving research, analysis and community engagement.

2019

Planning and research

This phase included research into international and domestic best practice, and analysis of how we might improve on the 2014 Action Plan.

2020

Initial community engagement

The community engagement phase saw us talk to over 400 community groups and leaders.

Highlights include:

- Hui with 17 mana whenua iwi and 2 mataawaka organisations
- A Pacific Fono attended by over 100 people
- In person and online community workshops

2020-2021

Strategy development

The development of the draft strategy was informed by the diverse voices of our communities, and engagement with innovators and community-facing staff across the Council whānau.

2021

Proposal feedback

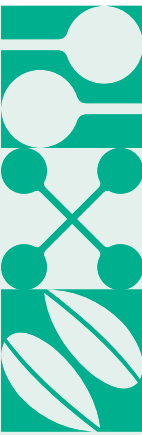
Draft presented to local boards and circulated to community groups for public consultation.

The feedback was analysed and incorporated into the draft strategy.

2022

Strategy adopted

Implementation plan outlining delivery for first three years developed.

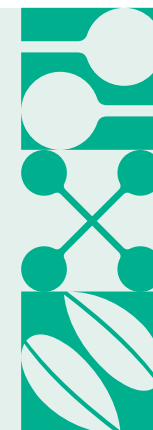


Te papakupu whāiti

Glossary of terms

GLOSSARY	DEFINITION
Fonua	Pacific model of wellbeing
hapori	society, community
hapu	sub-tribe
hauora	be fit, well, healthy, vigorous, in good spirits
intercultural	taking place between cultures, or derived from different cultures.
kāinga	Home / Village
kaitiakitanga	guardianship/stewardship. The practice of looking after the environment. These practices are rooted in tradition
kaumātua	Elder, either male or female, who has status within the whānau, hapū or iwi
Kia Ora Tāmaki Makaurau	Auckland Council's performance framework that brings together Māori aspirations and the council group's contribution towards achieving those aspirations
kotahitanga	unity, togetherness, solidarity, collective action.
mahi	work / job; to make / to do / to work
mana	Authority / agency / power
mana māori motuhake	Māori autonomy, Māori authority, Māori rights.
mana whenua	territorial rights, power over the land / by extension: Māori who have customary authority over land through ancestral links
manaakimanuhiri	hospitality / generosity / support
manaakitanga	hospitality / generosity / support
manuhiri	visitors/guests
marae	complex of buildings including a meeting house, dining hall, and toilet block / 'village' common
Maramataka	Māori lunar calendar, calendar
Matauranga Māori	Māori knowledge. Refers to all things physical, emotional and spiritual in a Māori context
Me Mahi Tahī Tātou	we work together towards wellbeing outcomes
Ngā hapori momoho	Thriving Communities Strategy
Ora i Te Tuatahi	the connection of all things in Tāmaki Makaurau
Pūrākau tāuhu	stories that tell where we have come from and where we want to go
Rangatiratanga	Leadership / chieftainship
Resource Management Act 1991	Legislation passed by NZ Parliament in 1991 that promotes sustainable management of natural and physical resources.

GLOSSARY	DEFINITION
rōpū	groups
super diverse	refers to some current levels of population diversity that are significantly higher than before
Tāmaki Makaurau	The Māori name for Auckland is Tāmaki. Among the many versions is Tāmaki-makau-rau (Tāmaki of a hundred lovers), referring to the desirable, fertile site at the hub of a network of waterways taking travellers north, south, east or west.
Tangata Whenua	the indigenous people / hosts
Te Ao Māori	the Māori world
Te Auaunga Awa	also known as Oakley creek which was the focus of a project transforming the water way from a concrete culvert to a natural stream with native planting.
Te Mana o te Taiao	the mana of the environment
Te Paataka Koorero o Takaanini	Takaanini Library
Te Taha Hinengaro	mental health
Te Taha Tinana	physical health
Te Taha Wairua	the spiritual dimension
Te Taiao	Natural world, environment
Te Tāruke-a-Tāwhiri	Auckland's Climate Plan, sets out Auckland Council's long-term approach to climate action
Te Tiriti o Waitangi	The Māori world
Te Whare Tapa Whā	The four cornerstones (or sides) of Māori health
Te Whare Tapa Whā	Te Whare Tapa Whā model refers to a whareniui (or meeting house) to illustrate the four dimensions of wellbeing: taha tinana (physical health), taha hinengaro (mind), taha whānau (family) and taha wairua (the spiritual dimension). With four walls, the whareniui is a symbol of these four dimensions.
The National Policy Statement on Urban Development 2020	National direction setting out objectives and policies for urban development under the Resource Management Act 1991. Councils must give effect to these objectives and policies.
Tikanga	Practices / protocols / customs
wairutanga	The spiritual dimension of all existence
whakapapa	genealogy; to make ancestral links
Whakawhanaungatanga	The process of establishing relationships and connections
whanaungatanga	relationship / connection
whenua	land / country / nation / ground



Nga Hapori Momoho / Thriving communities strategy

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