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Project Tatupu Feasibility Study

Ministry for Pacific Peoples

August-November 2016

Foreword from the Ministry for Pacific Peoples

Genesis of Project Tatupu

The contribution of Pacific peoples towards New Zealand's society and economy can be further realised through increased participation and exploration of opportunities across New Zealand. Pacific peoples are characteristically young, diverse, fast growing, urbanised and playing an increasing role in the New Zealand economy. By 2038, the Pacific population is projected by Statistics New Zealand to make up 10.9 percent of the New Zealand population, increased from 7.4 percent in 2013.

As the Pacific population grows, so does its potential to make a material contribution to New Zealand's economic goals. To achieve this goal for New Zealand, the government is interested in innovative ideas about what can be done to support Pacific communities' economic development. Project Tatupu is one such idea.

Project Tatupu explores whether further migration out of densely populated areas of Auckland to growing areas of New Zealand may help Pacific families to lead a more prosperous life. The core purpose of this study has been to assess whether moving to the regions is a practical, achievable, viable strategy for Pacific peoples that will lead to community development and positive outcomes.

The concept of Project Tatupu came from the Pacific community through the Pacific Leadership Forum (PLF). 'Tatupu' means regeneration or regrowth; "O le tatupu o le niu" is the emerging frond of a coconut signifying new life, regeneration and rebirth. The potential for Pacific peoples to regenerate and access improved economic and labour market opportunities were recurring themes of discussions with the PLF, and also from the learnings gained through the experience of schemes like the New Zealand Seasonal Workers Scheme trial.

The Ministry for Pacific Peoples commissioned Deloitte to undertake the Project Tatupu feasibility study. Strategic direction and support for the Project was provided by an Advisory Group consisting of Pacific community leaders and the Ministry. The Advisory Group members were:

- Sefita Hao'uli (Chair)

- Luamanuvao Winnie Laban

- Meleane Burgess

- Tofilau Nina Kirifi-Alai

- Jacinta Fa'alili-Fidow

- Manase Lua, Pakilau-o-Aotearoa

- Leilua Winston Timaloa

The feasibility study is an initial step to unravel the housing issues and related socio-economic issues facing the high concentration of Pacific peoples in Auckland. The study has looked more broadly at the opportunities and challenges in areas outside Auckland in terms of the potential to continue to regenerate, grow and ultimately improve the wellbeing of Pacific peoples. It provides information on the potential support mechanisms required, and draws on the experience of previous migrants and existing relevant government programmes.

The study concludes that a **regenerative migration option** is a practical, achievable and viable strategy for Pacific peoples that will lead to community development and positive long term outcomes. Under this model, participants are able to make their own choices about what they'd like to do in order to create their own success, and crucially, support is offered to help them get their own defined outcome. The study sets out potential next steps on how such a migration option could be designed and tested.

The Ministry for Pacific Peoples wishes to extend its grateful thanks to all those who participated in the study. We particularly wish to thank Deloitte for carrying out the study in a thorough and timely manner and to the Advisory Group for contributing their time, knowledge and views to the Project.

Executive Summary

The Ministry for Pacific Peoples' Project Tatupu Feasibility Study

Executive Summary

The objective, scope, and aspiration of Project Tatupu

Looking to the Pacific migration story...

Migration from the Pacific Islands to a new, foreign land **required immense resilience, bravery, and opportunism** from the peoples who chose to move their families and establish themselves here. It is in this context that we speak of 'regeneration'; **reclaiming the migration story, and making it as positive and opportunity-filled as it once was for Pacific peoples.**

What does MPP want to achieve for Pacific peoples through Project Tatupu?

'O le Tatupu o le niu' is a metaphor of a coconut – representing rebirth and regrowth. It is within this frame of mind that we say 'ia fua tele le niu'; that the coconut in its rebirth should bear many fruits and prosper. **Niu depicts life** – the aspiration of this project is for a prosperous Pacific population here in Aotearoa New Zealand, bringing 'new life' to Pacific communities.

Project Tatupu seeks to examine ways we can **encourage the movement of Pacific peoples across New Zealand** . As we explore the feasibility of Pacific families migrating from the Auckland region to seek opportunities in other regions, we must also explore their ability to be **successful in the short term and the long term, and to be able to prosper inter-generationally**. The aspiration is an internal migration programme that provides a pathway for Pacific families to move to regions that allow them to thrive - establishing a successful lifestyle for generations to come – much like the original migration story experienced by those who first travelled to this country.

Migration is certainly not the *only* way Pacific peoples living in Auckland can experience growth and economic success. However, Project Tatupu is designed to offer a unique pathway for this group of peoples, as a means of complimenting other programmes that have been established for the purpose of stimulating Pacific wellbeing. For this reason, migration is being explored as a unique, different opportunity to work alongside initiatives that focus on social and economic success.

A brief history of the migration story...

Pacific diaspora is a way of understanding the movements or scattering of people through the Pacific region. This movement has been happening for thousands of years. The effect today is that vast numbers of Pacific people now live in a place very different to where their ancestors lived. This can be seen predominantly in Aotearoa New Zealand, which has the largest number of peoples from Pacific among the industrialised nations.

Traversing the seas of the Pacific Ocean, diasporic movements have brought waves of change that are felt vividly in the hearts of the generations growing up in places far different from where their ancestors lived. The migration journey has resulted in many of Pacific peoples experiencing living in two worlds; the *Pacific* world and the *Palagi* (European) world.

The Pacific diasporic journey was born out of a historical migratory past, filled with hopes and dreams of a new utopia – a new way of living, a better life with a hope-filled, expectant future,. This is, for many Pacific peoples in Aotearoa NZ, still a 'dream'.

The wave of migration from the Pacific which occurred during the 1950s to 1970s due to the demand for labour, created a large Pacific ethnic group in Aotearoa NZ. The result was the creation of strong, vibrant Pacific communities across the country – bolstered by promising employment opportunities and rapidly growing economies. Today, Pacific peoples continue to grow in both number and proportion of population in NZ, rising from 6.9% (2006) to 7.5% (2013) of the total population. They remain one of the most youthful, diverse and dynamic minority groups in the country.

Executive Summary

The objective, scope, and aspiration of Project Tatupu

What is the need driving Project Tatupu?

Auckland is an increasingly densely populated area; **housing** is in short supply and **living costs** are higher than most regions. It is within this context that some Pacific communities are struggling to flourish – and are not reaching their maximum potential. The highest concentration of Pacific peoples is in Auckland (approximately 66% of the New Zealand Pacific population).

Auckland housing prices are, on average, the highest in the country. The low average median income for many Pacific families means that home ownership is unattainable – Pacific peoples are far less likely to own their home than other ethnic groups. Average rent prices are also the most costly in the Auckland region than any other region, which, again, creates an impossible situation for families with lower incomes and fewer promising employment opportunities. This can lead to overcrowding, poor living conditions, and – in many cases – a dependence on social housing.

Of this group, the majority live in **low socioeconomic** areas of South Auckland. For example, Counties Manukau is the district in Auckland with the largest Pacific population. It also has the highest recorded crime rate.*

Challenges in housing are compounded by poorer outcomes in other areas:

Education has been described as 'critical in determining people's social and economic position, and thus their health'.** As of 2013, 30% of Pacific peoples aged over 15 years in Auckland had no formal educational qualification – compared to the 16% for the Auckland population as a whole. Pacific peoples in Auckland are also grossly underrepresented at tertiary institutions, compared to other ethnic groups.

Poor educational outcomes reflect Pacific peoples' position in the Auckland job market; Pacific peoples are over-represented in the **lower-skilled and lower-paid professions**, and have lower employment & labour force participation rates than the rest of Auckland.

This, in turn, leads to **reduced earning potential** than other groups. As of 2013, personal incomes of Pacific peoples in Auckland were generally lower; the median annual income in 2013 was $18,900, compared with $29,600 for the total Auckland population. The 2013 Census also indicated relative over-representation by Pacific peoples on **benefits** as a source of income.

Project Tatupu cannot address all issues at once. This is a unique proposal to support Pacific families to address challenges in housing. However, the opportunity for Project Tatupu is that through responding to the immediate housing crisis, the programme could enable Pacific peoples to create their own success and focus on economic opportunity (not solely social welfare) as the pathway forward. This Project – although quite different in nature to existing programmes for Pacific families – will complement the work that is currently underway to enable Pacific peoples to experience better outcomes across their lifetime.

Executive Summary

The objective, scope, and aspiration of Project Tatupu

What is the purpose of this document?

This study explores whether further migration out of densely populated areas of Auckland to growing areas of New Zealand may help Pacific families to lead a more prosperous life. Specifically, whether migration is the appropriate means of delivering desired outcomes, and what form this should take.

This is a **feasibility study** – in that this has been approached without preconceived notions of whether or not migration through Project Tatupu will be an appropriate pathway for Pacific families.

The core purpose of this study has been to assess whether migration is a practical, achievable, viable strategy for Pacific peoples that will lead to community development and positive outcomes for Pacific.

What was our approach to assessing feasibility?

In defining a 'prosperous life', we have created (in collaboration with experts, community leaders, and Pacific families) **a wellbeing framework**. This establishes the core aspects that together make up a successful, healthy life for Pacific peoples – including income & financial freedom, safe & affordable housing, good education, physical & mental health, and community connectivity.

We have also created a list of **criteria** to help us assess whether an approach to migration is considered 'feasible' or not.

We have engaged with various '**voices**' in order to understand the ways in which migration might occur, and whether each of those is feasible and appropriate.

We have used the wellbeing framework & criteria to measure these potential options for migration, so that we may assess their feasibility; whether the option for migration will work for Pacific families, whether this will help to create thriving Pacific communities by providing opportunities for successful lives, and deliver desired outcomes.

Executive Summary

The objective, scope, and aspiration of Project Tatupu

What did we find?

❌ After conducting thorough primary and secondary research, the team reached the conclusion that if *to 'move'* means **simply pushing (relocating), or pulling (incentivising)** Pacific families and communities from Auckland to other regions of New Zealand, then this is **not feasible**:

- This will not lead to long-term wellbeing and success, nor will it grow communities to help them prosper for generations to come.

- This is a short-term solution, but does not respond to the multi-faceted wellbeing framework – families will not be supported to genuinely grow and succeed. They will simply be located in a new area.

- This does not do enough to enable Pacific peoples to succeed in business, education, socially, in their community, at home, or personally.

✓ The only context in which '*moving*' will be **feasible** is if a **regenerative migration option** is used: *

- Participants are not 'pushed' to migrate, but are instead **attracted** by what migration may provide them with – and that is the regeneration of their community and peoples.

- Regeneration occurs through a programme of **support**, focussed on a **holistic view of wellbeing**, rather than a singular solution. This support is offered to participants in a **collaborative** manner; participants are able to make their own choices about what they'd like to do in order to create their success, and support is offered in order to help them get to their **own defined outcome**. Participants have a decision-making power – they are able to decide when, where, and how migration occurs, and act on a **voluntary** basis.

- Regeneration models aim to create **skill, momentum, and resilience** among the participant group, so that they are then equipped to **continue these patterns** of successful living for **generations** to come – hence 'regenerating' their community.

* There were other forms of migration that were considered in the course of this study and found not to be feasible. See pages 29-35.

What does regeneration look like?

- The regenerative migration programme proposed for Project Tatupu focuses on 4 core stages:

  - **Resource the Regions**: Thorough work must be done in regions around New Zealand to understand a) what is needed to make this a safe and secure place for migrants to arrive, b) what is needed to provide community members with culturally appropriate services / resources, and c) next steps to ensure the identified needs are met prior to any arrival of Pacific peoples from Auckland.

  - **Migration Support Service**: Tailored migration pathways must be established for any Pacific person/family interested in migration. This Service will provide an *array of options* for Pacific peoples, depending on their level of need, what kind of support they require, opportunities/regions best suited to their skills and aspirations etc. This Service will work in collaboration with existing migrant support services, and any other relevant initiatives/organisations that work in the economic opportunity space.

  - **Building on Housing**: For some Pacific peoples who engage with the Support Service, there will be an opportunity to upskill and gain further education regarding property investment. Many Pacific peoples have homes in Auckland that are of considerable value. There is an opportunity to leverage this property so that family members may also become home owners in more affordable regions.

  - **Building Entrepreneurialism**: For some Pacific peoples who engage with the Support Service, there will be an opportunity to upskill and gain further education regarding business ownership. By providing pathways to entrepreneurialism & business ownership, Pacific peoples can benefit from profit sharing and gain financial independence, which can in turn be shared amongst their community.

Navigating this document

Introduction

What is the purpose of this document?

What Project Tatupu is all about...

Through Project Tatupu, we seek to **reclaim the migration story** – using Pacific ancestors' journey as inspiration and the 'blueprint' for further regeneration of Pacific peoples – or 'ia tatupu ma ola' – to sprout and grow...
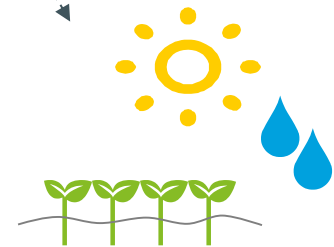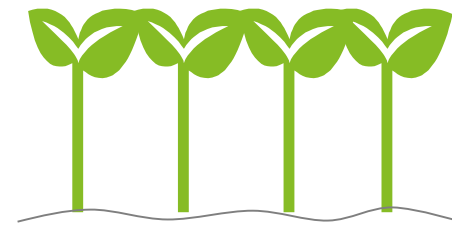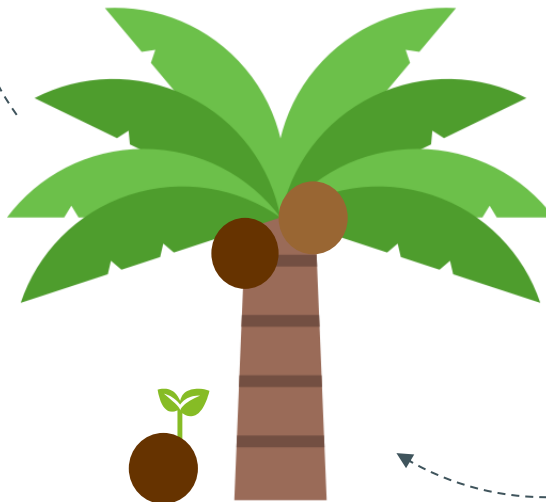
Looking to the migration story...

Ia tatupu ma ola: Project Tatupu refers to the image of the coconut seedling to depict a vision and philosophy of Pacific growth and development. There are a number of Pacific language proverbial sayings which refer to the coconut in this context, and which reflect Pacific values and perceptions of health, wellbeing and development. For example...

Ole pa'u a le popouli (niu): When a ripe coconut falls to the ground, it becomes rooted and produces new growth. This is unlike an unripe coconut, which will rot on the ground. This can be applied to a strong person or to a strong community not easily overcome (Pratt, 1911).

Kapuaanga mei te uto, riro mai ei pu nu tupu ruperupe e te uua; ei utuutu e ei marumaru, no te au uki ki mua: The budding coconut begins life, seeking and settling a safe and suitable environment. It flourishes to maturity, providing shelter and sustenance to protect and nurture future generations (Elizabeth Leahy and Raetea Ngatama, April 2007).

See Appendix B for a full list of translations.

Groups of resilient, brave Pacific peoples embarked on a migration **journey**...

Once there, they **planted seeds** to establish a new life, a new community, and a new home for their people...

These seeds **grew** – creating new opportunities and increased success...

Growth resulted in **prosperity** – with trees bearing fruits, which allowed for further growth and **regeneration** for Pacific peoples...

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Assessing the Feasibility of Project Tatupu

Overview of the content and purpose of this document

The purpose of this document:

The Ministry for Pacific Peoples' (MPP) wished to explore the feasibility of opportunities for Pacific families currently living in the Auckland region, to move to provincial areas of New Zealand where they may experience a better quality of life and long term benefits. Here, 'benefits' are considered in a holistic sense – including but not limited to improved housing and increased family health, wellbeing, economic and educational opportunities.

This opportunity is known as 'Project Tatupu'. The Samoan word 'Tatupu' is both a noun and a verb meaning regeneration and regrowth. Project Tatupu will lean on the Samoan phrase 'O le Tatupu o le niu', the emerging of the coconut frond which signifies new life, regeneration and rebirth. The goal of Project Tatupu is to regenerate and grow the wellbeing of Pacific peoples. The migration story tells us how Pacific peoples have – in the past – created regeneration through the 'planting of seeds' and 'growth of trees' to create their own success. Through such a social change programme, MPP is seeking to lift the holistic wellbeing of Pacific families and contribute to overall economic growth in provincial centres.

This opportunity enables Pacific people to settle in regions that would benefit from their contribution to the local economy and community. In return, Pacific peoples are able to enjoy reduced financial pressure, greater involvement in the community, improved business and educational opportunities, sustainable work and housing, and a better quality of life.

This feasibility study was conducted to answer the question '*is Project Tatupu feasible*?' – is this appropriate for Pacific peoples, and will it address their needs?

Where we fit in Project Tatupu's lifecycle:

1. **Assess feasibility of the opportunity: only if Project Tatupu is deemed feasible will the next phase commence...**
2. **Refine concepts based on findings**
3. **Put forward for consideration by Government Ministers: assess the concept in detail in terms of policy alignment and eligibility for funding for further programme design**
4. **Application for funding for design phase**
5. **Detailed programme design (including thorough community consultation) – if funding granted**
6. **Pilot and launch**

We found that relocation of Pacific peoples to provincial New Zealand is not a feasible means of fostering long-term economic and social wellbeing.

The only way in which Project Tatupu will be a feasible programme is if a regeneration approach is utilised.

Assessing the Feasibility of Project Tatupu

Structure of the feasibility study

Findings from Research	Feasible Migration Options	Recommended Way Forward	Next Steps

Findings from Research

- In order to identify possible migration approaches, and assess the feasibility of these, **research was conducted across multiple 'voices'**:

- **Community engagement** with Pacific families & community leaders (in both Auckland and regions of interest across New Zealand);

- **Experts** in relevant fields (including migration patterns and approaches);

- Key **stakeholders** (including an Advisory Group consulted throughout the feasibility study);

- **Employers** in regions & industries of interest;

- **Desktop research** and economic analysis of regions, populations, migration options, and growth industries.

Feasible Migration Options

- Through this research, **several potential options for migration** for Project Tatupu were identified.

- The relocation approach was deemed **infeasible**.

- Three other options were considered; regeneration, organic migration, and incentive-based migration.

- Out of these, only one option was identified as **feasible**.

Recommended Way Forward

- Once the **regenerative option** was selected as **feasible**, a recommendation was formed as to how Project Tatupu may deliver regenerative opportunities to Pacific communities in Auckland;

- Included in this recommended way forward is the proposed **programme structure** for Project Tatupu.

Next Steps

- **Further considerations** have been listed for exploration in the next phase of work

The conclusion reached in this phase of the study was that **a migration option to foster Pacific success & growth in provincial New Zealand is not feasible unless a regenerative form of migration is adopted**.

This is the only feasible means of growing the wellbeing of Pacific peoples through migration.

Context

What are the driving factors behind this feasibility study?

The challenges for the Pacific community in Auckland

Areas of Auckland have large populations of Pacific peoples. Statistics show that – although the Auckland economy is growing – many are struggling to live healthy, stable lifestyles within the region. Trends indicate improvement in some areas, but continued decline in others – and that we will not see significantly improved outcomes for Pacific peoples without some change in circumstances or investment in their wellbeing. The NZ economy stands to lose out on the skills, ideas, and talents of a significant group of its population if they are not supported into safe, secure housing, good quality education, sensible financial management and skilled professions…

66% of Pacific Peoples in NZ live in Auckland.

71% of this group live in **areas rated 8, 9 or 10 on the NZ Index of Deprivation** - much higher than any other ethnic group.

Pacific workers are **over-represented in lower-skilled & lower-paid** occupations.

The Pacific population has a **lower labour force participation rate** and **employment rate** than the rest of Auckland.

Only 5% of Pacific peoples work in the **professional, scientific and technical services industry** (compared with 11.4% for Auckland overall).

Between 1986-2013 the proportion of Pacific peoples living in a house they owned **fell almost 40%.**

Where we are based…

Where we work…

Where we live…

33% live in South Auckland, most in Counties Manukau – which has the highest **recorded crime rate**.

In 2013, **only 32% of Pacific peoples owned their home** - the lowest proportion across all ethnic groups.

What we are achieving at school…

What we earn…

60% of Pacific children in Auckland attend a decile **1-3 school**.

30% of Pacific peoples aged 15+ have **no formal educational qualification** - compared with 16.8% for Auckland overall.

Pacific peoples are **under-represented in university degrees**.

Median **annual earnings are 16% higher with a diploma** compared to level 1-3 certificates, and **51% higher with a degree**.

Personal incomes of Pacific peoples are generally lower: $18,900/year in 2013, compared with $29,600 for Auckland overall.

Although Pacific peoples aged 15 years+ constitute **12.1%** of all those aged 15 years+, in 2013 they accounted for **27.6% of those receiving a domestic purposes benefit**.

But what trends & opportunities can we see?

The recent phenomenon we are experiencing in Auckland does present opportunities for improvement and innovative solutions for outcomes for Pacific peoples. Further, there are several promising trends we are seeing in some of the categories below…

Migration trends indicate that Pacific immigrants tend to **settle in areas with already established Pacific communities** (hence the large amount of Pacific peoples who have settled in Auckland).

However, there have been recent trends and examples of chain migration, with **Pacific families moving from Auckland into regions further south** (e.g. between 2006 and 2013 the Waikato region has seen a 24.8% increase in population size and the Bay of Plenty has seen a 19.6% increase). This shows a willingness of Pacific peoples to explore other parts of the country, and presents an opportunity to attract immigrants to regions other that Auckland.

Half of the Tokelauan population lives in Wellington, and along with Cook Islands people they are also more likely than others to live in secondary urban areas. Fijians are most likely to live in rural areas.

The Pacific population is the **youngest and fastest natural growing population** in NZ. By 2026 Pacific people will make up a significant proportion of the labour force. The Pacific youth population also means increased contribution to the labour force past the year 2026. The large Pacific youth population is a pool of potential that needs to be supported effectively in order to **grow NZ's economy** both now and in the future.

The Pacific labour force is concentrated in manufacturing & labouring. Manufacturing has recently been experiencing aggregate decline.

There is, however, an **increasing trend** for Pacific people to be involved in **skilled & professional occupations,** making them the second largest sector of work Pacific people are engaged in.

Over time differences in jobs (and thus income) will likely disappear, reflecting **narrowing differences in qualifications of new entrants** into the workforce.

The number of people who are able to own their own home is decreasing for all ethnic groups in Auckland – but is particularly pronounced for Pacific peoples. Further, a large number of social housing tenants are Pacific. This number is greater in Auckland where Pacific people are also likely to live in areas of household overcrowding. This presents an opportunity; **other regions of NZ have far more affordable housing** and than Auckland. Good quality housing for a reasonable price is more realistic in areas outside of the Auckland population.

Where we are based…

Where we work…

Where we live…

Pacific children's participation rate in **ECE is now catching up to the population average.** At the current rate of improvement, Pacific children's participation rate will be the same as for all children in 2020.

The numbers of Pacific peoples who have gained a formal education qualification has been increasing. The **number of Pacific peoples with post-graduate degrees has doubled** since 2006.

What we are achieving at school…

The largest increase was in the number who gained a Level 1-4 certificate (+26.5%). The most striking gains were those who have gained a **Masters degree,** (+93.7%), or a **post-graduate or honours degree** (+120.3%). **Gains were particularly strong among Pacific females.**

Given the progress that is being made in the educational attainment of Pacific people, this can result in a **substantial earnings boost of about 15%** as the qualification mix improves. This boost can be raised further if educational attainment and sector of employment choices were to fully match that of the general population.

Successful educational outcomes, improving skill-sets and **addressing emerging skills shortages** can positively affect earning potential and employment outcomes. Building qualification and skill levels will help Pacific people to secure sustainable employment, as **higher skilled workers tend to be more resilient** through periods of economic and technical change.

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What we earn…

Pacific people are contributing in fields as far reaching as the **fine arts to world class academic inquiry.** The **unique mix** of cultural values, linguistic capabilities and diverse experiences present opportunities to **strengthen Pacific people's competitive advantage** in the workforce and business sector. These features provide opportunities to contribute **alternative Pacific models** of best practice and innovative solutions to New Zealand society.

Creating a business environment that is able to **nurture and capitalise** on the **unique ideas & skills of Pacific people** can create innovative new markets. There are large groups of Pacific families, cultural trusts and churches that use **communal land, buildings and financial assets** as capital for a number of different, usually social, enterprises. Pacific **business owners** can play an important role in providing economic opportunities more broadly for Pacific communities (Pacific owned businesses tend to employ Pacific people). Operating sustainable businesses or social enterprises has the potential to **create more Pacific employment opportunities,** career pathways and self-determination of economic success.

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Therefore, what is the need that this feasibility study was born from?

The driving factors behind the Project Tatupu feasibility study…

Some Pacific peoples living in certain areas of Auckland have **less opportunity to flourish** and live to their full potential across their lifetime than those in other regions of New Zealand.

Pacific peoples living in Auckland are currently **concentrated in low socioeconomic areas**, with poor educational opportunities & outcomes, leading to lower earning potential than other groups, and less promising employment opportunities.

A **housing market** that is unattainably costly can create an environment of desperation, and dependence for some, as families struggle to overcome the stresses of life in such a densely populated area. Once families are trapped in a **cycle of poverty**, it can become very difficult to break – and it will often continue for generations.

But we know that when we look at all Pacific peoples living across New Zealand, this is not the only story.

To help **regenerate and grow the wellbeing** of the Pacific community, housing, work and community development **opportunities** outside of the dense Auckland area could be made available – in a way that is **both sustainable and empowering** – to enable Pacific communities to **create their own success** for generations to come.

A summary of the recent phenomenon the Auckland Pacific population is experiencing

Scope of Feasibility Study

What is 'feasible' and how have we assessed this?

Assessing Feasibility

What is considered 'feasible'?

In assessing the feasibility of Project Tatupu (and potential options for migration therein), we have developed criteria to measure **effectiveness** and **feasibility**:

- In assessing **feasibility,** we have developed 4 criteria below**.** Feasibility criteria are the elements that any potential option for migration *must* fulfil in order to be considered 'feasible'. All elements must be met in order for an option to meet requirements (economic, respectful, sustainable, appropriate).
- Out of the feasibility criteria, **effectiveness** is the central element that options for migration must fulfil; *addressing the problematic outcomes currently experienced by Pacific peoples living in the Auckland region* (see 'Effective' below). The ability of an option to successfully respond to these drivers is at the heart of any feasibility assessment. In measuring effectiveness, we have developed a wellbeing matrix (refer to Appendix C) in order to assess impact against categories of wellbeing for Pacific peoples. This takes the total number of criteria to 5

These criteria were developed through consultation with experts, community leaders, the Advisory Group and reference to documents outlining the intent of Project Tatupu.

Criteria	Description
EFFECTIVE *lelei*	• First and foremost, a migration strategy must address the problematic outcomes for Pacific peoples outlined on the previous pages. • A migration strategy must effectively impact the lives of members of the Pacific community by reducing the population density of key areas of the Auckland region, and improving the quality of the living situation of Pacific peoples. • **We have measured effectiveness against our wellbeing matrix, as described on page 27. Potential options for migration must be impactful against this set of wellbeing categories in order to be considered 'effective'.**
ECONOMICALLY VIABLE *tamaoaiga*	• A migration strategy needs to be cost-effective. • The investment must have quantitative benefits over the long-term – reducing lifetime costs for certain members of the population engaged in Project Tatupu.
SUSTAINABLE *Ola manuia*	• The outcomes of a migration strategy must have longevity (for example, long-term re-settlement rather than short-term relocation), with the positive effect of migration evident for generations to come. • Any strategy must deliver families' and communities' movement out of the Auckland region for a significant period of time.
RESPECTFUL *fa'aaloalogia*	• A migration strategy must be respectful of the culture, beliefs, and heritage of those it engages. • Migration must be tailored to different ethnic groups in order to account for differing priorities, customs, and familial structures (as opposed to a 'one size fits all cultures' approach). • A strategy should be flexible and responsive to suit the needs of the varying groups it engages.
APPROPRIATE *talafeagai*	• Any migration strategy needs to be palatable for the New Zealand media and public. • Given the trauma of previous relocation experiences (e.g. dawn raids) is still felt by many communities across the country, a migration strategy needs to be sensitive, carefully messaged, and responsive to the New Zealand psyche. • Migration needs to focus on 'pull' or incentive-based options rather than any form of 'push' or forced migration.

The methodology for this feasibility study layers multiple voices & secondary data, with continual Advisory Group oversight

In order to assess whether Project Tatupu is feasible, we conducted research across the following areas…

We have used the methodology of *Fa'afaletui*, which weaves together the various layers of knowledge. Fa'afaletui acknowledges and weaves together different perspectives that are considered equally in problem solving. These are the views of those who bring higher level perspectives from the "top of the mountain" and the "top of the tree", plus those "in the canoe", closest to "the school of fish", and who are most affected or immediately exposed to the problem or the micro issues informing it.
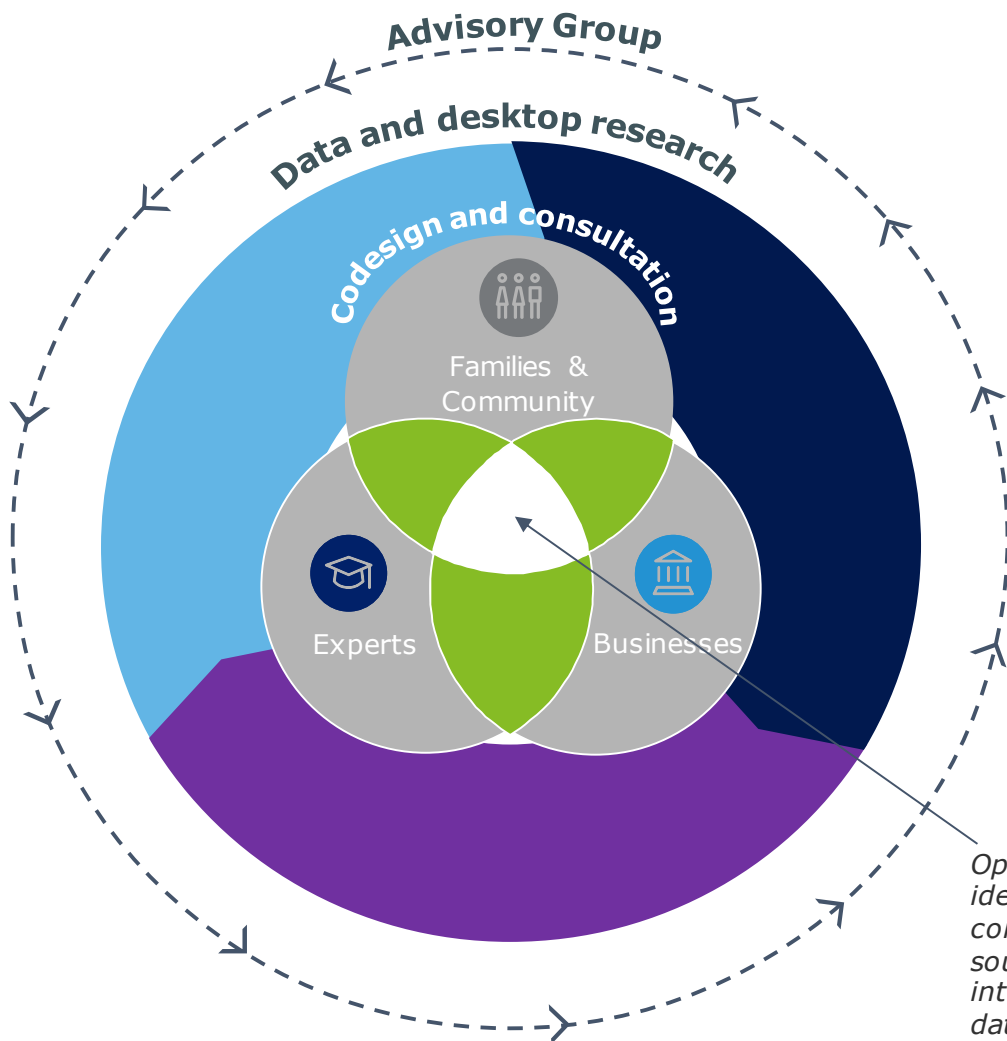
Project Tatupu balances various data sources and types of analysis to evaluate the feasibility of Project Tatupu. The key sources of information that we will use to assess feasibility, and provide a series of recommendations for possible regional migration are as follows:

Primary research with Families, Community Leaders, Businesses, and Experts in co-design, interviews, working sessions

Combined with…

Secondary research from social, cultural and economic lens, and using quantitative and economic analysis

Combined with…

Advisory Group (oversight, governance, and guidance)

Options will be identified through a combination of all sources (co-design, interviews, secondary data, Advisory Group)

See Appendix A for more information about our research methodology.

The engagement approach for Project Tatupu draws from multiple voices and points of information

Overview of the engagement approach

What was within scope?
- This project looks specifically at the Pacific population within New Zealand, who are living in the Auckland region. This feasibility study focuses on internal migration; not those peoples immigrating from overseas, but those who are already settled in New Zealand who may potentially move to another region in the country.
- The Pacific population is a diverse one, made up of many different ethnic groups with specific cultural & social conventions and priorities. Project Tatupu does not focus solely on one specific ethnic group.

How did we get our information?
As we explored the feasibility of Project Tatupu, we engaged in primary and secondary research for two purposes; to hear the voice of community and family and reflect their voice in our evaluation of how feasible Project Tatupu is, as well as to gain feedback at key stages to inform final options and test our recommendations.

The following diagram provides an overview of the methodology used to inform the direct research component of the Project Tatupu Feasibility Study:

We drew on three 'voices' through co-design sessions, working sessions, and interviews:

- The voice of Pacific families and communities: This voice talks to the willingness and desire to participate in Project Tatupu, as well as providing insight into what needs to happen to make the project work for Pacific families and communities.
- The voice of people with expertise in relevant fields; and
- The voice of businesses who could be the future employers of migrant Pacific families.

In total, we engaged with 4 groups through primary research. We spoke to **35 people** in total, either in their capacity as a specialist expert, a community leader, a community member, or a major employer. This was supplemented with approximately **208 surveys** completed by members of the Pacific community.

We supplemented our findings with literature in relevant fields (such as Pacific migration studies, previous internal migration programmes etc.). We have pulled statistical information from New Zealand sources such as MBIE, Stats NZ, and NZIER (e.g. regional growth studies) in order to gain a thorough understanding of regions across New Zealand - in conjunction with what we heard during interviews with community members and employers.

Community Leaders

Families

Families & Community

Experts

Businesses

Specialist experts

Business & business leaders
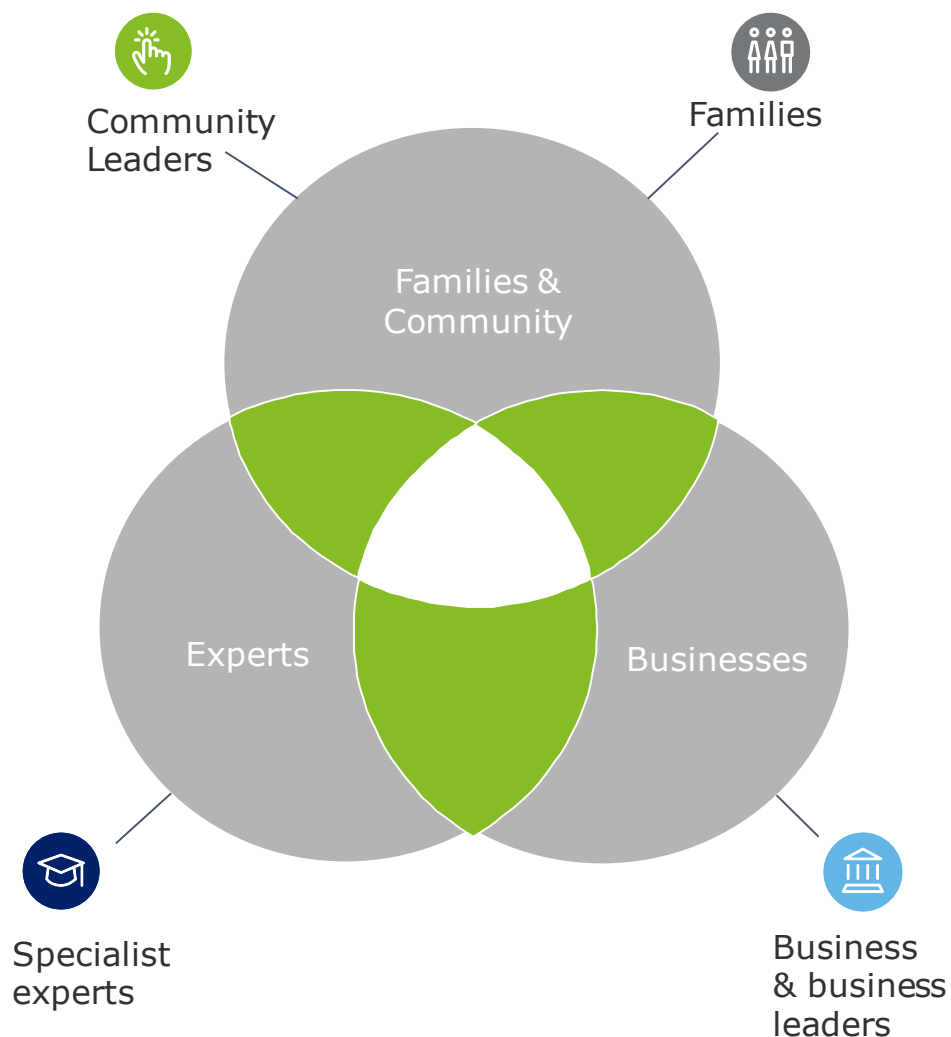
Findings from Research

What did we find over the course of this study?

Key learnings: What we heard about migration

Summary of insights gathered from interviews, community engagement, and desktop research

Attitude Towards Migration

- Some members of the Pacific community are **scarred** by previous experiences of forced migration (e.g. dawn raids – *see Appendix B for background information*).

- **80%** of survey respondents indicated that they were **interested in migration** opportunities. Similarly, families in co-design indicated an interest in moving. When this interest was fully explored, however, **80%** of the families revealed that they would **not want to move**. This demonstrates the complexity of desiring change, yet potential unwillingness to uproot. This shows the need for further detailed investigation to establish actual demand.

- **'Why us'**? There is a feeling of being a targeted group among Pacific peoples – why are we being asked to migrant and not others?

- Pacific communities often experience **gentrification** of their neighbourhoods in Auckland – resulting in forced relocation as property prices increase. There is concern that if they leave, this will happen once again to their existing Auckland communities.

- Resistance to participating in government programmes like this, given significant **distrust** over previous relocation programmes. There was also evidence that some feel that government agencies do not fully understand them and their needs, and therefore will be less able to deliver services effectively.

- Resistance to migration among communities that are already **well-established** with deep roots in Auckland. This extends to those with a connection to land in the region – e.g. where a family's whenua is planted.

- However, there is high interested and openness amongst some communities where **good career** opportunities may be present in provincial New Zealand.

- Some **church leaders** saw migration as a natural part of their theological responsibility to spread the word of their faith, and the reach of their church (e.g. the tale of Babel was referenced).

- Resistance among those with **dependents** – e.g. for Pacific peoples who are caregivers for the sick and/or elderly, migration would be very difficult.

- **Moving as one** – in large community units – is often perceived as the only palatable option for migration (as opposed to individuals or families breaking their community ties and leaving their Auckland network).

- The risk of '**culture shock**' was raised by some as a reason for hesitancy – e.g. moving to a region with a dramatically different climate to Auckland, or that is very far from an international airport so that people cannot visit families in the islands easily.

> Why us? Why are we being targeted, and why should we be the ones to move?

> If we move, who will replace us? Our community and network will be broken and displaced.

> I would need to see how is this different from other initiatives to move Pacific Peoples in the past?
> My decisions would change if the government can show this is not just another failed attempt to sweep Pasifika under the rug.

> We have worked hard to establish ourselves here. We do not want to move and destroy that.

> We might move if we were shown the tangible improvement to our lives – will we have good jobs?

> Migration is a part of my theological responsibility and a way for us to spread the word of our faith

> We only want to move if we can do this together as a community

Key learnings: What we heard about migration

Summary of insights gathered from interviews, community engagement, and desktop research

The importance of resiliency

- Moving to a new area takes considerable **braveness and resiliency**. There are many cases of families moving to a new location, only to struggle to integrate and stand on their feet – and eventually return to Auckland.

- People who are particularly **vulnerable** may not have the necessary resiliency to establish themselves in a new area. Project Tatupu is unlikely to be appropriate for this group.

- The concept of migration and regeneration may be **new to many people**. Those living week-to-week with little financial independence or ability to plan for the future may require a lot of support to understand this opportunity, and picture themselves seizing it. Opportunities in other regions may not have been properly communicated to people – they need to be made clear and achievable. Evidence and **examples of successful migration** among the Pacific community is an excellent way of **showing** people so they can gain a better understanding.

Readying the Regions for Migration

- There are **opportunities** in other regions. However, regions require **adequate support** in order to allow migrants to make the most of these. E.g. migrant support services, community 'hubs', more resources to create affordable housing. Without this, they cannot provide Pacific migrants with the support they need to make the most of the area.

- Some regional employers are struggling to **get and keep good staff** in their local area.

- However, **services** in many of these areas **not well suited to Pacific peoples**. They are often better in regions with a strong existing Pacific population, so that services can be led by (and include) Pacific community leaders.

- Regions close to Auckland are also being **heavily impacted by the demand for housing**. This has resulted in less available and affordable housing in these areas.

- '**Readying the region**' was deemed critical by community leaders. But this effort will involve multiple partners – e.g. employers felt that this was not their job alone, but the Council's. Local Council felt they could not deliver migrant support without the input of schools, employers, and community groups. A multi-pronged approach is required to deliver this. **Existing regional migration schemes (e.g. RSE) & programmes** can be leveraged in order to support this effort – providing more resources and collaboration to make existing infrastructure as effective as possible.

There are many people in this community who are resilient, strong and could easily migrate and set themselves up in a new region

However, there are even more who do not have that level of resiliency. They will need 'hand holding' to even consider the idea of migration

Show me examples of people I know or recognise doing this and making it work – show me the way

There are job opportunities in some regions

However, there needs to be appropriate services to support Pacific families in the regions – employment alone won't do enough

Delivering appropriate services needs to be a collective effort...this is not the responsibility of just businesses or council alone...

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Key learnings: What we heard about migration

Summary of insights gathered from interviews, community engagement, and desktop research

Deep-Seated Issues Can Be Addressed Through a More Holistic Migration Strategy

- Many of the issues seen in Auckland (e.g. financial pressure, high cost of living, lack of affordable housing etc.) are also **seen in other cities** and regions of New Zealand. Simply moving people to new areas may result in the same problems, just in a different location. A well-structured, supportive migration facility is crucial to avoiding this.

- People need help to **navigate** a new place in a time of uncertainty (e.g. to be introduced to services and community networks).

- Areas of the country where there are **strong, well-established Pacific communities** are better options for migration – people require an element of familiarity, something they can relate and connect to (e.g. an appropriate church). However, an existing Pacific community is not sufficient – it must be one that is **thriving** in order to support the arrival of migrants.

- We found some expressions of negative attitudes / feelings when reflecting on "others"– this was not specific Pacific peoples.

- **Preparation** and engagement with the existing communities must occur before arrival of migrants. This is to ensure a smoother transition to the changing community, so that locals are better equipped to handle the change.

- **Coordinated approach between regional or district councils** would provide for a smoother migration experience / programme; information & support prior to the move, help with transition, and support on arrival. This would also help with identification of skill/employment need and suitable families.

- **Pastoral support** – in the local community, school, work – is crucial to successful settlement. Further, cultural support / encouragement to ensure people feel comfortable to continue to adhere to cultural practices and activities. This may take its form in local clubs and opportunities for socialising, or existence for some kind of cultural group/meeting place/church etc.

- **Collaboration** with relevant organisations will be required to 'connect all the dots' between existing programmes and initiatives that present opportunities for migration. E.g. collaboration with local Rugby Unions to support players to migrate to other regions where they have been offered contracts to play.

> A new job in a new region will not address the breadth of issues

> If we are just relocated, we will likely experience the same issues and hardships we experience in Auckland today – just in a different city

Case study…
I'm John. Myself and my family live in Nelson. When I was younger, I had a positive migration experience from Auckland to Nelson. Because of this, I encouraged my own adult children to explore employment and educational opportunities in other parts of the country (or in Australia). I don't have fear about the separation of our family unit, as I can see the benefits of internal migration from my own lived experience, and that of my friends and family. There is immense power in storytelling and real-life examples as a means of quelling 'fear of the unknown'.

Key learnings: What families want in a place to live

Summary of insights gathered from 208 surveys, and co-design with families

In the survey we asked people whether any of a list of reasons would appeal to them and make them want to migrate. 80% answered that they could be interested in moving if certain conditions were met.

I would need better pay rates as I get in Auckland to make me consider moving elsewhere. Our quality of life needs to be better for us to move

What stops us from considering moving elsewhere is fear of the unknown – not knowing anyone there, no family or friends, lack of familiarity with the area

I want to feel safe and secure in my neighbourhood – more so than I do now

We would like to be self sufficient – secure stable jobs with good pay, and live in an area with a low cost of living so we could save some money

We would like to live somewhere where we can feel at home – somewhere that is sensitive to or aware of our culture, and accepts us. I want to celebrate being Pacific and be part of a strong community. A big part of this is our faith. We need a church we feel connected to

We need clear growth and development opportunities – e.g. the chance to build a career

We want opportunities for our children to thrive beyond primary school – like a great high school or tertiary opportunities – so we can set them up for their future

What families said they wanted when considering a place to live (listed in order of priority):

1. Finances (e.g. lower cost of living and ability earn more / save more) and good jobs were the top reasons for wanting to migrate in the survey

2. A diverse, connected, "flourishing" community: a sense of belonging to a strong Pacific community, being able to "contribute / participate to improve society" was deemed highly important by families in co-design

3. Affordable, safe and healthy housing was consistently referred to – almost all of the families identified home ownership as a major goal

4. Faith / "belonging to a good church" was essential: families said that this was a core part of their lives, and something they would like to continue to be a consistent and strong presence in their lives

5. Education was a high priority for families – ease of access, high quality, unique/tailored to their child's needs

6. Stability and safety were high priorities – and often something families said they'd like to change about where they currently live (i.e. they'd like to feel safer)

7. Better transport and ease of access to services, schools, and jobs in and around their community was cited as important to families in choosing a place to live

8. Youth development; feeling that children had opportunities and support to develop their talents and "follow their dreams"

9. "Satisfying and fulfilling employment", and good career progression were also raised as important to families

10. Being in close proximity to friends and family was continually cited as important to people in considering where they would like to live

11. Healthy lifestyle was also noted as an important elements of general wellbeing – both physical (eating the right things and exercising), as well as spirituality, happiness, and stability

12. Recreation / cultural activities were important to many

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Key learnings: Findings from our data sources

Summary of insights gathered from 208 surveys, and co-design with families

We found some interesting distinctions between our 2 data sources – co-design sessions with families, and anonymous surveys:

- Survey respondents were strongly **practical**, prioritising immediate needs such as **housing** and **income** as reasons for migration. When respondents were asked about possible reasons for **moving back** to Auckland, inability to find a good **job** or **own a house** were the top reasons given by respondents. The majority were also willing to **access support services for moving** – a strongly pragmatic theme came through, as people cited needing help with **logistics** and pathways into **jobs & housing** as the main aspects they would like support with.

- We found that respondents were **largely short-term thinkers**, with more value being placed on short-term aspects of moving (e.g. logistics of moving from A to B) than longer-term aspects (e.g. community integration). This is consistent with what we heard from community leaders and experts – that many Pacific peoples in Auckland will largely be living week-to-week, and focused on planning for the immediate future rather than long-term goals and aspirations.

- During co-design, we found fairly consistent responses (in terms of housing and employment needs etc.). However, when families were pushed to consider the reality of migration (i.e. where they would go and why), participants felt **less ready for and interested in migration**. They also placed far more emphasis on **community, faith and family** as core factors that would dictate their likelihood and ability to move somewhere new.

- These differences in responses show that there is a real need to engage with Pacific families face-to-face, in thorough community engagement work if actual demand and migration needs are to be determined.

- Further, please note that the co-design and surveys were used in an **exploratory** capacity, with the mixed data used to help us interpret general attitudes and appetites towards migration – the sample of respondents and participants do **not reflect a statistical representation** of the broader Pacific population.

Case study...
We are Afa and Safaia. We are based in Auckland, but are already considering moving our family to another part of the country. We have a home and good jobs here, but we are planning on moving to an area of Southland so that our child can access free tertiary education, and also for a promising job opportunity for Afa.
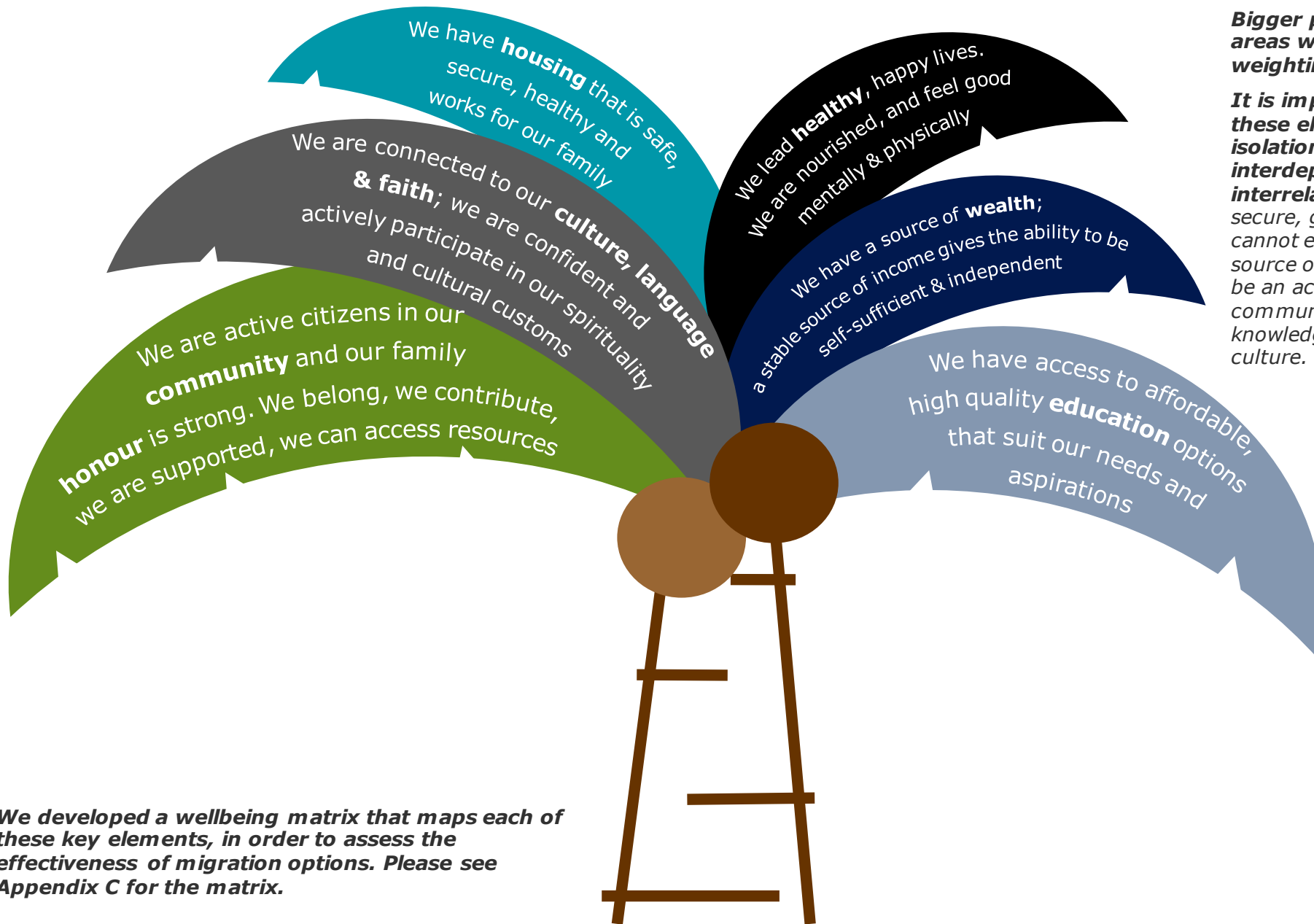
Quote
"[I would need] clear pathway[s] for employment and career development, reliable and accessible infrastructure and social services and [to see] how is this different from other initiatives to move Pacific Peoples in the past? My decisions would change if the government can show this is not just another failed attempt to sweep Pasifika under the rug".
- Quote from a survey respondent

Key learnings: What families want in a place to live

From the insights on the previous page, we developed a framework of the essential elements for a healthy, happy life – these factors must be in place for a family to flourish

We have **housing** that is safe, secure, healthy and works for our family

We lead **healthy**, happy lives. We are nourished, and feel good mentally & physically

We are connected to our **culture, language & faith**; we are confident and actively participate in our spirituality and cultural customs

We have a source of **wealth**; a stable source of income gives the ability to be self-sufficient & independent

We are active citizens in our **community** and our family honour is strong. We belong, we contribute, we are supported, we can access resources

We have access to affordable, high quality **education** options that suit our needs and aspirations

Bigger palm leaves represent areas with a higher weighting.

It is important to note that these elements do not exist in isolation – they are dynamic, interdependent and interrelated. For example, secure, good quality housing cannot exist without a consistent source of income. It is difficult to be an active citizen in a community without a strong knowledge of its language and culture.

In order to be **effective**, a migration strategy must touch on **all of these elements of wellbeing**. Wellbeing is not adequately addressed if only some elements are addressed.

We developed a wellbeing matrix that maps each of these key elements, in order to assess the effectiveness of migration options. Please see Appendix C for the matrix.

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From our secondary research, we found the following overarching characteristics of a successful programme

These are elements that must be in place for successful regenerative migration for Pacific peoples

Conduct community engagement to co-create detailed programme design, so that migration pathways are fit for purpose, and meet the needs of the end-user/s

Complete preparatory work in chosen regions to adequately prepare locals for the arrival of a migrant community – and to help smooth the transition for the migrant group by creating a welcoming environment

Conduct thorough matching of skill and placement options on an individual family basis, for those interested in exploring opportunities in other regions

Create opportunities for families to engage with community members in the region/s, and familiarise themselves with the region in question prior to migration. This is so that families feel more comfortable with the local setting ahead of the move

Develop a strong pastoral support programme to help migrants transition to a new location. This applies to the workplace – but also at a community level for the whole family

Conduct collaborative work with local employers in identified regions to build suitable career pathways and pastoral support that will empower and engage migrant employees

Conduct collaborative work with relevant organisations & agencies, and existing migration programmes, to co-create pathways to home ownership, job placement, and starter housing placements in identified regions

Provide families with success stories of previous migrants from the same or similar cultural community

Critical success factors for Project Tatupu:

If **all** of these characteristics are met, an internal migration programme can work to build strong, resilient Pacific peoples that are able and willing to **regenerate their community** in growing areas of regional New Zealand. Communities must be empowered and **supported to create their own success** for generations to come – and, in turn, encourage **further organic internal migration** among those who are more impoverished (from Auckland out to growing areas of the country).

Options for Migration

What is a feasible approach to migration, based on our findings?

Options for Project Tatupu

How Project Tatupu might generate migration

Through our research, we identified **four possible approaches** to migration. These were options that people raised during interviews, and that we came across during our literature review. We explored each option in detail, from a programmatic view – i.e., how would each of these work if we were to implement a migration programme using the approach? Are any of these feasible for a government-led or government –involved programme? See the following pages for an overview of our analysis.

PUSH/RELOCATION OPTION

- **Varied levels of organisation**
- **Risk of achieving narrow outcomes**
- **Concentrated source of power**

The 'push' option in its most basic form centralises decision making. Participants have little choice or no other option but to move and/or follow instructions of the decision maker. *E.g. target those currently living in social housing and arrange for them to move to another location.*

PULL/INCENTIVE OPTION

- **High levels of organisation**
- **Risk of achieving narrow outcomes**
- **Varied concentration of power**

In its most basic form the 'pull' option incentivises participants to move to another location, with the result of effective movement but narrow outcomes. *E.g. offering participants $5000 if they agree to move to another location.*

ORGANIC MIGRATION OPTION

- **Varied levels of organisation**
- **Indeterminate/varied outcomes**
- **Broad concentration of power**

This is a natural pattern of migration, whereby residents voluntarily move to another location – usually to follow the footsteps of relatives and/or communities to a newly settled location. *E.g. the organic migration seen from inner Auckland suburbs to Pukekohe amongst Pacific peoples.*

REGENERATION OPTION

- **High levels of organisation**
- **Broad outcomes**
- **Broad concentration of power**

Supported, voluntary migration occurs when a 'pull' option is applied in an egalitarian, transparent manner – this adopts an investment approach to improving lifetime outcomes. *E.g. offering migration support to those who wish to regenerate their community in a new location through job/business/housing/educational opportunities. Inter-generational focus.*

How we have categorised options:

- The level of organisation required for the kind of migration option;
- Concentration of power / decision making capacity required for the migration option; and
- Breadth of outcomes the option is likely to achieve.

How we have assessed the feasibility & effectiveness of these options:

- We assessed each of these against our feasibility criteria (noted on page 18 of this document).

- The **feasibility** criteria are a means to assess each option against the core components that *must be delivered* by Project Tatupu (i.e. the programme must be sustainable, economic, respectful, and appropriate).

- From the wellbeing framework, we have developed a wellbeing matrix. This categorises the desired outcomes for successful, thriving Pacific families along a scale. We assessed these migration options against the matrix, to understand whether they would be instrumental in helping Pacific families reach the desired outcomes for success – i.e. whether they would be **effective** (see Appendix C for assessments against the matrix).

Push/Relocation

Overview of the relocation option for migration

What is relocation?

Relocation is fundamentally a '**push**' option at its core; participants are put in a position where the element of choice is significantly reduced, and the migration process is focused simply on moving from one location to another – rather than a holistic view.

What are the desired outcomes?

Relocation generally focuses predominantly on meeting an **immediate need**, or solving a very specific problem. Therefore the **solution is a fairly narrow**, simple one; moving families and/or individuals from one location to another. The outcomes considered are focused on the singular issue at hand – e.g. to reduce the number of people living in a particular area, or to reduce the number of people living on social housing in a particular area.

What are the benefits?

The benefit of this option of migration is that organisation and decision making can be **tightly controlled** by the organisation charged with delivering the outcome. Identifying groups to be moved, finding the desired location, and then arranging for the logistics of migration all require high levels of organisation, therefore relocation is typically orchestrated by a **single entity**.

What are the risks?

The flipside of this is that participants do not have much (or any) agency throughout the process of migration; the **decisions of when, where, and how are all made by that centre of control**. Although no individual or family may be forced to move from their home, relocation typically creates a situation in which migration is difficult to resist. For example, if circumstances are deliberately altered so that families must move in order to access the services they rely upon, or to afford the basic cost of living, or to remain close to their community and/or family.

Relocation can greatly **compromise the participants' sense of autonomy**. By creating a situation in which participants either feel that they have very little say in what is happening to them, or where decision making power is removed from the individuals in question, relocation can become a **disempowering experience**.

Further, because relocation has such a narrow focus (in terms of outcomes), the **holistic nature of wellbeing can easily become lost**. Relocation of a family or individual to a new place, with only basic necessities considered, can be a **disruptive experience**. Relocation does not account for the surrounding elements of migration – all the things that must be in place in order for a person or family to do well, such as connection to a support network – with a very limited focus on the act of physically moving people from one place to another.

If all elements of wellbeing (faith, culture, community connection, family connection, mental health etc.) are not accounted for, migration is **less likely to be successful over the long-term**. Whilst a relocation option may meet an immediate need, or fill a gap, there is often very little long-term positive change or impact on the community in question.

Quote:
"I would only move under the notion that I would be relocating to settle permanently. Moving people around is disruptive and can truncate family and individual developments, as time is an important factor in establishing healthy communities and people feeling they belong to a place. This is important in order for Pasifika families and individuals to really be successful...[and this] is not just a factor that is important to Pasifika but for all people. At the end of the day, we are not nomads to be moved around from place to place (i.e. Ponsonby (1st generation) - South Auckland (2nd generation) - rural areas (3rd generations)).
The government will have to make the possibility of moving attractive by ensuring relocation packages are for permanent relocation. Also, the areas where rural relocation are likely to be often have jobs Pasifika peoples have no or very little experience or exposure to, unless you are from the islands and [were] involved in agriculture. Even with island agricultural experience, [the] NZ agriculture and farming industry is a whole different world [with] processes that Pasifika are not aware of. The government needs to provide solutions to deal with this. How would this be implemented?"
- Quote from a survey respondent

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Pull/Incentive

Overview of the 'pull' option for migration

What is a 'pull' strategy?

'Pull' is about creating things which attract people to move to a new region – or into a specific region. This may include presenting employment or housing opportunities to individuals/families. Essentially, it is about incentivising people to move elsewhere in a way that will be most effective at stimulating that movement.

What are the desired outcomes?

Pull generally focuses on meeting an **immediate need.** The need or desire is identified, and then the solution to this need is presented to *pull* a person to the new location. Therefore the **solution is a fairly narrow**, one; families are moving to meet an immediate need, to take advantage of the incentive, rather than any long-term goals or aspirations. The outcomes are focused on the singular need at hand – e.g. to access free education, or to access a discount on local rates.

What are the benefits?

The benefit of this option of migration is that the **decision to move rests with the family**, and they are empowered to make a move to meet a need that is self-identified. There is an element of choice in regard to where, how and if participants will move; the incentive is offered, but families must take action and be proactive if they wish to take advantage of that incentive and go ahead with the move.

This also can address **pressing needs** families may experience in their day-to-day. This is focused on the short-term, but may offer families some relief if they are struggling with a particular pressure (e.g. rate payments).

What are the risks?

This is a short-term solution to what are usually fairly **deep-seated issues**. For example, if families are struggling to meet all of their financial obligations week to week, whilst a move may relieve some of that pressure in the immediate future, it probably will not address the underlying issues that have led to that situation – e.g. lack of stable employment, ongoing health-related costs, or poor money management etc.

The short-term focus of this option means that there is a **risk of return** to the initial location (or 'home') after a short while living in a new location. Families may find that, after a certain period has passed, the short-term fix does not address the more complex issues in their lives. Further, they have been pulled away from the supports at home – which have not been replaced in the new location. If short-term outcomes are delivered, this can often result in **short-term resettlement**.

Organic Migration

Overview of the organic option of migration

What is organic migration?

Organic migration is **both 'push' and 'pull'** – but it occurs naturally, without external influencers making a series of decisions with a specific outcome in mind. Individuals, families and communities make a gradual move from one location to another over a period of time, usually **without a particular outcome** in mind. The influence to migrate is the desire to follow one's family/community as they travel onward – hence the gradual movement of entire communities as families follow on after the other, once they see evidence of their people benefiting from migration. Another phrase for this migration approach is 'chain migration' – e.g. families follow their relatives to another location, and gradually entire family networks and/or communities migrate as more and more people follow, in a 'chain' pattern.

What are the desired outcomes?

It is impossible to say exactly what motivates organic migration – it often differs greatly from community to community and culture to culture. Often it is a collection of factors (for example, there may be promise of better schooling/housing/quality of life in an alternative location). But there is usually **no articulated, deliberate outcome** that is being sought – i.e. there is no *intervention*. Sometimes regeneration of a community may be the inadvertent affect of organic migration, as the new location provides better resources or opportunities for success. However, this is rarely an intentional, methodical exercise to bring about a particular result.

What are the benefits?

This option of migration is **empowering**; the 'participants' of migration are **completely voluntary**, acting on their own desire to move and making their own choices about when, where, and how this occurs. There is a lack of pressure to move, a lack of control from external authorities outside of the immediate community, and therefore no risk of disenfranchisement.

What are the risks?

Although organic migration is a positive and often successful option, it **cannot be controlled or created** in a programmatic sense – it must occur naturally, without the interference of external organisations. It is 'passive' migration. There is no saying where people may move to, why they may move, and when they will go. For the purposes of Project Tatupu, therefore, it is simply too unpredictable and variable a option to rely upon.

Case study...

I'm Losefa – a church leader in Canterbury. Our church offers our congregation various forms of social and support services. This is extended to new people who arrive in the area and join our church, or who have family in the congregation. When a new family moves into the town, it is common practice to provide them with supports to help them make the transition and stand on their own two feet (e.g. a room in a house, some clothing / food / furniture etc.).

Regeneration

Overview of the regeneration option of migration

What is regeneration?

A regeneration option is essentially a '**pull**' option. Participants are not 'pushed' to migrate, but are instead enticed and **attracted by what migration may provide them with** – and that is the regeneration of their community and peoples. Regeneration occurs through a programme of **support**, focussed on **a holistic view of wellbeing,** rather than a singular solution. This support is offered to participants in a **collaborative** manner; participants are able to make their own choices about what they'd like to do in order to create their success, and support is offered in order to help them get to their **own defined outcome**. Participants have a decision-making power – they are able to decide when, where, and how migration occurs, and act on a **voluntary** basis.

What are the desired outcomes?

Regeneration does not focus on a single outcome, but on strengthening the multiple aspects of 'wellbeing' in order to help a group of people lead successful lives. Regeneration aim to create **skill, momentum, and resilience** among the participant group, so that they are then equipped to **continue these patterns** of successful living for **generations** to come – hence 'regenerating' their community.

What are the benefits?

By focusing on the **long-term**, rather than fixing an immediate need, regeneration has the benefit of **reducing lifetime costs** associated with vulnerable groups of people in our society (e.g. those who are benefit-dependent, or those with poor educational, health or employment outcomes). Younger community members can observe successful role models, and are given the resources they need to succeed themselves as independent adults.

Why is this appropriate for Project Tatupu?

Regeneration options have an empowering affect on the participant group. The focus here is on '**creating your own success**' – people are given the tools and resources they need in order to become independent, healthy, and happy on their own terms. As opposed to an option that '**does something to**' a group of people (such as relocation), regeneration instead aims to work alongside and **support a group as they attempt to 'do it themselves'**.

Further, this option of migration has a **better chance of successful outcomes**; long-term resettlement is more likely to occur if participants are supported across multiple facets of their lives (e.g. managing finances, supporting children to succeed at school, career planning etc.) rather than just physical relocation. Further, this success has a better chance of **sustainability across generations**; migration involves pathways for people to build skills so they may become successful in their own right. They are then able to pass these skills on to their children, who will also benefit from a better quality of life as they grow.

Assessing Feasibility

Are any of these options feasible?

Ratings against **effectiveness** have been pulled from Appendix C – each option's rating against the wellbeing matrix.

Criteria		Push / Relocation		Organic migration		Pull / Incentive		Regeneration
EFFECTIVE *lelei*	🔴	The locus of control for this option would likely disempower families, creating poorer outcomes in the longer term.	🟡	Likely to produce outcomes, however, these are not intentional nor controlled.	🟡	Likely to produce short-term outcomes. Uncertain whether this option will create long term outcomes for the family.	🟢	Option focuses on creating transformation within the family and producing long term outcomes for families.
ECONOMICALLY VIABLE *tamaoaiga*	🟡	Centralisation of control will create immediate efficiencies. Unlikely to produce cost benefit over whole of life cost.	🟡	No planned economic cost, nor benefit. No control or causality within this option.	🔴	Requires investment to "pull". Without a pathway to achieve outcomes (after relocation), unclear whether investment will generate benefit.	🟡	Requires significant investment to "pull". Likely to produce outcomes for families and create net benefit against the whole-of-life cost.
SUSTAINABLE *Ola manuia*	🔴	Without embedding families in the region and taking actions to improve their lives, it is unlikely to produce long term outcomes.	🟡	Likely to produce long term outcomes for families who move. However, this is not intentional.	🔴	When "pull" reduces as families enter different life stages, may result in moving back to Auckland.	🟢	Supporting families to embed into new lives is likely to support long-term move.
RESPECTFUL *fa'aaloalogia*	🔴	This option does not present families with the ability to make decisions for their own betterment. This was perceived as disrespectful.	🟢	Families are empowered to make decisions about their own lives.	🟢	Families are empowered to make decisions about their own lives.	🟢	Families are empowered to make decisions about their own lives.
APPROPRIATE *talafeagai*	🔴	Our research showed that families and community took dislike to this option. This and the history of forced migration would likely garner poor attention.	🟡	No control or causality within this option.	🟢	Presents a 'good news story'.	🟢	Presents a good news story.
Overall feasibility		**Not feasible**		**Not feasible**		**Not feasible**		**Feasible**

Key: 🔴 Criteria not met   🟡 Criteria part met   🟢 Criteria met

Recommendation for the Project Tatupu programme

How might Project Tatupu encourage regeneration of Pacific communities?

Proposed Approach to Regeneration

Fa'atonutonu folau – How Project Tatupu can re-chart the course of successful regeneration

Building on Housing
Leveraging existing assets in Auckland to share wealth, and create opportunities for home ownership in other regions

Building Entrepreneurialism
Create pathways that enable Pacific peoples to become business owners – or part owners – within existing, successful organisations.

Programme functions

- Introduction to new community
- Introduction to church & other cultural groups
- Set up with culturally appropriate services
- Pastoral support at work
- Pastoral support at school
- Support with financial planning & management
- Support with career planning
- Ongoing navigation and support

Migrant Support Service

Levers to support migration

- Story telling & evidence of success
- Family & friends 'reaching back' to others
- Building on faith – church movement
- Pathway to safe, good quality housing
- Pathway to stable, suitable employment
- Readying the community; preparing for new arrivals
- Readying the family; information & preparation
- Tailored migration planning
- Pathway to high quality education

Resource the Regions

Proposed Approach to Regeneration

Fa'atonutonu folau – How Project Tatupu can re-chart the course of successful regeneration

Please see Appendix E for more detailed information about each component

2B

Building on Housing:

Once families have engaged with the Support Service, there is an opportunity for some to leverage their assets in Auckland in order to wealth share in increase their asset base.

2A

Building Entrepreneurialism:

Once families have engaged with the Support Service, there is an opportunity for some to explore business ownership or part-ownership opportunities, and improve their financial independence & professional skillset.

Once Pacific peoples have engaged with the Migrant Support Service, **one or both of the following opportunities** may be appropriate for certain people. These are intensive options designed to regenerate communities by creating wealth and financial independence.

Building on Housing
Leveraging existing assets in Auckland to share wealth, and create opportunities for home ownership in other regions

Building Entrepreneurialism
Create pathways that enable Pacific peoples to become business owners – or part owners – within existing, successful organisations.

Programme functions

| Introduction to new community | Introduction to church & other cultural groups | Set up with culturally appropriate services | Pastoral support at work | Pastoral support at school | Support with financial planning & management | Support with career planning | Ongoing navigation and support |

Migrant Support Service

Levers to support migration

| Story telling & evidence of success | Family & friends 'reaching back' to others | Building on faith – church movement | Pathway to safe, good quality housing | Pathway to stable, suitable employment | Readying the community; preparing for new arrivals | Readying the family; information & preparation | Tailored migration planning | Pathway to high quality education |

Resource the Regions

The pathway for the proposed programme structure is as follows…

2

Migrant Support Service:

Once regions have been identified and prepared, a Support Service will facilitate migration and provide a 'soft landing' for families arriving in a new location. This Service will be designed to support families to integrate, and explore opportunities for regeneration.

1

Resource the regions:

Identify suitable regions, and partner with existing government agencies and local organisations in order to adequately resource them to cater to the arrival of Pacific migrants.

This Support Service provides workforce skills matching by engaging one-on-one with individuals & families, and creating a tailored action plan

Anticipated demand for a regeneration option

We collected approximately 208 surveys from members of the Pacific community in Auckland. From the results, we have been able to draw the following insights and trends...

Anticipated demand for a regenerative migration programme:

- From direct research (surveys distributed to 208 members of the Auckland Pacific community), we found that **80% of respondents were interested in – or had appetite for – migration to other regions**. 20% of respondents indicated that they were definitely not interested in migrating elsewhere.

Profiles of Project Tatupu participants:

- There is no one 'target' group for Project Tatupu. Because a regenerative approach is inherently voluntary, this must be open to anyone who is genuinely interested in migrating and self-selects to be involved. This also means that Project Tatupu *will not be for everyone*. It is impossible to 'regenerate' people who will likely repeat the same behaviours in a new location. However, through direct research we have found there are several characteristics of those groups of people most likely to be willing and able to migrate. These are the groups for whom Project Tatupu will be more appropriate.

- From survey data, we have formed some assumptions about those who are interested in migration (for further testing during detailed community engagement):

- People that may be interested in Project Tatupu tend to be **younger**, or in their prime working years, and are **pragmatic** people.
- They **do not have many things tying them to Auckland** (e.g. stable employment or a house), but have **aspirations** for their careers and for their financial independence.
- They often come from **large households**, which may result in overcrowding for some, which is possibly an incentive to investigate housing options in other parts of the country.
- There may be **resiliency** amongst this group due to prior experiences of migration (i.e. a slight majority were born overseas).

We could interpret this information to mean that those who raised an interest in migration are struggling in their current circumstances (hence their desire to leave). However, *because* they are struggling this may mean that they are not necessarily capable of moving. More detailed research and community engagement is required in order to test the assumptions above, and discover the implications.

Further, this is not to say that other people (who do not display the characteristics above or characteristics of resiliency) could never be a part of Project Tatupu. This programme should invest in building the resiliency of *all* Pacific peoples in Auckland. Some may be ready to move immediately. Some may take a while to build their resiliency, but will eventually have the capability required to make such a shift.

Detailed Component Overview

Resource the Regions
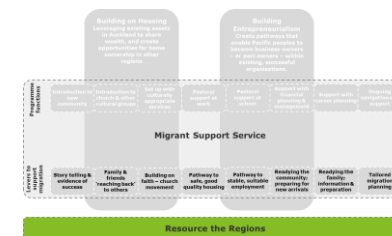
Description:

- Interviews with community members and employers in regions around the country have revealed that – whilst some regions do present opportunities for regeneration – they are **often not prepared or adequately tailored for Pacific migrants**:

    - Some regions have struggled with affordable housing and cost of living as their economies grow faster than they are able to manage within communities. Further, many regions have experienced a 'flow on' effect from the Auckland housing shortage – with an increase in migrants moving in and purchasing homes, therefore resulting in a lack of available housing.

    - Some regions have significantly low visibility and representation of minority groups in mainstream services – particularly Pacific peoples.

    - Some regions have already experienced a large influx of migrants (including refugees), which has led to a strain on existing resources, and has revealed that there are currently no or few services to respond to migrant needs (e.g. support services to facilitate integration).

Case study...
"I'm Ana. My partner was playing premier rugby at a club in Auckland before he was offered a contract (for approximately 2 years) to play in Taranaki. As a part of this package, he was provided with a pathway to employment in the area. Our immediate family moved out with us, and eventually friends and other players followed to explore opportunities in Taranaki for themselves. After my partner's contract ended, we felt settled and happy here so we decided to stay on for the long-term, given the connections we had developed in the local community through family, the rugby club and our jobs etc."

There are many existing pathways to migration – some organic, some created by dedicated organisations / programmes. An example of existing migration opportunities (that Project Tatupu can build on) is rugby contracts in regional New Zealand. This is a fairly prevalent practice – with local rugby unions and premier clubs offering players in other parts of NZ contracts to migrate and play for the region.

However, there are currently no rules/regulations that govern this practice across NZ. This means that the 'success rate' is relatively low, with many players moving to another region only to move straight back to Auckland given the lack of holistic support they receive to integrate. Local rugby unions have raised that they would be interested in collaborating on Project Tatupu, to ensure players were offered support services for migration.

How would this work?

- In order to foster growth and regeneration, Project Tatupu must firstly create pathways for families to migrate to regions that provide sustainable opportunity to grow wealth, communities, economies, and wellbeing. Through our research, we consistently heard that this cannot occur through simple relocation of families to desirable regions with growth industries.

- Instead, **a partnered approach to 'resourcing the regions' is needed**. This means that selected regions must be **consulted** in order to understand gaps and needs (from an incoming migrants' perspective). For example:

    - What do public services require in order to cater to multiple cultures – including Pacific peoples?

    - What community facilities are lacking (including migrant support)?

    - What infrastructure needs to be in place to sustain an influx of migrants?

- From here, services can be established and resources provided to better prepare regions for the arrival of migrants. This will provide the structure or framework for the next stage of Project Tatupu; Migrant Support Services.

Please see Appendix E for extra detailed information about this component

Detailed Component Overview
Selecting the Regions
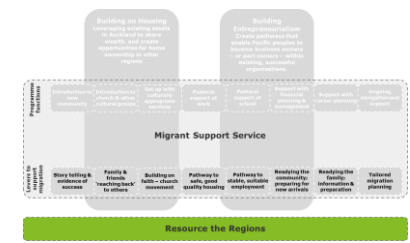
Selecting the regions:

There must be adequate **public services** for Pacific peoples (education, healthcare, social services etcetera). This means that Pacific peoples must be well represented in mainstream services available in the region – and services must be culturally sensitive / delivered in a way that meets Pacific needs.

- *E.g. in Nelson and Marlborough, although there is an existing Pacific community, Pacific peoples are significantly under-represented in mainstream services. There is a noticeable lack of service delivery specific to Pacific peoples, and lack of visibility of Pacific peoples in services such as health, education etc. There would need to be investment in designing and implementing culturally responsive service delivery for Pacific peoples in this region.*

There must be an **existing network of Pacific-oriented community groups and organisations**. We have consistently heard the importance of a thriving, strong Pacific community for migrants to connect into upon arrival. These groups must together form a well-connected Pacific community, with opportunities for Pacific peoples to come together, socialise, and celebrate their culture.

- *E.g. In Whakatane, the local Pacific community is currently not visible in – or connected to – the wider community in the area. Work would need to be done to engage with local Iwi in order to build strong relationships, and help the Pacific minority to integrate into the area and build their own networks. Further, this area requires investment in culturally responsive education – there is a strong trend of locals (who are able) sending their children to private schools in other regions, as the local schools are not of a particularly high quality. Pacific presence and leadership in local schools would be required, as well as training for local teachers to ensure Pacific students are engaged in the best way possible, and exposed to high quality teaching.*

There must be ample **employment** opportunities – preferably within growth industries, which are likely to be sustained over time (10+ years horizon). These opportunities must be suitable for Pacific peoples.

E.g. In areas with a strong focus on seasonal employment (Marlborough, Blenheim, Nelson etc.), there is often a lack of stable employment for lower skilled workers. Seasonal work is often inconsistent, and does not provide opportunities for career progression. People find it difficult to reach financial independence and stability with such work. However, Southland has a high need for local employees almost year-round. There is high demand for low skilled, skilled, and semi-skilled employees in industries such as meat processing, as the local workforce is not adequately filling all positions at present.

There must be good quality **housing** available. This must be suitable for Pacific families; affordable, and adequate size to house large families comfortably.

- *E.g. Through interviews we found that there is a substantial shortage of affordable housing in Nelson. There is a lack of social housing, and lack of affordable homes being built in the area. Further, the houses that are available are often not an adequate size for Pacific families. There would need to be an investment in affordable, appropriate housing (in collaboration with local housing trusts and developers in the region) should there be an influx of Pacific migrants.*

The region must be **willing and open** to receiving new families. This includes some assessment or consideration as to how ready and willing the existing community is to accept newcomers.

> *E.g. In Taranaki, a growing Pacific population has been cited as a key positive aspect of the region, in terms of providing Pacific migrants with a suitable location for long-term resettlement. The arrival of new Pacific peoples into the area is thought to benefit the region as well, as it will invigorate the local community.*

> **It is important to note that regeneration is not limited to a specific region or 2 regions. Instead, people should be presented with a _range_ of options for migration – e.g. some people may desire a large existing Pacific population, and some may wish to avoid this. Further, we discovered that many areas of New Zealand could have ample opportunity for regeneration – if the right resources and investments are made in the region. Despite some of the more negative findings on this page, we found that regions usually have a combination of positive aspects and aspects that require further resources in order for them to shine.**

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Please refer to Appendix D for an overview of our regional sampling strategy

Detailed Component Overview

Migrant Support Service
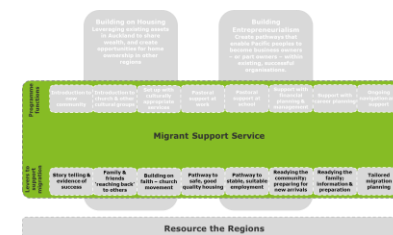
Background:

- Once appropriate regions have been identified, and efforts made with local organisations and employers to provide adequate resources, individuals, families and communities can be supported to migrate and resettle there.

- Again, simply showing families the way and providing basic resources to make the move does not go far enough to truly regenerate communities. Instead, what is required is a dedicated 'Migrant Support Service' to integrate migrants, help them resettle for the long-term, and ensure their needs are met so that they make the location their new home.

- There are currently government entities and local community organisations that offer support services for immigrants entering New Zealand or regions (for example, MBIE's 'NZ Ready' tool & 'Newcomers Networks' around the country, and 'Migrant Connections Taranaki'). They work to understand the skillset, aspirations, and needs of immigrant families, and help to get them settled in areas where they will be most likely to find stable work and living conditions.

- This helps with skill matching, long-term settlement, healthy integration and a sense of security for immigrant families – who may otherwise be overwhelmed and/or unfamiliar with the local job and housing market. The benefit of such a service is that **people who engage are provided with choice**; they are presented with a variety of options that may suit their needs and aspirations. This opens up possibilities for migrant families, who are better prepared to make informed choices for their families – rather than settle in areas that are inappropriate or under-resourced.

How would this work?

- There is an opportunity to leverage this existing investment in migrant support, and broaden the offering to internal migrants from Auckland.

- The proposed Support Service will provide any person interested in the opportunity to migrate with **a tailored migration plan**. This will involve varying levels of information and support, depending on the needs of the individual or group. There are 2 broad functions of this service - see the next page for more detail:

    i. **Encourage and plan for migration**: Levers will be used to encourage and *attract people to consider migration*. Information will be provided in a *culturally appropriate manner* (e.g. verbally, visually, and with the use of real-life examples and story telling). This is the *'pull' aspect of the regeneration model*. Pacific peoples must voluntarily make the decision to consider migration if it is suitable for them. There are various functions that can be used to help people plan their pathway to migration; for those that require intensive support, a dedicated 'navigator' can help families to plan every stage of their migration pathway – including pathways into housing and employment. For those that require 'light touch' support, less intensive involvement can be provided, with a migration pathway tailored to suit the needs of the particular person or group.

    ii. **Support integration and long-term settlement in a new location**: Once Pacific peoples have established their pathway to migration, the Support Service will extend to help with *resettlement and integration*. This will include various functions to ensure people feel comfortable, safe and secure in their new settings, and are able to make important *connections in their new environment* so that they may stand on their own two feet and *create their own success*.

- The service would ideally include a '**navigator**' role – an individual trusted in the community he or she serves to act as a guide for families through their migration journey. This would provide a personal, consistent presence.

- Support services for settlement can build on **success stories** of previous participants – following up to see how families are getting on in their new communities, and then sharing positive findings with the relevant Pacific community back in Auckland. This will be especially relevant to those people who find the concept of migration daunting or confusing – leading by example is an effective means of bridging the gap of theory and practice, and helping to address the 'fear of the unknown'.

Components of the Migrant Support Service

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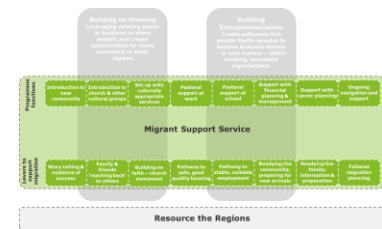
Programme functions

A 'navigator' can also introduce migrants to groups that are culturally and socially applicable. E.g. a church of the appropriate denomination, cultural groups, other residents of the same ethnicity etc.

Migrants must be provided with & culturally appropriate pastoral support/mentoring in the workplace. This includes information about safety & processes in appropriate language, in a way that puts employees at ease. There must be a person/ people at work who are of the same/similar culture, who can provide support. This will require collaborative work with local employers.

Migrants will require help to navigate pathways to home ownership and financial management so that they may start to become increasingly financially independent. This includes navigation of banking processes and available programmes to support home ownership (e.g. saving plans).

Migrants will require more intensive support upon arrival, but this cannot simply stop after a certain period of time. Migrants will require ongoing communication and 'check ins' through the first year or so of their move (time frame dependent on each family/individual and their needs).

| Introduction to new community | Introduction to church & other cultural groups | Set up with culturally appropriate services | Pastoral support at work | Pastoral support at school | Support with financial planning & management | Support with career planning | Ongoing navigation and support |

Migrants will need a 'navigator' in their new location to introduce them to the community, help make connections and provide information about local culture, infrastructure, neighbourhoods etc.

Migrants will require introductions to representatives of relevant services. E.g. health, education, housing services.

Children and parents must be provided with support to help navigate local schools, as well as the child's learning (ways parents can get involved and support their child, contacts if help is required, appropriate teaching to suit the child's needs etc.). This will require collaborative work with local schools and school boards.

Migrants will require support – in collaboration with their employer – to plan for career progression and aspirations/goals. This is foster upskilling and movement towards financial independence – so that migrants are not simply living 'week to week' but are working towards a rewarding career.

Levers to support migration
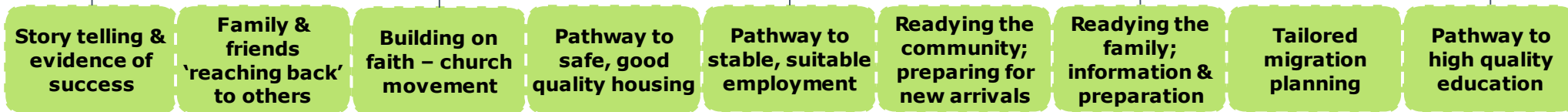
Pacific peoples in Auckland will need to see evidence of Pacific migrants (from Auckland) living successful, full lives in other regions following their move.

Through interviews we discovered there is potential opportunity to encourage organic migration by initially supporting church leaders to expand their networks and establish new churches in other regions. This is a potential level to encourage migration of the wider congregation. This will require consultation & collaboration with church leaders.

Pacific peoples engaging the Support Service will require thorough skill matching in order to identify regions with a need for employees with the skillset of the individual, and with suitable industries that are appealing to the individual. Once in regions, collaborative work will need to be done with major employers to develop pathways into stable employment

Information about 'host' regions must be delivered to families/communities/individuals in a way that is clear, culturally appropriate (e.g. verbal where possible) sets expectations, paints a realistic picture, and gives Pacific peoples an understanding of the region that could potentially be their home

Education has been identified as a high priority by Pacific families. It is imperative families have support to navigate schools available in regions that suit their needs and their children's needs, so they make the right choice for their family.

| Story telling & evidence of success | Family & friends 'reaching back' to others | Building on faith – church movement | Pathway to safe, good quality housing | Pathway to stable, suitable employment | Readying the community; preparing for new arrivals | Readying the family; information & preparation | Tailored migration planning | Pathway to high quality education |

Pacific peoples living in thriving Pacific communities in other regions can be leveraged to encourage migration among their friends and family in Auckland. This will require consultation with said families, and information / communication to be delivered in an organic manner that works for the participants.

Pacific peoples interested in migration will need support to secure good quality housing in other regions. This will require plans tailored to each family/person, development of pathways to home ownership (e.g. saving plans), identification of regions with affordable housing, and collaboration with local housing organisations / trusts to ensure pathways to good housing are available for migrants.

Thorough preparation work must be done in 'host' communities. This requires clear and comprehensive information distribution, education about cultural differences and practices, and information about the benefits of migrant arrival

Migration planning and 'navigation' cannot be a 'one size fits all'. Families and individuals will need to be consulted on a one-on-one basis, and plans developed in collaboration, so that people engaged feel a sense of control and ownership over their migration pathway.

Detailed Component Overview

Building on Housing
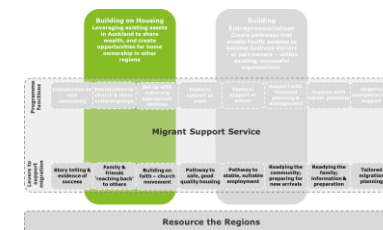
Background:

• Engagement with community leaders and experts revealed that, within Pacific communities based in Auckland, it is often the central 'nodes' of the community (church leaders and elders etc.) that are property owners, or that hold significant assets.

• We have come across case studies of Pacific elders deciding to **leverage their high-value Auckland property in order to help their family members to purchase their own property** in other, less costly parts of the country.

• Furthermore, interviews have revealed that – within Pacific family structures – it is common for one or several family members to be property owners, whilst other family members may be living in social housing and/or be benefit dependent.

How would this work?

• Equity in home ownership is something of an untapped resource among some Pacific communities living in Auckland. As Auckland property prices rise, so does the ability for home owners to leverage this to their advantage – and the advantage of the people around them (such as family members living in social housing).

• There is an opportunity to **educate property owners**, and explain how their asset may be used in the most effective means. This can result in wealth creation and free up housing in Auckland, as families leverage Auckland housing assets to purchase property in other, more affordable areas of the country.

• In order to explain this concept to property owners in Auckland Pacific communities, information will need to be provided in a manner that is clear, comprehensive, and from a trusted source – to accommodate for varying levels of financial literacy, language skill, and familiarity with the banking process in New Zealand.

• Success stories and **real-life examples** of Pacific peoples building on their Auckland housing will be a helpful means for others to understand the full potential of their assets; how far their equity can go, what it is worth, and what the long-term impacts may be if they decide to leverage in order to help others purchase property.

• **Educational opportunities** will need to be provided in communities that teach the following: investment skills, knowledge of banking process, and managing/leveraging debt & equity. Education may be delivered through partnering with local/central sources of property funding and lending – particularly those with a presence in the Pacific community already.

Case study…

"I am Rangi. I am a community elder in my area of Auckland. I have owned property in this neighbourhood for several years now, and recently sold my home. I have chosen to retire in Blenheim– where property is much more affordable than in Auckland.
By doing this, I have created opportunities for my children and grandchildren. My property in Auckland has meant that I have been able to leverage its value and help my children into home ownership in Blenheim, where they have chosen to move with me. This has meant that one of them is no longer living in social housing with her family, and is now on the property ladder herself."

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Please see Appendix E for extra detailed information about this component

Detailed Component Overview

Building Entrepreneurialism
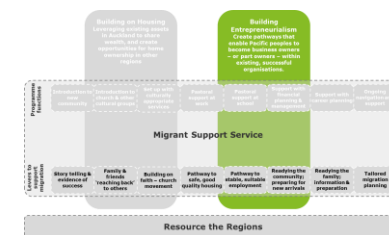
Background:

- Simply arranging for Pacific peoples to be employed in entry level, low-skilled professions does little to genuinely regenerate a community. Whilst this may enable the individual in question to earn consistent income, it does not encourage skill-building and pathways to wealth – or true financial independence.

- However, enabling Pacific peoples to **build skill & experience in business ownership can encourage higher aspirations**, for individuals (and communities) to gain larger representation in higher skilled professions, and for families to increasingly gain their own source of wealth that can have positive effects for generations to come.

How would this work?

- Create **pathways that enable Pacific peoples to become business owners – or part owners – within existing, successful organisations**. For example, RSE schemes that allow employees to take an ownership stake in the business itself whilst they work there (employees could work their way up to a small shareholding, and grow their ownership from there).

- Offering existing, successful businesses that are currently owned/operated by Pacific peoples the opportunity to **franchise** is a means of creating these pathways.

- With the opportunity to franchise comes the ability to place Pacific workers in learning positions; training & upskilling them as the business expands, so that they may take a managerial / ownership role in the organisation once a business outlet is completed.

- Further, identify businesses with owners that are **considering succession plans** as they approach retirement age. These organisations will have an incentive to upskill a cohort of people to manage operations & governance in the future. This is an excellent opportunity to diversify business ownership.

- This option will require mentors and consistent guidance to ensure that participants have basic commercial and financial literacy, a sound understanding of what they have agreed to become a part of, and how to manage their stake in the organisation.

- Our interviews have revealed that the most effective means of educating and increasing capability is not through traditional classroom methods (such as night school), but **practical on-the-job learning**. That is, setting employees up with **a 'mentor' in a senior management position within their place of work**, and allowing employees to shadow them as a means of gradually understanding the skills required to run a business. This can be executed in organisations that currently **employ a large proportion of Pacific peoples,** by introducing programmes for career development / mentoring opportunities.

- For those businesses that wish to franchise, this process must take place anyway; a core stage of the franchising process involves business 'handover' and thorough on-boarding of new management – Pacific peoples can be invited to be a part of this process, in order to learn first hand what is required of the business, and what their role will entail.

We have identified the following key risks associated with progressing Project Tatupu, as well as mitigation strategies

Risk	Description	Likelihood	Impact	Potential Implications	Mitigation Strategy
Loss of Pacific-centric nature	If a Migrant Support Service were to be made available on a large scale, there is a risk that this will become less 'Pacific-centric', and will instead become mainstreamed and a 'one size fits all' service, losing core cultural elements that make this a programme specific to Pacific peoples.	M	H	If the Support Service loses its Pacific focus, Pacific peoples may feel that the service does not adequately address their specific needs. This may lead to lack of trust in the service, and a lack of engagement.	• The organisation delivering Project Tatupu must consist of a majority Pacific workforce. • It must be led by Pacific community leaders with mana and a clear view of what their people need and want in a service, and in a migration programme. • This must be clearly 'by Pacific for Pacific'. Eventually, the service may be extended so that it can be offered to a wider group of people and cultures. However, it must retain its Pacific nature – a majority Pacific leadership team, a Pacific name, and Pacific values/methods of communication and working will be at the heart of the service.
Lack of capability & resiliency to migrate	There is a risk that some key community partners (e.g. churches) and groups of Pacific peoples will not have the required resilience and/or capability to engage in Project Tatupu.	H	H	People and groups (e.g. churches engaged as a 'migration lever') involved in the Migrant Support Service may find the transition to be overwhelming, too difficult, or daunting – and will either withdraw from the programme or move back to Auckland.	• It should be acknowledge early that Project Tatupu is not right for everyone. • When approaching churches and other community groups for potential involvement, thorough consultation should take place to gain a clear view of capability and capacity. Only if it is clear the group can meet requirements – and is well suited to help deliver aspects of Project Tatupu – should they be engaged or asked to participate. • Consultation with interested peoples should take place immediately upon their expression of interest, to ensure they understand what is involved, and so that a clear picture of their capability & resiliency can be formed. • When engaging people in the Migrant Support Service, it must be made clear what is needed and expected of them. If individuals or groups feel that they do not have what is required to make a successful move, they can pull out early – rather than after effort has been spent to create a migration plan etc.
Short-term success, long-term failure	There is a risk that – after an initially successful move to a new region or into a business ownership role – people will find that they do not have the skill, experience, or resources to handle the stress or uncertainty of their new situation.	L	H	This could be detrimental to Pacific peoples who are already struggling – causing them to feel stressed, unstable, and lost in their new surroundings – as opposed to empowered to create success for themselves.	• Project Tatupu is not a short-term fix, but a long-term, aspirational programme. Clear goals and expectations should be established at the outset; we do not want to simply help people make a move or establish a business. We want to invest in their development and help them to flourish over the long-term. • Participants will receive ongoing support, and a 'navigator' who will consistently touch base with them to understand difficulties or needs that arise, and provide support to help people work through any challenges.
Inadequate or unprepared regions	Whilst the Migrant Support Service will provide Pacific peoples looking to move with options for support and pathways to success, there is a risk that the regions to which people move will not be adequately prepared.	M	H	The impact of this will be an investment in migration, with poor outcomes due to inadequate services or infrastructure in regions, leading to dissatisfaction among Pacific migrants – potentially even causing them to return to Auckland.	• Thorough consultation with representatives from regions will be required before migration occurs. This is to uncover any deficiencies in the region (in terms of catering to the arrival of Pacific migrants). • Steps will then need to be taken to address these concerns – within reason – to ensure regions are able to sustain the proposed settlement. • Further, a core part of Migrant Support Services will include preparatory work being done in the regions, to ensure local community members are informed and educated about the arrival of people who may be of a different culture to the dominant population. • Migration to a region will not be encouraged or supported if the region is found to be lacking in essential services / resources / infrastructure – and these gaps cannot be addressed in time for migration.
Regeneration is not without risks	Although this option for migration carries fewer risks than the other options considered in this document, there are still chances of failure. A key risk is that only those who are successful anyway (i.e. already have established careers, good income, assets etc.) will be willing / able to make the move to other regions / participate in the programme.	M	M	This may limit the progress made on overall outcomes for Pacific peoples (which this project aims to address). I.e. if only those who are achieving highly anyway are involved in Project Tatupu, there may not be a material benefit / improvement for those people who are *not* achieving as highly.	• Project Tatupu should not focus solely on those people who are already considered to be 'resilient' and/or 'successful. The Support Service should be open to *anyone who is interested in moving to another location*. That may mean there are many people involved in the project who are not ready to move at this time; although the concept is interesting to them, they may be in such circumstances that migration is simply not a possibility for them at this stage in their lives. • However, by investing in building resilience, and creating tailored pathways for people, this should address the risk outlined here. People who are less fortunate can still be a part of the project. They will still be a core focus of this migration strategy. But we will need to accept that change must take longer for people who must first focus on building their resiliency and strength before they can move.

Next Steps

An overview of high level programme delivery considerations

Considerations for further design…

Some further notes around funding, governance and delivery

FURTHER CONSIDERATIONS FOR DELIVERY:

From our conversations and research, we have found that delivery of Project Tatupu should not be the responsibility of a single NGO or government department/agency. Delivery of the proposed programme for Project Tatupu will not be a 'one stop shop'. In other words, there is no existing single entity that would have the capability and resources to resource regions, deliver a migrant support service, and provide support for the 'building entrepreneurialism' and 'building on housing' options. Instead, what is required is a **collaborative approach to delivery**; partnering with **existing entities that work in relevant spaces** to deliver Project Tatupu together (e.g. existing businesses, government departments, community organisations, local Council, and other NGOs). There will be some investment required for the delivery of certain aspects of Project Tatupu – i.e. things that must be created especially for this programme, but there will also be complimentary services in existence that MPP can partner with and 'borrow' from.

A good case study is the 'resourcing the regions' effort; this **probably cannot be delivered in isolation**. Major employers in the area, in partnership with local Council, existing migrant support services or relevant community organisations, and relevant government departments could come together to identify needs and provide resources and expertise in order to address them. For example…

- *Employers* may be able to tailor career progression pathways and provide on-site mentoring and pastoral support services to new arrivals.
- But they should work closely with local *Council and community support servi*ces to ensure migrants also have a suitable place to stay, are connected to the community, have a support network of friends or family, and access to adequate services.
- This responsibility does not lie solely with one of these 'partners' – the effort can be *coordinated by the organisation responsible for Project Tatupu*, but effective delivery will only occur if all relevant parties communicate and *work in collaboration*.

From our research, we found that the following key roles will need to be devised in order to deliver a programme like this…

- **INTERFACING SERVICE FOR FAMILIES**: Feedback from Pacific communities has revealed some distrust and dissonance towards government departments. For this reason, an NGO may be a more appropriate option to interface directly with families. This NGO must be led by Pacific peoples with a strong connection with – and mana within – the Pacific community. It must be designed by and tailored or Pacific peoples.

- **NATIONAL CONVENOR:** There is a role to bring together and convene the relevant parties. This role will be to bring together and foster collaboration between the relevant bodies,

- **COORDINATOR FOR REGIONAL CONSULTATION:** There will need to be a single entity that is responsible for identifying relevant regions and making arrangements to speak to community members and local entities there.

As there will be less of an emphasis on developing 'new' services and products, and more of an emphasis on inter-agency collaboration, building on & improving what already exists, design will also need to consider **inter-organisational architecture** and **cross-government governance structures, cross-organisation funding structures** to enable effective coordination, effective spend, strong partnership and collaboration and the most impact for Pacific families.

Appendix A: Engagement Approach

An overview of the key 'voices' engaged throughout Project Tatupu

The approach to Project Tatupu establishes an evaluation framework, and then layers information to evaluate feasibility

Overview of the key stages of this work

1
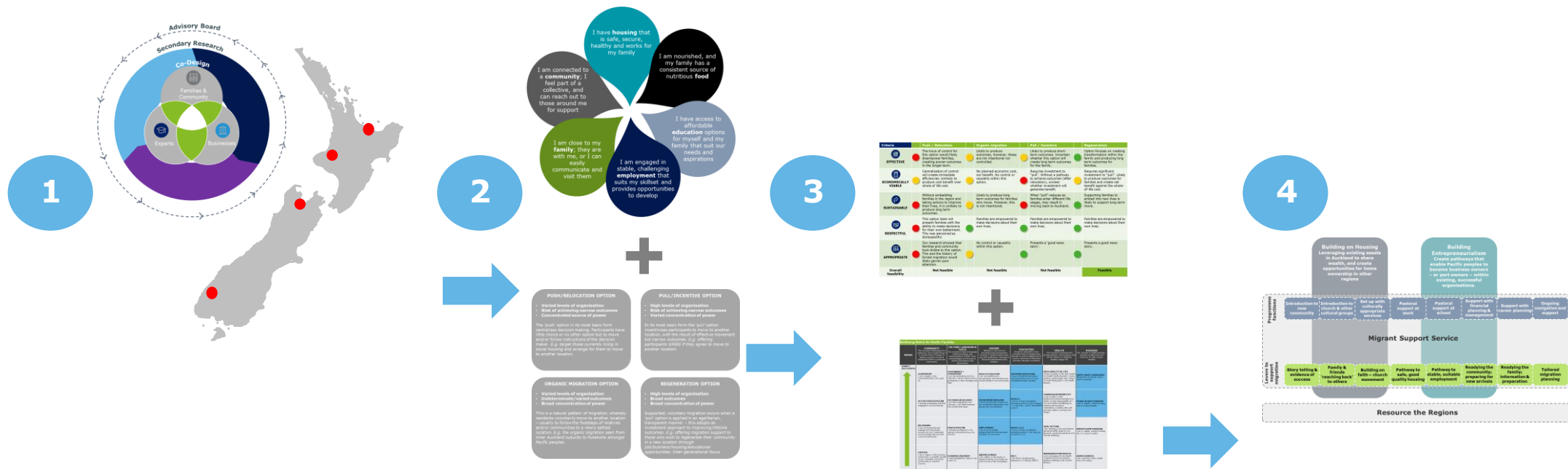
We engaged in direct research (interviews and co-design) with a broad range of groups and individuals – from experts in relevant fields, to Pacific community leaders and employers in regions of interest around the country, to Pacific families living in suburbs of Auckland. We supplemented this with desktop research, and a survey distributed to approximately 200 Pacific peoples in Auckland.

2

During this research phase, we established a holistic wellbeing framework in collaboration with families, experts, and community leaders.

We also identified potential approaches / options for what migration might look like.

3

We then tested these options against feasibility criteria (developed from research), and the wellbeing framework, to establish which – if any – were fit for purpose , and able to meet the needs of Pacific peoples.

4

Once an option was found to be feasible, we then refined the approach and developed a proposed programme structure for delivery (including practical service design and a roadmap for next steps).

Advisory Group will oversee Project Tatupu, providing governance functions as well as input and guidance at key stages of the project

Valuable insight provided by participants engaged in direct research has informed regional evaluation

Overview the 'voices' engaged

Whose voices did we capture?

Expert interviews: We approached a substantial number of individuals, each having been identified as an 'expert' in a relevant field (through internal Deloitte and external community networks). These individuals provided input as we worked to develop an evaluation framework for feasibility, review economic viability of potential options and regions of New Zealand, and create a proposed programme structure. They provided insight based on their particular area of specialisation – these areas of specialisation correspond to the components of the holistic framework of 'wellbeing' (e.g. housing, community, employment & skills, economic development) as well as experts in the field of population migration. *Our expert engagement was supplemented with desktop research, which was also used to develop the evaluation framework and feasibility criteria for migration options.*

Community leaders: We engaged with Pacific community leaders as a means of gaining input and feedback as we worked towards our shortlist of options, and developed a wellbeing framework to measure these options. These leaders provided us with valuable insight on their specific ethnic and regional community; appetite for relocation, needs, and critical success factors for migration. These leaders also supported engagement with families who are apart of their communities.

Family co-design: We engaged 12 families representative of ethnic and geographical split of the Auckland Pacific community. These families acted as proxies for the larger Auckland Pacific community – the size of our sample was a proportional representation of ethnic mix and regional density across the wider Auckland region. Through co-design sessions conducted with these families, we tested and refined our evaluation framework based on their feedback (as to what is most and least important to them when considering migration). We also tested potential regions that had been identified, and used feedback and insights to further refine and shortlist potential options.

Businesses and business leaders: We conducted interviews with business leaders and owners in regions that had been identified as potential options for migration. These interviews provided insight as to what the region is capable of providing migrant families with, as well as the employers' own needs and aspirations.

What outcomes were we seeking through direct research?

The outcome we were seeking was a recommendation of feasibility for Project Tatupu, as well as proposed programme structure, that have been thoroughly tested by – and created in partnership with – the very people we are seeking to impact. That is, the concepts we present as opportunities for employment and settlement will accurately reflect the needs and desires of potential migrant communities, and will have the capacity and capability to provide for these.

Appendix B: Background Information

A brief explanation and history of the 'Tatupu' metaphor and 'dawn raids'

The 'niu' (coconut plant) and 'Tatupu' (coconut seedling)

Sourced from: Mid Central District Health Board. *Niu Pacific Health Plan: discussion document.* (June 2007).

Samoa "Ole pa'u a le popouli (niu)" Explanation: When a mature/ripe coconut falls to the ground, it becomes rooted and produces new growth. This is unlike an immature or unripe coconut, which will rot on the ground. This can be applied to a strong and clever person or to a strong community not easily overcome (Pratt, 1911).

Cook Islands "Kapuaanga mei te uto, riro mai ei pu nu tupu ruperupe e te uua; ei utuutu e ei marumaru, no te au uki ki mua" Explanation: The budding coconut begins life seeking and settling for a safe and suitable environment. It flourishes to maturity, providing shelter and sustenance to protect and nurture future generations (personal communication, Elizabeth Leahy and Raetea Ngatama, April 2007).

Tonga "Potopoto a niumui" Explanation: The 'cleverness' of a young coconut tree This can be applied to someone who is young and inexperienced (Mahina, 2004). In relation to the implementation of the Niu Pacific health plan, it is understand that time and experience can lead to greater maturity and wisdom.

Fiji "Tea nikua me baleta na nomu mataka" (Meo, Dale, & Dale, 1985) Explanation: Plant today for your tomorrow. Planting the seed today, or the inception of the health plan, will benefit our children and our future as Pacific peoples in Aotearoa. The wisdom to know how and what to do now will have an impact on the future of our children – so it is important to plan for the future. The verb 'plant' implies the need to make a difference through some form of action. The inception of the Niu Pacific Health Plan today, with the concerted efforts of Pacific communities will have positive health outcomes realised for generations to come.

Indo-Fijian "Naariyal" Explanation: The coconut (naariyal) has significance for the Hindu religion practiced within Indo-Fijian communities. The coconut is used in 'pooja' (prayers) where it is put on a fire, representing a cleansing of negative thoughts thus enabling one to be in a clean, pure, peaceful and loving state. This is understood to ultimately align mind, body and soul, thereby creating a feeling of health and wellbeing (personal communication, Nirmala Nand, 1 March, 2007).

Rotuma "Niu asoa; Niu he rua" Explanation: "Coconut Helper, Two coconuts". This refers to the custom of presenting coconuts in pairs at feasts (Inia, 1998). As the saying implies, one is given and the other is a helper. When coconuts are presented with a basket of food they are carried on a pole to balance the basket; in order to be carried on a pole they must be tied together in two pairs (niu asoa rua). Odd-numbered things are regarded as incomplete; wholeness is associated with even numbers. This proverb demonstrates the need for balance in health and life.

Tokelau "Ke ola lelei te niu" Explanation: This proverb states, "let the coconut live" (personal communication, Oneone Sini, March 2007). The Niu Pacific Health plan facilitates quality of life and wellbeing.

Niue "Ka gahua a koe he tafagafaga moua ni a koe he pona huli" Explanation: If you work on shrub land you reap a poor harvest. Similarly, if we want good social, education and health outcomes, we need to have high aspirations (personal communication, Sonny Freddie Liuvaie, March 2007).

The history of 'dawn raids'

Sourced from: Afeaki-Mafile'o, E (2004). *The Effects of Social Policy Upon the Tongan Kainga.* Massey University, Albany, New Zealand.

Many of the migrants who came to New Zealand in the 1950s-1970s with the hope of long-term employment, as a communal group of Pacific Islanders, embraced their work and colleagues, establishing good working relationships and friendships within their working environment.

All of a sudden, repatriation became a severe problem.

For the Pacific immigrants, repatriation not only meant the loss of employment in New Zealand, but the possibility of returning back to unemployment in their country of origin. Many immigrants had already left the islands at the invitation of the New Zealand government to work in a devised work scheme, designed first and foremost to service the need of a growing economy in New Zealand. Now that the economy was in crisis, the social wellbeing of these Pacific immigrants was seemingly being ignored by the New Zealand government. As a result, many Pacific islanders went into 'hiding' from immigration authorities to avoid being sent back to the Pacific Islands.

The New Zealand government's repatriation scheme failed. Many Pacific homes had been raided in the early hours of the morning (hence the phrase 'dawn raids') and in some cases unnecessary force was used. The Immigration Service increased its staff and worked in partnership with the Police to specifically cater for hunting 'over-stayers'.
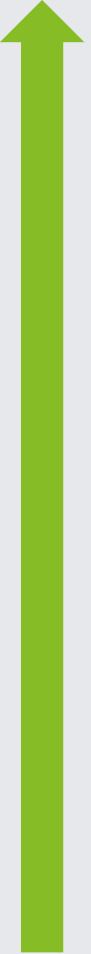
In 1983, the government realised the enormous task of trying to use force to identify the over-stayers, so a new measure of partial amnesty was inaugurated. Some Pacific peoples were included among those given amnesty, allowing for many immigrants to remain in New Zealand cities. By the end of 1986, more than 1,700 Pacific people had benefited from the partial amnesty programme.

Appendix C: Migration Option Assessment

Evaluation of each approach for migration against the wellbeing matrix

Using the wellbeing framework, we have mapping desired outcomes to help the evaluate feasibility of migration options

Wellbeing Matrix for Pacific Families

RANGE	COMMUNITY *The concept of belonging to a collective; from simply living in a country that is foreign, to taking a position of active leadership within a particular community*	CULTURE, LANGUAGE & FAITH *The concept of native language, cultural heritage, and connectedness to faith. From acknowledgement through to active participation and governance*	INCOME *Whether in the form of unemployment and benefits receipt, to stable employment and self-sufficiency– through to financial independence and freedom*	EDUCATION *Access to education; from complete lack of engagement, through to active engagement in some or all levels of education (primary through to tertiary)*	HEALTH *The concept of physical and mental wellness; from dealing with chronic illness, to leading a healthy, happy life*	HOUSING *The concept of stable housing – whether problematic and insecure, or safe, secure, healthy*
HIGHLY SUCCESSFUL	**LEADERSHIP** I am a leader in the community that I am a part of.	**GOVERNANCE / LEADERSHIP** I am the embodiment of my culture/s. I show others how to participate in their heritage and faith.	**WEALTH CREATION** I am successful as an entrepreneur and therefore can create wealth in my community.	**TERTIARY EDUCATION** I have completed secondary school and am now in / have completed tertiary studies.	**HIGH QUALITY OF LIFE** I have a quality of life that meets my health needs & goals. I enjoy positive relationships with others to meet these goals. I am health literate.	**HAPPY HOME OWNERSHIP** Myself and my family own a home ourselves.
	ACTIVE PARTICIPATION I actively participate and feel engaged in my community.	**CULTURAL RESILIENCE** I am fully engaged in two cultures; I can walk between two worlds with ease.	**A FORM OF OWNERSHIP OR SELF-EMPLOYED** Because I can share in the profits of my organisation, I have the financial freedom to be completely independent and pursue my own interests.	**NCEA L3** I am in or have completed secondary school. I have stayed – or will stay – until I have NCEA Level 3.	**TAKING RESPONSIBILITY** I can model to other family/community members my ability to take responsibility for my own health & wellbeing by making choices about maintaining a healthy diet and exercise regime, among other things.	**STABLE & SAFE HOUSING** I am in stable, rented housing that is of good quality.
	BELONGING I can communicate and engage with the people around me, but I associate more strongly with my own country/community.	**PARTICIPATION** I actively participate in my cultural community (e.g. my church).	**EMPLOYED BY SOMEONE ELSE** I am in good, stable employment that remunerates me fairly for my work.	**NCEA L1/L2** I am in or have completed secondary school – but only up to Level 1 or 2.	**GOAL SETTING** I am starting to set and achieve personal health goals for my physical, emotional, spiritual and mental wellbeing.	**INSUFFICIENT HOUSING** I am in stable, rented housing, but it is of poor quality.
BASELINE	**VISITOR** I am a visitor in this country / community. I consider myself to be a member of another community, in another country.	**ACKNOWLEDGEMENT** I acknowledge the culture I am a part of.	**UNEMPLOYMENT** I am reliant on the state, or friends & family to provide me with income or life necessities.	**NEET** I am Not in Employment, Education or Training (NEET).	**MANAGING POOR HEALTH** I am managing chronic health conditions (such as eczema, asthma, diabetes, and mental illness).	**HOMELESSNESS** I do not have a safe, stable form of housing.

Assessment of RELOCATION OPTION

Wellbeing Matrix for Pacific Families

RANGE	COMMUNITY *The concept of belonging to a collective; from simply living in a country that is foreign, to taking a position of active leadership within a particular community*	CULTURE, LANGUAGE & FAITH *The concept of native language, cultural heritage, and connectedness to faith. From acknowledgement through to active participation and governance*	INCOME *Whether in the form of unemployment and benefits receipt, to stable employment and self-sufficiency– through to financial independence and freedom*	EDUCATION *Access to education; from complete lack of engagement, through to active engagement in some or all levels of education (primary through to tertiary)*	HEALTH *The concept of physical and mental wellness; from dealing with chronic illness, to leading a healthy, happy life*	HOUSING *The concept of stable housing – whether problematic and insecure, or safe, secure, healthy*
HIGHLY SUCCESSFUL	**LEADERSHIP** I am a leader in the community that I am a part of.	**GOVERNANCE / LEADERSHIP** I am the embodiment of my culture/s. I show others how to participate in their heritage and faith.	**WEALTH CREATION** I am successful as an entrepreneur and therefore can create wealth in my community.	**TERTIARY EDUCATION** I have completed secondary school and am now in / have completed tertiary studies.	**HIGH QUALITY OF LIFE** I have a quality of life that meets my health needs & goals. I enjoy positive relationships with others to meet these goals. I am health literate.	**HAPPY HOME OWNERSHIP** Myself and my family own a home ourselves.
	ACTIVE PARTICIPATION I actively participate and feel engaged in my community.	**CULTURAL RESILIENCE** I am fully engaged in two cultures; I can walk between two worlds with ease.	**A FORM OF OWNERSHIP OR SELF-EMPLOYED** Because I can share in the profits of my organisation, I have the financial freedom to be completely independent and pursue my own interests.	**NCEA L3** I am in or have completed secondary school. I have stayed – or will stay – until I have NCEA Level 3.	**TAKING RESPONSIBILITY** I can model to other family/community members my ability to take responsibility for my own health & wellbeing by making choices about maintaining a healthy diet and exercise regime, among other things.	**STABLE & SAFE HOUSING** I am in stable, rented housing that is of good quality.
	BELONGING I can communicate and engage with the people around me, but I associate more strongly with my own country/community.	**PARTICIPATION** I actively participate in my cultural community (e.g. my church).	**EMPLOYED BY SOMEONE ELSE** I am in good, stable employment that remunerates me fairly for my work.	**NCEA L1/L2** I am in or have completed secondary school – but only up to Level 1 or 2.	**GOAL SETTING** I am starting to set and achieve personal health goals for my physical, emotional, spiritual and mental wellbeing.	**INSUFFICIENT HOUSING** I am in stable, rented housing, but it is of poor quality.
BASELINE	**VISITOR** I am a visitor in this country / community. I consider myself to be a member of another community, in another country.	**ACKNOWLEDGEMENT** I acknowledge the culture I am a part of.	**UNEMPLOYMENT** I am reliant on the state, or friends & family to provide me with income or life necessities.	**NEET** I am Not in Employment, Education or Training (NEET).	**MANAGING POOR HEALTH** I am managing chronic health conditions (such as eczema, asthma, diabetes, and mental illness).	**HOMELESSNESS** I do not have a safe, stable form of housing.

Assessment of PULL/INCENTIVE OPTION

Wellbeing Matrix for Pacific Families

RANGE	COMMUNITY *The concept of belonging to a collective; from simply living in a country that is foreign, to taking a position of active leadership within a particular community*	CULTURE, LANGUAGE & FAITH *The concept of native language, cultural heritage, and connectedness to faith. From acknowledgement through to active participation and governance*	INCOME *Whether in the form of unemployment and benefits receipt, to stable employment and self-sufficiency– through to financial independence and freedom*	EDUCATION *Access to education; from complete lack of engagement, through to active engagement in some or all levels of education (primary through to tertiary)*	HEALTH *The concept of physical and mental wellness; from dealing with chronic illness, to leading a healthy, happy life*	HOUSING *The concept of stable housing – whether problematic and insecure, or safe, secure, healthy*
HIGHLY SUCCESSFUL	**LEADERSHIP** I am a leader in the community that I am a part of.	**GOVERNANCE / LEADERSHIP** I am the embodiment of my culture/s. I show others how to participate in their heritage and faith.	**WEALTH CREATION** I am successful as an entrepreneur and therefore can create wealth in my community.	**TERTIARY EDUCATION** I have completed secondary school and am now in / have completed tertiary studies.	**HIGH QUALITY OF LIFE** I have a quality of life that meets my health needs & goals. I enjoy positive relationships with others to meet these goals. I am health literate.	**HAPPY HOME OWNERSHIP** Myself and my family own a home ourselves.
	ACTIVE PARTICIPATION I actively participate and feel engaged in my community.	**CULTURAL RESILIENCE** I am fully engaged in two cultures; I can walk between two worlds with ease.	**A FORM OF OWNERSHIP OR SELF-EMPLOYED** Because I can share in the profits of my organisation, I have the financial freedom to be completely independent and pursue my own interests.	**NCEA L3** I am in or have completed secondary school. I have stayed – or will stay – until I have NCEA Level 3.	**TAKING RESPONSIBILITY** I can model to other family/community members my ability to take responsibility for my own health & wellbeing by making choices about maintaining a healthy diet and exercise regime, among other things.	**STABLE & SAFE HOUSING** I am in stable, rented housing that is of good quality.
	BELONGING I can communicate and engage with the people around me, but I associate more strongly with my own country/community.	**PARTICIPATION** I actively participate in my cultural community (e.g. my church).	**EMPLOYED BY SOMEONE ELSE** I am in good, stable employment that remunerates me fairly for my work.	**NCEA L1/L2** I am in or have completed secondary school – but only up to Level 1 or 2.	**GOAL SETTING** I am starting to set and achieve personal health goals for my physical, emotional, spiritual and mental wellbeing.	**INSUFFICIENT HOUSING** I am in stable, rented housing, but it is of poor quality.
BASELINE	**VISITOR** I am a visitor in this country / community. I consider myself to be a member of another community, in another country.	**ACKNOWLEDGEMENT** I acknowledge the culture I am a part of.	**UNEMPLOYMENT** I am reliant on the state, or friends & family to provide me with income or life necessities.	**NEET** I am Not in Employment, Education or Training (NEET).	**MANAGING POOR HEALTH** I am managing chronic health conditions (such as eczema, asthma, diabetes, and mental illness).	**HOMELESSNESS** I do not have a safe, stable form of housing.

Assessment of ORGANIC MIGRATION OPTION

Wellbeing Matrix for Pacific Families

RANGE	COMMUNITY *The concept of belonging to a collective; from simply living in a country that is foreign, to taking a position of active leadership within a particular community*	CULTURE, LANGUAGE & FAITH *The concept of native language, cultural heritage, and connectedness to faith. From acknowledgement through to active participation and governance*	INCOME *Whether in the form of unemployment and benefits receipt, to stable employment and self-sufficiency– through to financial independence and freedom*	EDUCATION *Access to education; from complete lack of engagement, through to active engagement in some or all levels of education (primary through to tertiary)*	HEALTH *The concept of physical and mental wellness; from dealing with chronic illness, to leading a healthy, happy life*	HOUSING *The concept of stable housing – whether problematic and insecure, or safe, secure, healthy*
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	ACTIVE PARTICIPATION I actively participate and feel engaged in my community.	**CULTURAL RESILIENCE** I am fully engaged in two cultures; I can walk between two worlds with ease.	**A FORM OF OWNERSHIP OR SELF-EMPLOYED** Because I can share in the profits of my organisation, I have the financial freedom to be completely independent and pursue my own interests.	**NCEA L3** I am in or have completed secondary school. I have stayed – or will stay – until I have NCEA Level 3.	**TAKING RESPONSIBILITY** I can model to other family/community members my ability to take responsibility for my own health & wellbeing by making choices about maintaining a healthy diet and exercise regime, among other things.	**STABLE & SAFE HOUSING** I am in stable, rented housing that is of good quality.
	BELONGING I can communicate and engage with the people around me, but I associate more strongly with my own country/community.	**PARTICIPATION** I actively participate in my cultural community (e.g. my church).	**EMPLOYED BY SOMEONE ELSE** I am in good, stable employment that remunerates me fairly for my work.	**NCEA L1/L2** I am in or have completed secondary school – but only up to Level 1 or 2.	**GOAL SETTING** I am starting to set and achieve personal health goals for my physical, emotional, spiritual and mental wellbeing.	**INSUFFICIENT HOUSING** I am in stable, rented housing, but it is of poor quality.
BASELINE	**VISITOR** I am a visitor in this country / community. I consider myself to be a member of another community, in another country.	**ACKNOWLEDGEMENT** I acknowledge the culture I am a part of.	**UNEMPLOYMENT** I am reliant on the state, or friends & family to provide me with income or life necessities.	**NEET** I am Not in Employment, Education or Training (NEET).	**MANAGING POOR HEALTH** I am managing chronic health conditions (such as eczema, asthma, diabetes, and mental illness).	**HOMELESSNESS** I do not have a safe, stable form of housing.

Assessment of REGENERATION OPTION

Wellbeing Matrix for Pacific Families

RANGE	COMMUNITY *The concept of belonging to a collective; from simply living in a country that is foreign, to taking a position of active leadership within a particular community*	CULTURE, LANGUAGE & FAITH *The concept of native language, cultural heritage, and connectedness to faith. From acknowledgement through to active participation and governance*	INCOME *Whether in the form of unemployment and benefits receipt, to stable employment and self-sufficiency– through to financial independence and freedom*	EDUCATION *Access to education; from complete lack of engagement, through to active engagement in some or all levels of education (primary through to tertiary)*	HEALTH *The concept of physical and mental wellness; from dealing with chronic illness, to leading a healthy, happy life*	HOUSING *The concept of stable housing – whether problematic and insecure, or safe, secure, healthy*
HIGHLY SUCCESSFUL	**LEADERSHIP** I am a leader in the community that I am a part of.	**GOVERNANCE / LEADERSHIP** I am the embodiment of my culture/s. I show others how to participate in their heritage and faith.	**WEALTH CREATION** I am successful as an entrepreneur and therefore can create wealth in my community.	**TERTIARY EDUCATION** I have completed secondary school and am now in / have completed tertiary studies.	**HIGH QUALITY OF LIFE** I have a quality of life that meets my health needs & goals. I enjoy positive relationships with others to meet these goals. I am health literate.	**HAPPY HOME OWNERSHIP** Myself and my family own a home ourselves.
	ACTIVE PARTICIPATION I actively participate and feel engaged in my community.	**CULTURAL RESILIENCE** I am fully engaged in two cultures; I can walk between two worlds with ease.	**A FORM OF OWNERSHIP OR SELF-EMPLOYED** Because I can share in the profits of my organisation, I have the financial freedom to be completely independent and pursue my own interests.	**NCEA L3** I am in or have completed secondary school. I have stayed – or will stay – until I have NCEA Level 3.	**TAKING RESPONSIBILITY** I can model to other family/community members my ability to take responsibility for my own health & wellbeing by making choices about maintaining a healthy diet and exercise regime, among other things.	**STABLE & SAFE HOUSING** I am in stable, rented housing that is of good quality.
	BELONGING I can communicate and engage with the people around me, but I associate more strongly with my own country/community.	**PARTICIPATION** I actively participate in my cultural community (e.g. my church).	**EMPLOYED BY SOMEONE ELSE** I am in good, stable employment that remunerates me fairly for my work.	**NCEA L1/L2** I am in or have completed secondary school – but only up to Level 1 or 2.	**GOAL SETTING** I am starting to set and achieve personal health goals for my physical, emotional, spiritual and mental wellbeing.	**INSUFFICIENT HOUSING** I am in stable, rented housing, but it is of poor quality.
BASELINE	**VISITOR** I am a visitor in this country / community. I consider myself to be a member of another community, in another country.	**ACKNOWLEDGEMENT** I acknowledge the culture I am a part of.	**UNEMPLOYMENT** I am reliant on the state, or friends & family to provide me with income or life necessities.	**NEET** I am Not in Employment, Education or Training (NEET).	**MANAGING POOR HEALTH** I am managing chronic health conditions (such as eczema, asthma, diabetes, and mental illness).	**HOMELESSNESS** I do not have a safe, stable form of housing.

Appendix D: Regional Sampling

Information about regional analysis

Regional Analysis

Our strategy for high level regional analysis

Sampling strategy for regional consultation:

As we discovered that a regenerative migration approach was feasible, and a relocation approach was not, we found that a list of 'target regions' for migration would be inappropriate for the purposes of this feasibility study.

As a relocation approach is not recommended, there is no 'shortlist' of regions that will act as specific migration locations. Thorough regional consultation is suggested during programme design to ensure that appropriate areas are identified, and that these areas are then resourced so they are well prepared for Pacific migrants' arrival.

However, we did engage in light regional consultation during the direct research phase of this feasibility study. We did this with the aim of 'taking the temperature' of regional New Zealand, so that we could understand the kinds of issues our regions are facing, what would be required to properly prepare areas for migration, as well as examples of previous migration (internal and external), and lessons learned from those in the region/s.

We identified regions with **several or all** of the following characteristics:

- A history of internal (or external) migrant groups arriving in the region
- Home to growth industries / large employers
- A growing economy
- A population of approx. 15,000
- An existing Pacific population

From this list of criteria, we put together a broad list of areas to consult:

- Thames-Coromandel (Tauranga and Whakatane)
- Southland (Invercargill)
- Nelson (Nelson city and Motueka)
- Marlborough (Blenheim)
- Taranaki (New Plymouth and South Taranaki)

We spoke to a range of community members in each of these areas – from local Council members, to business owners/employers, to local Pacific community leaders etc.

Please note: this is not a list of recommended regions for migration. This is a list of regions consulted during research to gain insight into what is required for a regenerative migration programme. Further detailed regional consultation is recommended during programme design

Appendix E: Proposed Approach to Regeneration

A detailed break down of programme components

Detailed Component Overview

Resource the Regions

Which regions would this work for?

Taranaki:
- The city of New Plymouth and district of South Taranaki have been identified as promising locations for migration. They offer good employment opportunities, with growth industries and reasonably consistent demand for employees.
- There is a small existing Pacific community (of multiple ethnicities – notable Fijian, Samoan, and Tongan). There are some existing community services tailored to Pacific peoples – e.g. the Taranaki Vaimoana Pasifika Charitable Trust – but further resourcing and a more significant Pacific population were noted as key to strengthening the existing community and providing further cultural, social and support activities/services.
- There are also existing migrant support services within the region – e.g. Migrant Connections Taranaki. These organisations required dedicated resourcing in order to deliver services that respond to the scale of migration, in a culturally sensitive manner.

Bay of Plenty:
- Tauranga has a small existing Pacific community, with increasing representation and dedicated community organisations for Pacific peoples.
- The region offers good educational and employment opportunities. However, housing is becoming less available and affordable, as migration to the region increases due to the Auckland housing crisis.

Nelson-Marlborough:
- There is an existing Pacific community in Motueka that is relatively strong and well connected. There are potential job opportunities through local industry (such as timber mills).
- There is a need for greater representation of Pacific peoples in mainstream services, with dedicated resources and service delivery to cater to specific cultural needs.
- Housing is affordable and available – compared to the national average – however there is a lack of Pacific presence in skilled professions and business ownership roles.

Southland:
- There is a fairly consistent need for employees – especially in the Invercargill district – for local industries such as meat processing. Organisations usually have a diverse employee base, due to the fairly large existing Pacific community.
- The strong existing Pacific community – with multiple dedicated cultural groups – provides a promising base for Pacific migrants.
- However, there is a lack of representation of Pacific peoples in skilled professions and business ownership roles.

Risks & Dependencies

1. There is a risk that – given the potential cost and effort of coordination 'resourcing the regions' would entail – there will be a lack of appetite at national government level to provide the resourcing to enable this step of Project Tatupu.

2. There is a risk that some regions will have such high needs (in order to adequately prepare for incoming migrants) that they will be rendered inappropriate for Project Tatupu.

3. There is a risk that the needs of some regions will be such that they cannot be met simply through increased resourcing (e.g. if there is a dominant culture in some regions and significant antipathy towards minority cultures, or extremely poor educational facilities).

Mitigation Strategies

1. By starting with a concentrated effort on 1-3 districts initially, resourcing and coordination can be minimised (as opposed to a wide-spread initial launch across several regions at once). This way, the process of consultation and the partnering model adopted to meet needs can be an iterative one – refined along the way until an efficient and effective balance is found.

2. The process of community consultation is crucial as this will reveal the scale of need within the area. No resourcing planning should be undertaken unless and until this process is completed. This will help to identify regions that are simply inappropriate for this programme, due to the scale of needs and gaps in services & infrastructure, before resourcing efforts have commenced.

3. As above, community consultation will reveal needs and gaps before a resourcing plan with multiple partner involvement will commence. Needs of the region can be categorised – e.g. infrastructure, services, culture etc. Under each category, needs can be assigned a rating – depending on how severe they are, as well as a rating of importance (i.e. how crucial the need is to the success of Project Tatupu). If some needs are identified as severe and highly important, and cannot be met with available resourcing, the area will be classified as inappropriate for this programme.

Detailed Component Overview

Migrant Support Service

Which groups of Pacific peoples would this work for?

- **Benefit recipients interested in migration**: interviews with experts have revealed that there may be individuals and families receiving various forms of financial benefit from WINZ. Among this database of people, there may be job seekers who would be willing and able to migrate for the opportunity of good, stable employment and financial independence.

- **Church leaders and their congregations**: our interviews with church leaders revealed that there is some existing interest among various churches of expanding the reach of their congregation and establishing new churches in other regions of New Zealand. Interviews with family have revealed that members of congregations would often be willing and able to move with their church and church leader to a new location.

- **Pacific peoples with family members in other regions of New Zealand**: Interviews with family members revealed the strong familial and community connections among the Pacific population, and the strong pull that family members living in other regions may have on those living in Auckland. There may be an opportunity for those in thriving Pacific communities to 'reach back' to their family in Auckland – show their success story, and work with their family to help create a migration pathway so that they may join them.

- **Pacific peoples who are independently interested in migration due to the opportunities it presents:** Through interviews we found that there is a small subset of the Pacific population in Auckland already interested in – and planning – migration to regions where there are opportunities for a better quality of life. Opportunities that are attractive to this group include free tertiary education, affordable housing / ability to own their own home, affordable cost of living to support saving for retirement, or good job opportunities. This group may require only minimal support to help with the move and resettlement.

- **Rugby players interested in contracts to play in other regions:** Interviews with community members in regions with a strong rugby focus (e.g. Taranaki) revealed that there is an existing pathway to migration for those within the premier rugby circuit. We have heard case studies of Pacific players in Auckland being offered a contract with a premier club in the Taranaki region, along with an employment opportunity. This move often attracts the family and friends around the player to move as well – thus creating a small-scale case of organic migration, following the initial migrant. Players will often stay on and live in the region for longer than the timeframe of their contract, due to employment/housing/employment of other family members that has been established in the new location.

Risks & Dependencies

1. There is a risk that – if such a Service were to be delivered on a large scale – it could become less 'Pacific-centric', or more generic in nature. By offering the service to anyone interested in internal migration, there is a risk the service would become a mainstream offering, and lose the Pacific cultural elements and voice essential to Project Tatupu – instead the dominant culture (most likely Pakeha) would prevail.

2. This concept is dependent on the cooperation of government departments and existing community organisations in regional New Zealand to work alongside MPP and the chosen delivery partner (an NGO) to expand and create support options that are fit-for-purpose.

Mitigation Strategies

1. To prevent a mainstream culture dominating the Service, delivery must be by and for Pacific peoples. Over the long-term it may be expanded in different forms to accommodate for different cultures in various pockets of New Zealand. However, for the purpose of Pacific regeneration, this must be spearheaded, represented, and delivered by Pacific peoples who have a thorough understanding of the needs of their community.

2. Early communications have already begun with representatives from relevant organisations. These organisations have expressed a desire to continue to be engaged with this project, and are interested in exploring opportunities to build on services that already exist.

Detailed Component Overview

Building on Housing

Which groups of Pacific peoples would this work for?

- **Pacific peoples with assets in Auckland (namely houses that they own)** and family members who could benefit from leveraging this asset (e.g. family members who do not own their own home, or who living in social housing)

- Pacific peoples with **financial literacy and knowledge of debt and equity management**

- Pacific peoples with a **desire to learn** more about banking processes or debt and equity management could be provided with opportunities to upskill and improve their financial literacy. This is essential to ensuring financial security of participants, and sensible long-term management of assets to ensure this opportunity is regenerative (and does not jeopardise the financial independence of those involved).

Risks & Dependencies

1. People of interest may be too risk-averse to engage; levels of knowledge about debt and equity may vary significantly – those with little understanding of the process of investment management may not wish to engage due to fear of the unknown.

2. Risk that Pacific peoples will be unprepared for the responsibility that comes with home ownership (i.e. those who benefit from asset leveraging will need substantial support to get on their own two feet and take responsibility for the investment their relative has made).

Mitigation Strategies

1. Education is key to this opportunity for regeneration. Information that is delivered in a culturally-appropriate manner, by a trusted source, will be an effective means of showing the benefits and ensuring thorough understanding. This will require partnership with appropriate organisations/individuals to provide such information. Preferably those who are knowledgeable (in banking and investment etc.) as well as familiar to and trusted by the community in question.

2. Pathways to financial education and asset management will also be relevant *after* housing has been leveraged to create opportunities for wealth sharing. Once assets in Auckland have been leveraged to create opportunities for other family members to gain a foothold in the market, the same education provided at the outset will need to continue to ensure all family members involved have a sound understanding of how to make sensible financial decisions going forward.

Detailed Component Overview

Building Entrepreneurialism

Which groups of Pacific peoples would this work for?

- Pacific peoples with existing commercial skill, knowledge and/or experience (e.g. those who are studying towards or who have completed a commerce qualification, those with previous experience in business ownership or management)

- Pacific peoples with an interest in gaining skill and knowledge in commercial matters (e.g. those who are registered against WINZ training initiatives, or who are receiving a training inventive financial benefit)

- Pacific peoples employed by organisations that either currently provide mentoring programmes to upskill employees, or those with capability to do so

Risks & Dependencies

1. There is a level of resilience required to enter into entrepreneurialism may not exist within large proportions of the Pacific community, due to lack of exposure to this form of work / educational opportunities over the average lifetime

2. Risk that the content is simply too challenging for those who have only basic levels of education – this may have the unintended affect of being disempowering, and discouraging people from engaging (if the opportunity appears out of reach)

3. Risk of failure – e.g. if business plans or franchises fail, which may also be disempowering and discourage further risk-taking or ambition

4. Dependant on willing Pacific business owners to expand their business and invest in mentoring/up-skilling other Pacific peoples to share in that expansion

Mitigation Strategies

1. Create opportunities for people to gradually build resilience through applied learning, mentoring, and role modelling. For example, shadowing opportunities that allow employees to spend time each week working alongside someone in a management or executive role within their organisation. This exposure will help to build understanding, and will de-mystify the process of business ownership somewhat. Further, mentoring relationships can help individuals to find their feet initially – working alongside them as they embark on an ownership or management role in a business – until confidence and resilience is established.

2. Applied learning – as above – is a practical way for individuals to build their skill level & capability.

3. Education is key; role models and mentors can lead by example, explaining that failure is a normal part of establishing a business, providing examples of this in practice alongside success stories.

4. Business owners will need to be incentivised in order to invest the time, energy and finances to expand their business – or engage in mentoring activities. This can take multiple forms e.g. offering to co-fund franchise plans, or providing funds to initiate this.