

Statement of Intent 2014-2017



Ministry of Pacific Island Affairs

Our vision

✧ Successful Pacific Peoples

Our mission

✧ Effecting positive change for Pacific Peoples

Our values

- ✧ Respect – treat others the way you want to be treated**
- ✧ Excellence – achieve your best and strive for better**
- ✧ Leadership – serve and lead by example**



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New Zealand Government

Part One: Overview

Foreword from the Minister of Pacific Island Affairs



Hon Peseta Sam Lotu-iga
Minister of Pacific Island Affairs

It is an exciting time to be a Pacific person in New Zealand. Our people are one of the youngest and fastest growing populations in New Zealand and our achievements and contributions to all areas of society are continuing to grow. The vibrancy of our cultures, youthful population and strong community spirit will help to shape our future and continue to reinforce New Zealand's identity as a proud Pacific nation.

Our Ministry is in a unique position to help our Pacific communities by influencing government policy and working with other agencies to deliver better public services. By facilitating this critical role of connecting Pacific peoples and government, the Ministry can contribute to how New Zealand moves forward and how Pacific people can fully contribute to the nation's wellbeing.

We have made good progress so far for Pacific peoples, particularly in fulfilling our *Better Public Services* targets. Our Ministry has primarily focused its efforts on education. Education is fundamental for Pacific people to obtain higher living standards. Better education allows us to take advantage of a wider range of employment opportunities, higher-paying jobs and better shape our future.

Our Ministry is also working alongside the Ministries of Education and Social Development to engage with Pacific parents and encourage Early Childhood Education (ECE) attendance by promoting the benefits of quality early learning

experiences. An example of this is the Pacific Early Learning Mobile Outreach Service and we are seeing some encouraging results. Pacific ECE participation has increased to 89.9%, up from 84.4% in 2009. In the area of education, our Ministry has contributed directly to initiatives such as *Pasifika Power Up*. Programs like this have helped to raise Pacific achievement at National Certificate of Educational Achievement Level 2 to 71.4%, up from 51.3% in 2008.

We continue to work with community groups to foster and celebrate Pacific languages and cultures. We have grown the number of Pacific language weeks and early learning participation. The number of teaching staff who identify as Pacific in early childhood centres has increased by 30% to 1,916 in 2013, up from 1,477 in 2008. The number of services that provide a Pacific language program in ECE has also gone up by 9% to 96 in 2013, up from 88 in 2008.

In considering the future, I have asked the Ministry to continue to prioritise improving Pacific education outcomes. There is still more work to do but the trends are positive and endorse what the Ministry is doing to create a brighter future for our Pacific peoples.

This *Statement of Intent* sets out an integrated set of priorities for the period 2014 - 17. Together, these priorities seek to improve our participation in the economy through increased employment, entrepreneurship, education and skills. I also want to see a greater focus on business innovation and economic development to unlock the potential of the Pacific economy to create jobs and prosperity.

Our Ministry is advancing programs like the Pacific Employment Support Services (PESS). This program is designed to assist more young Pacific people to become work ready and take up jobs. Nationally we are seeing more Pacific people move to paid employment and I am keen to see that increase further.

As the Minister of Pacific Island Affairs, I am excited about the future and look forward to the Ministry harnessing Pacific insight and expertise, and forging stronger relationships that will create a better, bolder and brighter New Zealand for us all.



Ministerial statement of responsibility

I am satisfied that the information on the future operating intentions provided by my department in this Statement of Intent is in accordance with sections 38, 40, and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

Hon Peseta Sam Lotu-liga

Responsible Minister for the Ministry of Pacific Island Affairs



Introduction from the Chief Executive

Tēnā koutou, Kia ora, Kia orana, Mālo ni, Fakaalofa lahi atu, Talofa lava, Mālō e lelei, Ni sa bula, Fakatalofa atu, Namaste, warm Pacific greetings,



This Statement of Intent sets out the expectations of the Government covering the period 2014 to 2017. It outlines education, youth, skills and employment trends highlighting the improvements in many key aspects of Pacific peoples' lives.

The Ministry is determined that the

New Zealand of the future will have a strong and competitive economy, and strong and well-valued families and communities. To do this we must pay particular attention to our Pacific New Zealanders.

Over the last year the Ministry of Pacific Islands Affairs has looked at the demographics and geographic distribution of New Zealand's Pacific population with a view to how it could better serve that population and better live out its vision of 'Successful Pacific Peoples'.

The 2013 Census showed that 7.4% of the New Zealand population are Pacific peoples (295,994), with two-thirds of them in the Auckland region (67%).

With that in mind, the Ministry announced in early May that it was looking to change the way we work and become a more outward looking organization. The Ministry wants to boost our presence in Auckland so it could better connect and respond to the country's largest Pacific communities.

The change of approach is about better equipping the Ministry to advance the cause of Pacific New Zealanders. It is about delivering 'Successful Pacific Peoples'.

New Zealand's Pacific population is a youthful one. The median age of Pacific peoples is 22.1 years, compared with 35.9 years for the overall New Zealand population.

In 15 to 20 years, one in five New Zealand children will be Pacific, and one in eight workers under 39 will be Pacific.

There have been important signs of delivering on the vision of 'Successful Pacific People' in recent years.

Pacific early childhood education participation rate is at 89 per cent, up from 84 per cent in 2008. And Pacific students leaving school with NCEA Level 2 is at 72 per cent, up from 55 per cent in 2008.

Improving Pacific educational achievement will improve Pacific people's ability to obtain employment and to get higher paying jobs. The Ministry is committed to helping deliver on that.

The number of Pacific people in employment has increased – with 7,900 more Pacific people in work than a year ago (from 98,000 to 105,900). The average weekly earnings for Pacific people in paid employment have also increased from 14% in the five years to 2013.

The Ministry will improve our visibility and effectiveness in our engagements with Pacific communities and conversely with our key government partners at local and national levels. We will actively increase our focus on partnerships, greater integration between the Ministry's work with communities and its central office-based work, and more direct and smarter engagement with Pacific communities.

To ensure this, our approach is to focus on;

- supporting Pacific peoples in the right place at the right time;
- ensuring we have the right capability and capacity in the areas of greatest need;
- policy collaboration with our larger agency policy partners on initiatives that benefit Pacific people;

- greater focus on local government policies that have a direct impact on Pacific people, and,
- targeted and measurable interventions.

We will become more nimble and agile as an organisation with the ability to shift and redeploy our resources to allow the Ministry to better serve Pacific communities directly, and also to better leverage off our relationships and community presence to contribute to wider government policy development.

In the short to medium term I am focusing on building the capability of the senior leadership of the Ministry to provide strategic direction, leadership and the role modelling required to motivate and inspire staff. The Senior Leadership Team, under my direction will strengthen its focus on organisational culture, communication, organisational performance and staff management practices to ensure consistency of information, agility of thought and response in a climate of continuous improvement across the organisation.

I am also encouraging the Ministry to recognise and celebrate our successes, especially those of our communities in the many areas in which we as Pacific peoples have made our mark and contribution. The achievement of our young people has continued to be an inspiration to me and to our Ministry. We applaud and recognise their efforts and their families' and communities' ongoing contribution to our society as Pacific New Zealanders. The Ministry will continue to highlight these successes as we move forward and celebrate these achievements at the highest levels as seen by the annual Prime Minister's Pacific Youth Awards.

Finally I will continue to explore ways in which I can best support and lead the Ministry to achieve its vision of 'Successful Pacific Peoples' in ways that sustain and build confidence and trust in the Ministry and provide a platform for the Ministry to become the government's expert advisor for all things Pacific.

Chief Executive statement of responsibility

I am satisfied that the information on the future operating intentions provided by my department in this Statement of Intent is in accordance with sections 38, 40, and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

Pauline A Winter
Chief Executive



Paul Whitham
Chief Financial Officer



A Snapshot of Pacific New Zealand

Pacific People in New Zealand

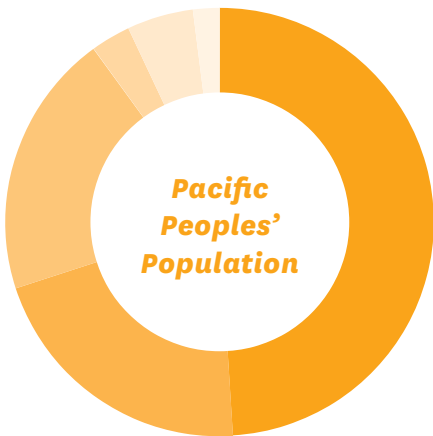
300,000

Pacific people living in New Zealand

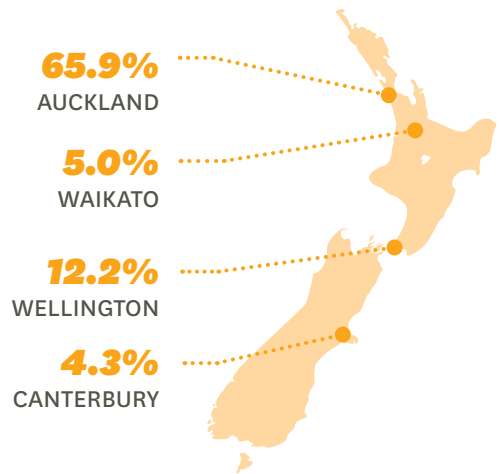
60%

born in New Zealand

Growing 3x faster
than overall population



- **49%** SAMOAN
- **21%** COOK ISLAND
- **20%** TONGAN
- **8%** NIUEAN
- **5%** FIJIAN
- **2%** TOKELAUAN



1 in 14

New Zealanders is of Pacific origin



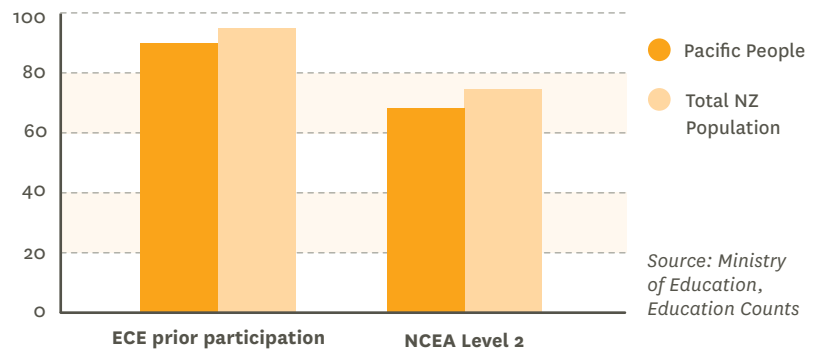
22.1 YEARS OLD

Median age of NZ's Pacific population

38.2 YEARS OLD

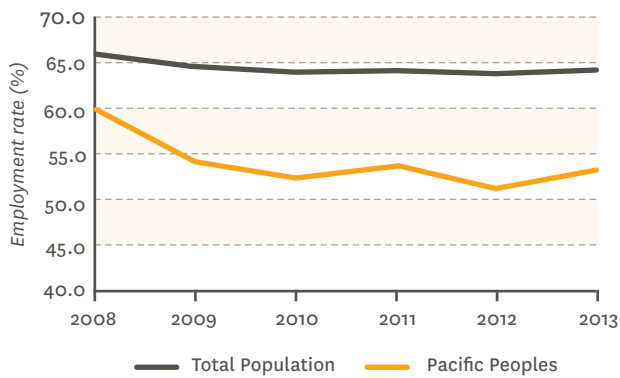
Median age of NZ's population

Pacific Education



Pacific People's Employment Rate

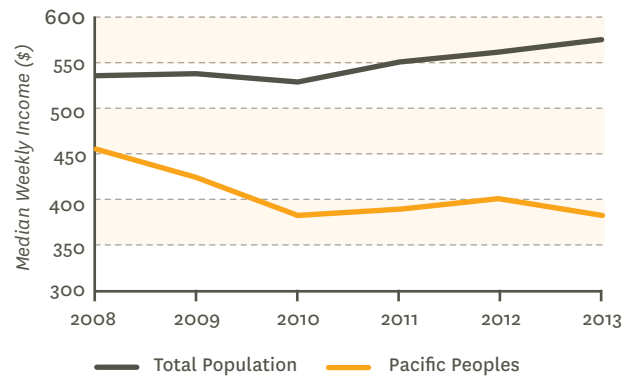
The proportion of the working-age population that is employed (Employment rate) By Population



Source: Statistics New Zealand, Household Labour Survey, December Annual.

Pacific People's Income

Income of individuals who are employed and are receiving income from their employer By Population



Source: Statistics New Zealand, New Zealand Income Survey, June 2013.



Our Role, Functions & Approach

The Ministry is the Crown’s principal advisor on policies and interventions for achieving better outcomes for Pacific peoples in New Zealand.

What we do

We pursue our vision of ‘Successful Pacific Peoples’ in four main ways:

Policy Advice

By providing expert policy advice to Ministers and our partner government agencies to support the development of effective strategies and programmes targeted at Pacific communities.

Innovation

By co-designing and delivering innovative programmes with our communities to improve outcomes and identify valuable policy and implementation insights.

Pacific Knowledge & Expertise

By working with and in Pacific communities to gather intelligence on issues, opportunities and the effectiveness of policies and interventions.

Partnerships & Leadership

By partnering with a wide range of organisations across the state sector and in Pacific communities to develop and promote future Pacific leaders.

How we do it

The value of the Ministry is derived from its strong relationships with Pacific communities across New Zealand.

We bring Pacific communities into government policy development. We work in our communities to gather intelligence and data related to the barriers to Pacific success, opportunities for development and the effectiveness of policies and interventions. This intelligence and other research evidence inform our own policy programme and our advice to Ministers and other government agencies.

We take government to Pacific communities. With an understanding of the issues and opportunities, we work alongside Pacific communities to co-design and deliver new initiatives and approaches to improve outcomes for our people. We ensure that our government partners are appropriately connected with our communities they wish to engage and support them to develop their own Pacific leaders and capability to deliver.

Part Two:

Strategic Direction

Our priority for the next three years

In an increasingly complex world, Pacific communities are confronting a range of challenges. Greater education, qualifications and skills are at the forefront of our drive to deliver better opportunities for our people. Ultimately that will lead to higher paying jobs and the ability to look after our families and communities.

Language and culture are also important as New Zealand-born Pacific identities emerge and take shape. The physical and social arrangements of our communities are crucial to fostering these new identities, maintaining heritage languages and values, and creating the supportive conditions for success more generally.

The Ministry intends to invest in policy development, innovative programs and partnerships that promote:

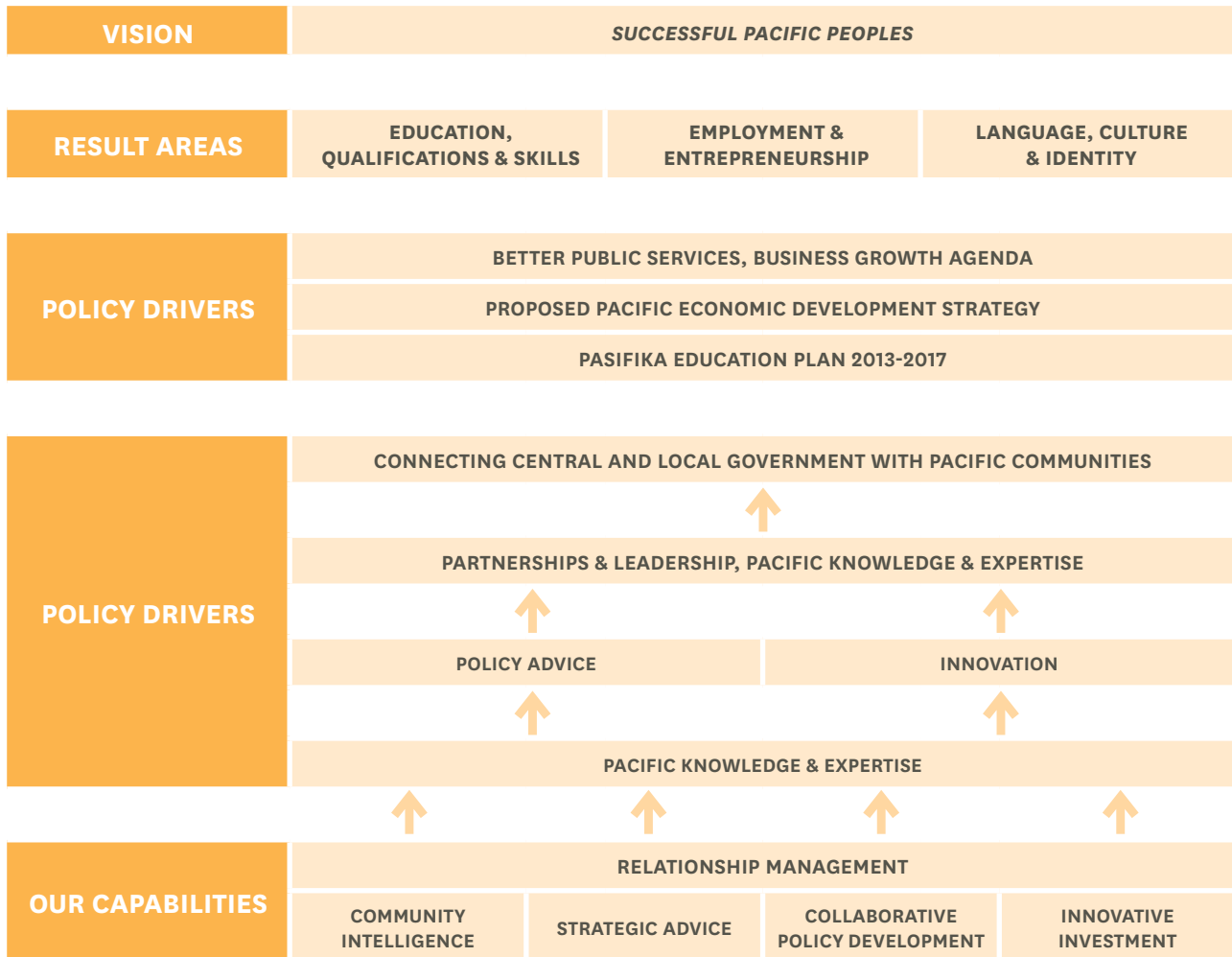
- a. education, qualifications and skills that match current and future demand for jobs;
- b. higher employment, increasing participation in higher paying jobs, business ownership; and innovation
- c. a strong sense of New Zealand-Pacific identity.

We will need partners across government, the wider state sector, non-profits and private enterprise to work with our people to achieve our goals and realise our vision of 'Successful Pacific Peoples'.

Working with others in support of the above outcomes, the Ministry's work program will cover the following impact areas:

- education, qualification and skills;
- employment and entrepreneurship; and
- language, culture and identity.

Rather than imposing defined answers, we recognise that the knowledge, capability and relationships required to create sustainable solutions exists in Pacific communities.



Result Areas

Result Area 1: Education, Qualifications & Skills Improved outcomes for Pacific young people in education

INDICATORS	<ul style="list-style-type: none"> • More of our young people are leaving school qualified for employment or further education and training; • More Pacific young people are taking up STEM subjects (science, technology, engineering and mathematics) • There are fewer Pacific NEET's (young people not in employment, education or training); and • More Pacific young people have the education, qualifications and skills that match current trends and anticipate future market demand for jobs;
RATIONALE	<p>A future-focused community characterised by a strong grounding in culture, language, identity and support for one another will help create higher expectations for our young people. It is in the context of these improved conditions for success that the Ministry intends to work to ensure that Pacific education and skills are well-matched to current and future market demands for jobs. Doing so will better position Pacific people to take advantage of employment and entrepreneurship opportunities.</p>
DESIRED RESULTS	<ul style="list-style-type: none"> • We have worked with our government partners on policies and initiatives that increase participation in STEM subjects; • We have co-designed and trialled new initiatives with partner agencies, employers, education providers and communities that deliver improved employment-skills match; • We have supported high-achieving Pacific young people into STEM education pathways (e.g. engineering); and • We have provided career development opportunities to early- and mid-career professionals.
ACHIEVING THE DESIRED RESULTS	<p>We will work with our communities, government partners and others to trial initiatives, contribute to policy development and formulate partnerships that support:</p> <ul style="list-style-type: none"> • Increased integration between employers and education providers, ensuring that skills acquired and paid for by our people are relevant and add to their employment prospects; • More Pacific people acquiring the education, qualifications, skills and experience to pursue STEM careers; and • Improved use of partnerships and in-community knowledge to promote improved educational and employment outcomes for Pacific.

Result Area 2: Employment & Entrepreneurship
Higher Pacific employment and increasing participation in high-value jobs and business ownership

INDICATORS	<ul style="list-style-type: none"> • Our communities are supported to embrace new entrepreneurial opportunities and discover new careers; • Our people have more opportunities to own their own businesses; • More of our people can be found in higher-paying jobs; and • More Pacific people are found in leadership and governance positions.
RATIONALE	<p>We intend to see more of our people equipped with higher qualifications and skills to gain meaningful, high paying employment. While facilitating that step into a job will be an important feature of the Ministry’s intentions, we also wish to expand the dreams and aspirations of our people into owning their own businesses and becoming the employers, directors and governors of tomorrow.</p>
DESIRED RESULTS	<ul style="list-style-type: none"> • Our advice has supported other agencies’ initiatives to increase Pacific employment; • We have worked with our communities, partner government agencies and other organisations to increase the number of Pacific young people working towards professional and STEM careers; • Our nominations service is a growing source of Pacific talent for use in meeting our long-term target for Pacific representation on state sector boards; • Our partnership with the Pacific Business Trust and others has contributed to an increase in the number of Pacific-owned businesses; • We have worked with our communities to build awareness of entrepreneurship.
ACHIEVING THE DESIRED RESULTS	<p>We will work with our communities, government partners and others to trial initiatives, contribute to policy development and formulate partnerships that support:</p> <ul style="list-style-type: none"> • Increasing Pacific employment; • More Pacific people pursuing professional and STEM careers; • In-career development opportunities for early- and mid-career Pacific professionals; • Fostering the entrepreneurial spirit of our people; and • Encouraging and grow Pacific business ownership.

Result Area 3: Language, Culture & Identity

Promoting a strong sense of New Zealand-Pacific identity

INDICATORS	<ul style="list-style-type: none"> • Pacific cultures are celebrated and recognised as having a home here in New Zealand; • Pacific people have increased bilingual and immersion learning opportunities; and, • Pacific people have opportunities to project positive stereotypes and are empowered to be culturally comfortable.
RATIONALE	<p>Language and culture sit at the heart of our NZ-Pacific identity and provide a strong grounding from which many other benefits can grow. It is widely accepted that fluency in more than one language is associated with improved cognitive development and academic achievement. This, in turn, impacts on employment prospects, income potential and civic participation. Being culturally confident and comfortable contributes to a sense of belonging in the community and society as a whole.</p> <p>The notion of Pacific identity typically evokes images of the islands, but our people have been living in this country for generations developing distinct New Zealand-Pacific identities. We intend to support language and culture development that resonates with these identities.</p>
DESIRED RESULTS	<ul style="list-style-type: none"> • We have supported our communities to take ownership of keeping our languages alive; • We have learned from trialing innovative programs and provided advice to government agencies about our findings; • Our advice and support has led to increased bilingual and immersion learning opportunities; and • We have helped develop a shared understanding of New Zealand Pacific identities and engaged wider New Zealand society in the celebration of Pacific cultures.
ACHIEVING THE DESIRED RESULTS	<p>We will work with our communities, government partners and others to trial initiatives, contribute to policy development and formulate partnerships that support:</p> <ul style="list-style-type: none"> • Our communities to own efforts to preserve our languages and cultures; • Expansion of the Ministry's knowledge of good models/interventions that promote language preservation; • Government's investments in raising Pacific educational achievement and economic participation; and • Interest from broader New Zealand society in Pacific culture and its place in NZ.

Part Three:

Making It Happen

Organisational Culture & Capability

The Ministry of Pacific Island Affairs has a unique contribution to make to the machinery of government. This is not only true of the knowledge and expertise we can bring to the table but the culture, values and how we apply our Pacific lens through our work across government, in our communities and with each other. Maintaining and building on this culture as we realign our program of work to our strategic priorities will be crucial to optimising our performance as an organisation.

We are moving through a period of organisational change. We intend to become more agile, dynamic and highly connected with our communities. Ultimately we want to be more responsive to the opportunities that advance our vision of 'Successful Pacific Peoples'. In the short term, we will:

- realign our leadership capacity;
- reconfigure the capability and skills mix of the organisation;
- provide confidence to partners and stakeholders in our ability to deliver our vision;

- support teams within the Ministry to work with each other towards shared goals; and
- work with our staff to develop an organisational culture that is highly professional.

In the longer-term, we are ambitious about our contribution to government. We want to grow our influence in policy development that benefits our communities and the meaningful, measurable change we can effect for our people.

Grounded in our knowledge and understanding of our communities, we will need to prioritise our efforts to ensure that we are investing our time and energy into areas that will provide the most benefit to our Pacific people.

We are excited about the future and how our high-functioning, skilled organisation can help make it happen with the trust and confidence of our government partners and communities.

Working Differently, Working Smarter

Over the last year the Ministry of Pacific Islands Affairs has looked at the demographics and geographic distribution of New Zealand's Pacific population with a view to how it could better serve that population and better live out our vision of 'Successful Pacific Peoples'.

The Ministry is going through a time of change to ensure we are working differently and working smarter. We intend to place our communities at the heart of everything we do.

This means that we will become more visible and effective in our engagements with Pacific communities and our key government partners at local and national level.

We will boost our presence in Auckland so we can better serve and respond to the country's largest Pacific communities. This makes a lot of sense as nearly two thirds of the 300,000 Pacific people in New Zealand live in Auckland.

Our field teams consider their work more and more through a policy lens and our policy teams will bring a community lens to theirs.

Our National office in Wellington will continue to focus on policy development, engagement with other government agencies and deliver corporate services. While our project development, business intelligence and community engagement will be managed by our regional teams at a local level. On a practical level, this will require our people to be more flexible in their approach, bi-lingual, more mobile and technologically savvy.

The Ministry of Pacific Island Affairs' new approach is about making it a more flexible, focused and outward-looking organisation that is better able to connect to New Zealand's Pacific communities and respond to their needs and aspirations.

Contributing to Better Public Services

Pacific New Zealanders already contribute hugely to NZ in so many ways and the Ministry is committed to helping Pacific people increasingly take their rightful place as successful, achieving New Zealanders.

In pursuit of our vision of 'Successful Pacific Peoples', we intend to continue to contribute to the Government's Better Public Services program. The work program outlined in this Statement of Intent represents an affirmation of previous work towards primarily education-related Better Public Services targets. It also expands the focus to include impact areas more directly related to economic development, employment and innovation.

Working Together

As a small agency, the Ministry can best effect positive change by utilising its specialist knowledge and networks with the greater resources of larger agencies. Good examples of collaboration include delivery of *Pasifika Power Up* and co-authoring the *Pasifika Education Plan 2013-2017* with the Ministry of Education, working with the Ministry of Business, Innovation and Employment on the *Māori and Pasifika Trades Training* programme, and supporting Te Puni Kōkiri with the commissioning approach for *Whānau Ora*.

Through collaboration with government partners, the Ministry will continue to align its work programme with *Better Public Services Results*.

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