



Ministry for
Pacific Peoples

Te Manatū mō ngā Iwi o te Moana-nui-ā-Kiwa

Looking to the future

Annual Report
for the year ended 30 June 2025

Presented to the House of Representatives pursuant to section 44 of the Public Finance Act 1989.

The attached report of the Minister for Pacific Peoples in relation to Non-Departmental Appropriations in Vote Pacific Peoples for the year ended 30 June 2025 is presented to the House of Representatives under section 19B of the Public Finance Act 1989.

Pūrongo ā-tau | Rīpōti nō te Mata'iti | Ripote Vakayabaki | Te Riboti n katoaa
banen te Ririki | Hokotaki Lagataha He Tau | Rogrog ne Fāu ta | Lipoti
Fa'aletausaga | Lipoti Faka-Te-Tauhaga | Lipooti Fakata'ú | Lipoti o Tausaga |
Ripot blong wan yia | Ripot blong wanpla yia

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He mea whakaputa i te Oketopa 2025.

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Te Kāwanatanga o Aotearoa
New Zealand Government

About this Annual Report

This 2024/25 Annual Report is the Ministry for Pacific Peoples’ main accountability document. It outlines our priorities and performance from 1 July 2024 to 30 June 2025. The report aligns with our *Strategic Intentions 2023–2027* and the updated *Strategic Intentions 2025–2029*, published in March 2025.

It has been prepared in accordance with the Public Audit Act 2001 and the Public Finance Act 1989 and provides transparency on our work and impact.

In this report, the “Ministry” refers to the Ministry for Pacific Peoples | Te Manatū mō ngā Iwi ō to Moana-nui-ā-Kiwa.

Feedback to help us improve our reporting can be emailed to performance@mpp.govt.nz.

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Welcome

Message from the Secretary

I am pleased to present the Ministry for Pacific Peoples' Annual Report for the year ended 30 June 2025.

At the heart of our work is service, to our families, our communities, and New Zealand's collective future. This year's report reflects the Ministry's ongoing commitment to uplift Pacific peoples across the country, ensuring our work is shaped by communities' lived realities, aspirations, and strengths.

We are a small Ministry with a big purpose. In a time of fiscal constraint, we have remained focused and intentional by reducing duplication, working smarter, and putting our energy into what matters most to Pacific communities. We are led by a deep sense of responsibility to deliver public value and uphold the trust placed in us.

Delivering impact through policy, programmes, and partnerships

Our greatest impact is felt in the community. This year, through Tupu Aotearoa, we supported over 2,736 Pacific peoples into education and employment pathways. We awarded 325 Toloa STEM scholarships, built 22 homes, and helped 266 families develop homeownership plans. Over 10,000 interventions improved living conditions for hundreds of households through the Pacific Healthy Homes initiative.

We continue to honour the legacy of the Dawn Raids through storytelling and education, and we are proud to support over 50 community-led language projects, including the addition of Vanuatu Bislama to our Language Weeks series.

Our policy advice remains a core strength, with over 200 pieces of advice provided across government. These efforts reflect our belief that inclusive systems build trust, improve outcomes, and help communities take part in shaping the future.

Connecting to communities

Whether through policy, programmes, or everyday engagement, staying close to our communities ensures our work reflects their realities and aspirations. Our regional offices, Northern, Central, and Southern, remain vital in keeping us connected to the voices and needs of our communities.

Our strength comes from connection, not sameness. We are a Ministry that strives to listen, learn, and build futures together.

Data that reflects our changing communities

Pacific communities are evolving, in where we live, how we live, and how we identify. To respond meaningfully, we must understand these shifts. That is why we are strengthening our data capabilities to better track indicators like employment, housing, and business ownership, and to ensure inclusive data, making sure everyone is counted, including MVPFAFF+/LGBTQIA+ and diverse identities.

This work is about more than numbers. It is about making sure every Pacific person is seen, heard, and supported. It is about designing policies and programmes that reflect the full diversity of our communities and create benefits that reach everyone.

Shaping a Future-fit Public Service

This year, I had the honour of working alongside fellow Chief Executives to help shape a future-fit public service, one that is agile, modern, and grounded in outcomes that matter to people. We are learning from global shifts and applying those lessons here at home in our own context.

At the Ministry, we are embracing innovation. We are not just responding to change, we are helping shape it. Our use of artificial intelligence is careful and guided by clear ethics and values, helping us work smarter and serve Pacific communities better. Our staff have shown real courage and curiosity in this space, and their leadership is helping shape the future digital direction.

Looking ahead

In March, we launched our Strategic Intentions 2025–2029, our plan for the next few years, shaped by Pacific values and community aspirations. This strategy sets out how we will work in partnership to address priority areas of education, employment, housing, and health, while strengthening Pacific languages, cultures, and identities.

We will continue to play a leadership role across government to ensure Pacific perspectives shape system-wide decisions.

I am deeply proud of the work our Ministry has delivered in 2024/25. Our people have shown resilience, creativity, and unwavering commitment to service. As we look to the future, we remain guided by our values, energised by our communities, and focused on creating lasting impact.

Tankiu tumas,

Gerardine



A handwritten signature in black ink, reading "Ger. Clifford-Lidstone". The signature is written in a cursive, flowing style.

Gerardine Clifford-Lidstone
Secretary for Pacific Peoples
Chief Executive, Ministry for Pacific Peoples

Our year in numbers

Pacific Building Affordable Homes

22 homes built

Pacific Healthy Homes Initiative

10,927 healthy home interventions delivered

Pacific Financial Capability

674 participants completed the financial capability programme

266 home ownership plans developed

Pacific Business Village

484 jobs created

778 businesses supported

Tupu Aotearoa

2,736 total placements:

- 1,327 employment placements
- 1,224 education placements
- 185 work experience placements

Toloo Programme

325 STEM students supported through secondary and tertiary scholarships

Language revitalisation

2,680 Pacific language course enrolments

7,332 Pacific language broadcasting hours on air

Communication and reach

7.551m views of our social media content (+37% from last year)

1.919m views of our videos on social media (+36% from last year)

111,933 people follow us on social media (+12% from last year)

Cultural capability

629 Government staff trained in Pacific community engagement (Yavu) and, policy making with a Pacific lens (Kapasa)

21 Kapasa and Yavu Train the Trainer participants

30 Ministry staff (average) attended each of the seven internal Yavu and Kapasa workshops

Quality of Policy Advice

4.93/5 satisfaction rating from the Minister for Pacific Peoples

Stakeholder perception

75% on average are satisfied or above with our work and services

Highlights of 2024/25

The Ministry continues to champion the aspirations of Pacific communities through targeted investments, inclusive policy advice, and culturally-grounded engagement. While much of our work happens behind the scenes, its impact is far-reaching, shaping opportunities in housing, health, education, business, and language revitalisation. This roadmap highlights key moments from July 2024 to June 2025, underscoring how the Ministry has responded to emerging needs, strengthened partnerships, and delivered meaningful outcomes. From supporting Pacific businesses and youth, to leading emergency responses and celebrating cultural identity, each milestone reflects our commitment to building a resilient, thriving Pacific Aotearoa. Together, these milestones reflect a year of purposeful progress in which Pacific leadership, innovation, and identity have shaped a future grounded in equity, opportunity, and cultural pride.

July 2024	Presented at the Public Health Observatory of New Zealand conference, highlighting barriers to Pacific data and calling for a whole-of-government approach to improve Pacific data quality. Supported inclusive hearings on the Citizenship (Western Samoa) Act 1982 Bill.	January 2025	Received 398 submissions on the Long-term Insights Briefing on Māori-Pacific identity. Following Ministry advice, the 2025 Child and Youth Wellbeing Strategy will for the first time, include Pacific-specific indicators, ensuring equitable monitoring through evidenced-based, cross government practise.
August 2024	Advanced the Pacific Languages Government Action Plan. Showcased Pacific leadership by participating in Te Kiwa Nui Wellington Festival, celebrating Pacific languages and culture at a regional level. Ongoing collaboration with Te Puni Kōkiri to improve outcomes for Māori and Pacific peoples to identify initiatives likely to improve outcomes for Māori and Pacific peoples.	February 2025	Supported Northland’s first Pacific Health Navigator role, a culturally grounded health professional who supports Pacific individuals and families in navigating the health system.¹ Implemented a phased, low-risk approach to introducing Generative AI tools, guided by our AI strategy focused on responsible use, safeguards, and integration into daily work to enhance productivity. Established the Matua Group to provide independent community cultural advice and language expertise to the Secretary for Pacific Peoples.
September 2024	Funding agreement signed with Samoa Capital Radio to broadcast Samoan language content. Joined national health and psychology advisory panels to improve Pacific health outcomes. Formalised a 3-year MoU with Stats NZ to improve Pacific data quality, highlight data challenges and drive cross-agency improvements in collecting, analysing, and reporting data for, and about Pacific peoples. Established the Our Whare Our Fale Executive Governance Group to ensure strategic oversight and relevant housing expertise is incorporated into the project.²	March 2025	Celebrated the addition of Vanuata Bislama in the 2025 Pacific Language Weeks series. Worked closely with the Ministry of Health to publish the first volumes of the Tupu Ola Moui Pacific Health Chartbook 2025 series.³ Celebrated with communities nationwide at annual festivals, including March events such as the Auckland Pasifika Festival, and Canterbury Polyfest. These festivals showcase the rich diversity of Pacific culture, traditions, and history.
October 2024	Supported the Government’s response to the HMNZS Manawanui sinking in Samoa. Reached a significant milestone with the groundbreaking ceremony for the Our Whare Our Fale housing project. The first Moana Reo Media Fund round successful invested \$1.22 million in Pacific language media, with over 60% of funded projects supporting emerging Pacific creatives.	April 2025	Provided policy advice on the Immigration (Fiscal Sustainability and System Integrity) Amendment Bill to ensure that proposed amendments on compliance, mass arrivals and addressing unexpected events, consider the impact on Pacific families in New Zealand and the Pacific. Invested \$20,000 to support the ASB Polyfest Trust to develop a comprehensive fundraising and sponsorship strategy aimed at increasing stakeholder investment.
November 2024	Delivered \$3 million through the Tauola Business Fund to support Pacific job creation. Supported the royal accent of Citizenship (Western Samoa) Restoration Amendment Act 2024. Held the largest Yavu and Kapasa⁴ workshop to date (130 participants). Celebrated the inaugural Papua New Guinea Pidgin language week with community leaders.	May 2025	Released Pacific business trends report using the Longitudinal Business Database. Announced \$1 million to expand the Pacific Wardens programme. Launched the second round of public consultation on Long-term Insights Briefing consultation open 20 May – 20 June 2025.
December 2024	Partnered with Health NZ on the pertussis epidemic response for Pacific communities. Strengthened Pacific community-police engagement through regional fono.	June 2025	Supported Phase Two of the COVID-19 Royal Commission Inquiry by convening Pacific leaders in Auckland to share insights on the pandemic response and its impact on Pacific communities. Completion of five additional homes under the Pacific Building Affordable Homes initiative, bringing the total to 22 homes for the financial year.

¹ A Pacific Health Navigator is a community-based health worker or nurse who:

- supports Pacific peoples and their families to access and engage with health services
- provides culturally appropriate guidance, advocacy, and education to improve health literacy and outcomes
- works holistically, considering physical, mental, spiritual, social, and cultural wellbeing
- collaborates with other services such as GPs, hospitals, WINZ, Housing NZ, schools, and mental health agencies.

² The Our Whare Our Fale Executive Governance Group consists of membership from the Ministry, Treasury, Ministry of Housing and Urban Development, Kāinga Ora and Central Pacific Collective.

³ Chartbook: The Tupu Ola Moui 2025 series presents a snapshot of Pacific health in New Zealand. It draws on existing health data with a focus on Pacific peoples, highlighting key demographic information and social contexts.

⁴ The Ministry offers training in policy and engagement. Capability training includes Kapasa (Pacific policy analysis) and Yavu (Pacific engagement foundations).

Part 1 – Strategic vision and organisational identity



Our vision

A Pacific Aotearoa
where we all thrive

Our purpose

We weave the aspirations
of Pacific peoples into a
thriving Aotearoa

This is us

O tātou nei

Our behaviours

Stand proud
Be remarkable
Stronger together

We are guided by Pacific values

Soalaupule
Consensus

Ola fetufaaki
Reciprocity

Magafaoa
Family

Piri'anga
Collectivism

Tāpuakiga
Spirituality

Fakalilifu
Respect

Aro'a
Love



Our purpose

The Ministry for Pacific Peoples (the Ministry) is dedicated to supporting thriving Pacific communities in New Zealand. We connect Pacific communities with government and government with Pacific communities, ensuring policies, investments, and services reflect Pacific values, aspirations, and lived experiences. Through trusted partnerships and meaningful engagement, we help build a public sector that delivers better outcomes for Pacific peoples.

About us

The Ministry is the Crown's principal advisor on policies and initiatives aimed at improving outcomes for Pacific peoples in New Zealand. We collaborate with government agencies and Pacific organisations to foster the resilience, wellbeing, and prosperity of Pacific communities.

Our vision

We envision a New Zealand where Pacific peoples thrive, and their contributions are woven into the nation's success.

How we work

We maintain strong connections with Pacific communities by engaging and partnering with churches, community groups, Pacific businesses, and health and social service providers. We also engage directly with specific groups, including Pacific youth, people with disabilities, Rainbow+ communities, and women's groups. Through these relationships, we gain valuable insights into the needs and aspirations of Pacific peoples, which inform our policy advice, advocacy, and leadership within government.

We are building on the foundation of the Ministry's first Long-term Insights Briefing (LTIB), which focused on improving Pacific data equity.⁵ We work with other government agencies to improve the quality of Pacific data in the government system. We also develop authoritative Pacific data and insights into products to inform government policies and priorities. This helps other government agencies make informed decisions so that their services better reflect the needs of Pacific communities.

Our role in government

The Ministry plays a vital role in shaping government efforts to support Pacific peoples. Our work helps to:

- raise awareness of the issues most important to Pacific communities
- advise, inform, and strengthen the capability of government and non-government organisations on effective policies and services for Pacific peoples
- build trust between Pacific communities and government, making services easier to access and navigate
- support engagement by ensuring government agencies design and deliver policies with Pacific communities in mind.

⁵ Long-term Insights Briefing 2023 Improving Pacific data equity: Opportunities to enhance the future of Pacific wellbeing. Available at mpp.govt.nz/publications-resources/long-term-insights/long-term-insights-briefing-2023/

A growing and vibrant Pacific population

Aotearoa New Zealand is home to one of the largest Pacific populations in the world, with over 460,000 Pacific peoples in New Zealand.⁶ This diverse community contributes significantly to our nation’s social, cultural, and economic life.

More Cook Islands Māori, Niuean, and Tokelauan peoples now live in Aotearoa than in their ancestral homelands, reflecting a journey of movement, resilience, and enduring connection. Pacific peoples have built lives, families, and futures while maintaining deep ties to their cultures and islands of origin.

Pacific peoples make up 9% of New Zealand’s population, and this proportion continues to grow. In 2013 the Pacific peoples’ population was 344,400 rising to 464,200 in 2023, an increase of 35% over the past decade. Pacific communities are youthful, urban-based, and New Zealand-born; trends that are shaping our workforce, education system, and social services.

While progress is evident, inequities persist in incomes, employment, health, and education. They are felt daily by Pacific families across generations.

Yet within these realities lies strength. Pacific communities bring leadership, innovation, and cultural richness that enhance our collective future. We are committed to working alongside communities and supporting Pacific-led solutions, grounded in values of family, service, respect, and spirituality. Through both policy and service delivery, we aim to uplift and honour the unique identities of our peoples.

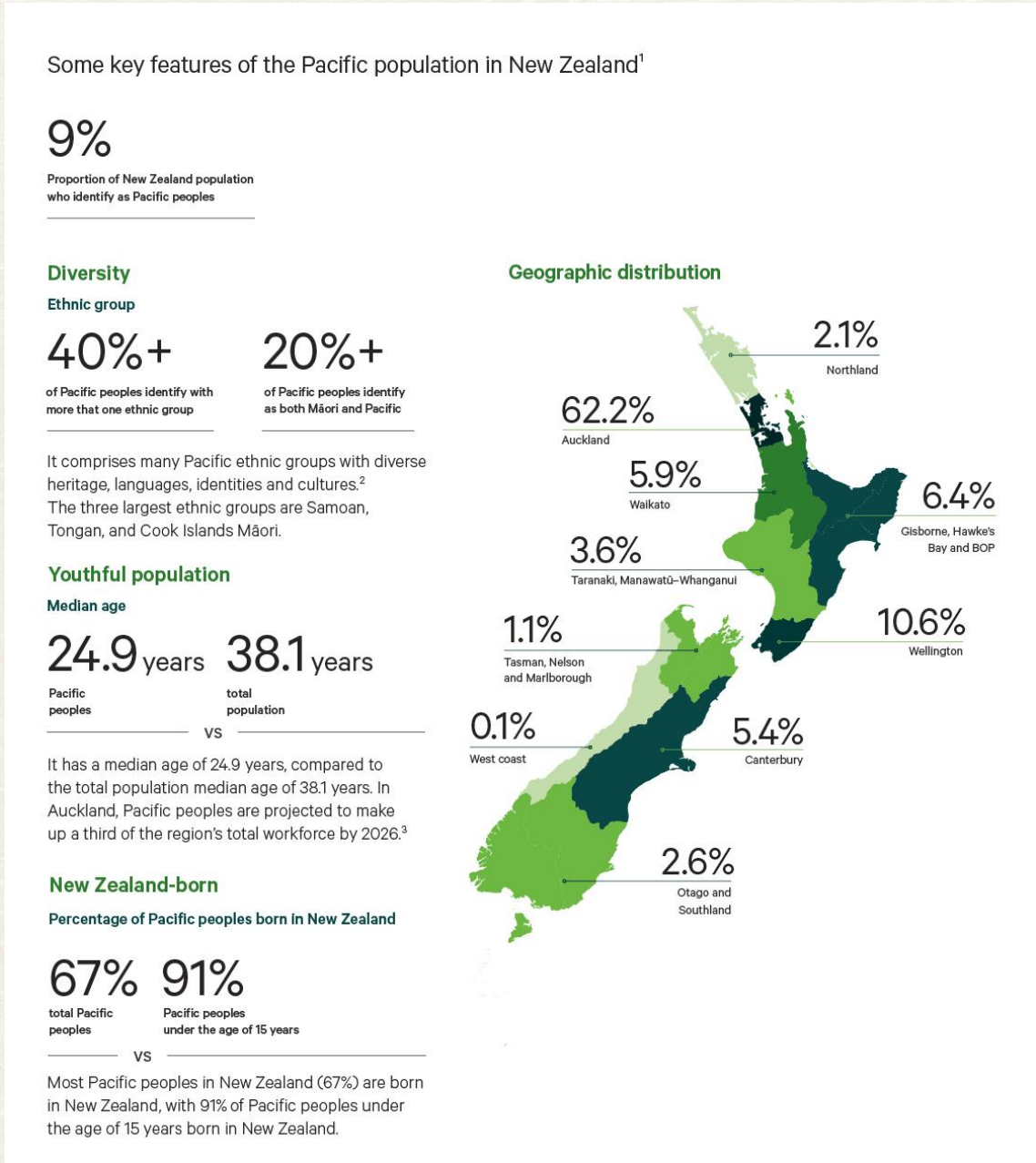
Looking ahead, our focus remains clear. Pacific communities are young, dynamic, and full of potential. With targeted, culturally responsive approaches, we



⁶ [Estimated resident population \(ERP\), national population by ethnic group, 30 June 2013, and 2023](#). The ERP gives the best measure between census dates of the population that usually lives in New Zealand. The ERP adjusts for net census undercount and residents temporarily overseas at the time of the census as well as births, deaths and net migration since census night.

can address persistent challenges more effectively and create conditions where Pacific peoples in Aotearoa are supported to lead, contribute, and succeed.

The infographic below highlights key characteristics of Pacific populations in New Zealand, providing important context for the Ministry’s strategic direction and priorities.



1. Most data was sourced from Census 2023. The geographic distribution comes from the Estimated Resident Population subnational population estimates 30 June 2023.

2. The Stats NZ ethnic groups encompassing Pacific peoples are listed in the Ethnicity New Zealand Standard Classification 2005 (ETHNIC05).

3. Stats NZ (2022). National ethnic population projections: 2018(base)–2043 (update). Available at: stats.govt.nz/information-releases/national-ethnic-population-projections-2018base2043-update/

Our strategic direction

This Annual Report marks the final time the Ministry will report on the Lalanga Fou goals, which have guided the Ministry's work since 2018. They have now been replaced by the [Strategic Intentions 2025–2029](#), which came into effect in March 2025 and were formally presented to Parliament in June 2025.

Appendix 1 provides a summary of progress against the four Lalanga Fou goals:

- Thriving Pacific languages, cultures, and identities
- Prosperous Pacific communities
- Resilient and healthy Pacific peoples
- Confident, thriving, and resilient Pacific young people.

We have not included a detailed analysis this year because the data used to track progress, such as surveys and census information, has changed over time. These changes mean the results cannot be reliably compared from year to year. Showing trends using data that is not consistent would not give an accurate picture, so we have provided a high-level summary instead.

Refocusing our strategic direction (2025–2029)

Looking ahead, the Ministry has reset its strategic direction to reflect new priorities and opportunities.

In 2024, the Public Service Commission completed an independent Performance Improvement Review (PIR) of the Ministry, taking a close look at how we operate. The review confirmed our clear vision, strong leadership, and trusted relationships with Pacific communities. It also challenged us to focus our efforts where they will make the greatest impact.

The PIR recommendations informed the development of our *Strategic Intentions 2025–2026*. The intentions set out a clear direction for how we will work, and how we will measure and report progress over the next four years. This reflects our evolving role, the priorities of government, and most importantly, the needs and aspirations of Pacific communities.

This is more than a planning document, it is a commitment to action.

Our strategic goals focus on improving outcomes for Pacific peoples in housing, education, employment, business development, health, and crime prevention. We also continue our unique role in protecting and promoting Pacific languages and cultures in Aotearoa.

To deliver on these goals, we developed a Ministry-wide business plan for 2025–2026. This is the first of three annual plans that will guide our work. It outlines the key actions for the year ahead and supports collaboration across the Ministry, with Pacific communities and organisations, and with other government agencies.

We are prepared to adapt as priorities shift, while remaining anchored to our strategic direction. A follow-up PIR later in 2025 will assess our progress and identify areas for improvement. The findings will be shared through our regular reporting and accountability processes.

Strategic shifts: Our plan for the next four years

We are adapting how we work to deepen our impact and better align with community and government priorities.

Strengthen relationships with Pacific communities

- Represent the voice of Pacific communities as the government's principal advisor on Pacific matters.
- Facilitate meaningful engagement between Pacific communities and the government.

Enhance Pacific data expertise

- Elevate the quality and use of Pacific data across the Ministry and government.
- Improve access to Pacific data for policy and decision-making.

Utilise Pacific policy expertise

- Influence cross-government decision-making on matters that affect Pacific peoples.
- Promote cohesive policymaking that reflects the complexity of Pacific issues.

Promote and protect Pacific languages and cultures

- Support Pacific communities to increase the use of Pacific languages in New Zealand.
- Strengthen diplomatic ties in the Pacific region.

Tailor programme delivery

- Improve coordination and reduce duplication with other agencies.
- Use rigorous evaluation to scale good practices and share insights across government.

These shifts are grounded in the Ministry's 2024 PIR and align with the Public Service Commission's Future Excellence Horizon for the Ministry. They position the Ministry to lead a more agile, community-led, and outcomes-focused approach to Pacific wellbeing and success across Aotearoa New Zealand.

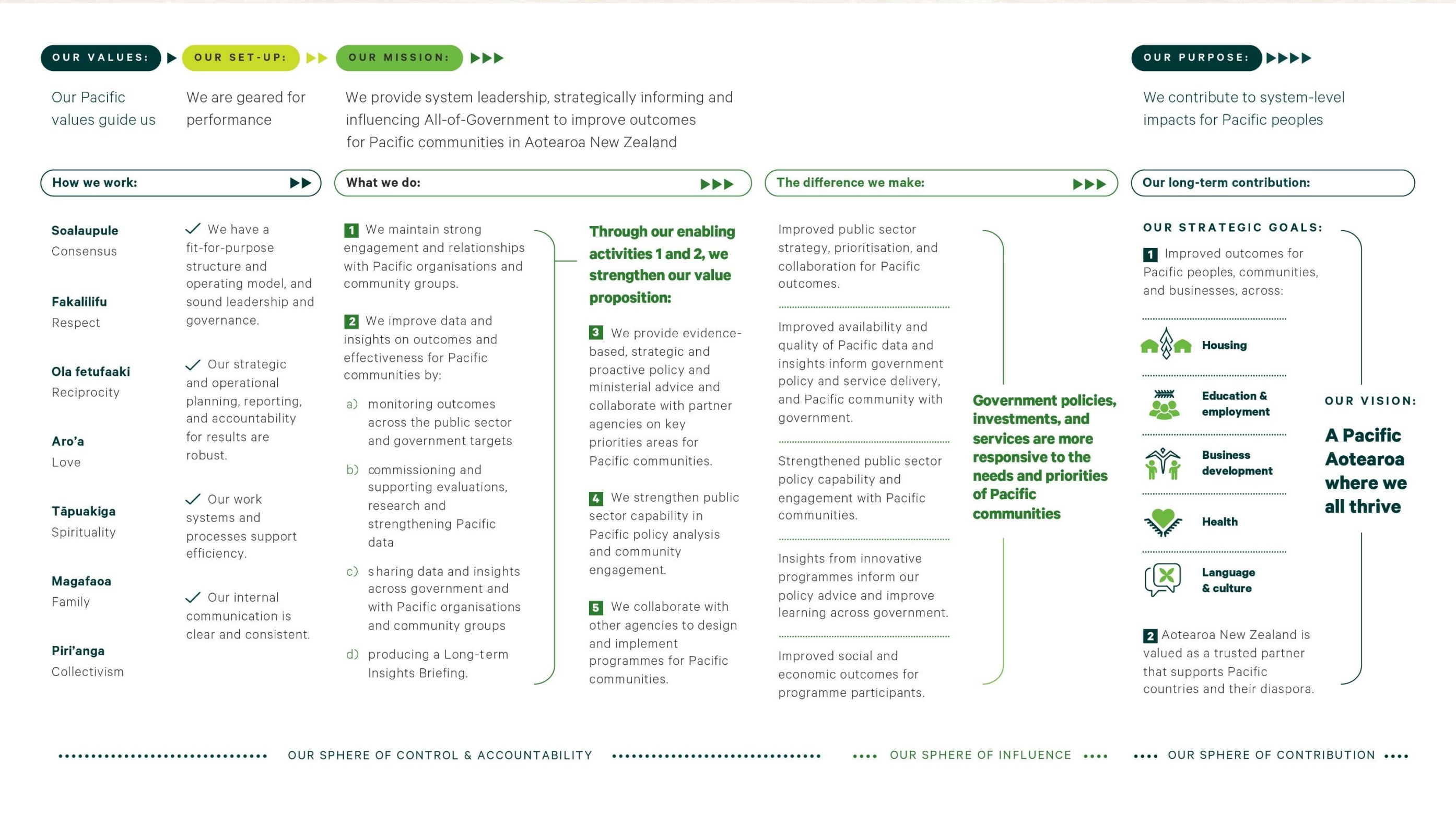
Measuring our impact

The government's decision to discontinue future censuses in their current form presents a significant challenge. Census data has been central to understanding Pacific communities and informing our indicators. Without consistent and comparable data, we are unable to develop a new set of indicators that reliably track progress against our refreshed Strategic Intentions.

Despite this, we remain committed to improving how we measure our outcomes and contribution to strategic goals. We will explore alternative mechanisms to better capture our influence across the system, particularly in relation to our policy advice, our efforts to strengthen Pacific data, and Pacific capability development. This will help us demonstrate our role in driving long-term strategic outcomes.

Our plan for making a difference

Our goal is to enhance the wellbeing of Pacific communities in New Zealand. Below is our roadmap for creating meaningful, lasting change for Pacific communities. This roadmap reaffirms the Ministry's dedication to fostering a thriving Pacific Aotearoa. It provides a clear strategy for supporting Pacific communities as they shape a prosperous New Zealand. Over the next four years, we will focus on key priorities within our reach to drive meaningful progress. Where possible, we will lead positive change and collaborate with Pacific peoples, organisations, and Government agencies to achieve lasting outcomes.



Our priorities for 2024/25

Priority areas

In 2024/25, we continued to focus on improving outcomes for Pacific communities across our five strategic priority areas. These priorities reflect the aspirations of Pacific peoples and guide our work to address persistent disparities in education, employment, business, housing, health, and cultural wellbeing. Our approach is grounded in Pacific values, robust data, and enduring relationships with communities.



Economic growth

We are strengthening Pacific economic contributions by supporting business capability, growth, and resilience. Through initiatives like the Tauola Business Fund and Pacific Business Networks, we helped Pacific enterprises scale, create jobs, and build sustainable futures. Data insights and cross-agency collaboration ensure our approach is targeted and effective.



Health

We promote holistic wellbeing by improving access to essential health services and supporting Pacific-led health initiatives. Our work includes enhancing health data visibility, partnering on the Pacific Health Strategy, and delivering culturally responsive public health messaging and housing interventions that support health outcomes.



Housing

We are increasing the supply of affordable, fit-for-purpose homes for Pacific families. Programmes such as Our Whare, Our Fale and the Financial Capability Fund support homeownership and housing stability. We work closely with Kāinga Ora and other agencies to ensure housing solutions reflect Pacific family structures and needs.



Education

We invest in education and employment pathways, including STEM scholarships, vocational training, and initiatives that connect Pacific peoples to learning and work opportunities. Our focus is on improving participation, achievement, and progression across all levels of education, while ensuring culturally sustaining practices are embedded in learning environments.



Protecting and promoting Pacific languages

We are committed to revitalising and sustaining Pacific languages, cultures, and identities. Through initiatives like Pacific Language Weeks, free language classes, and the Moana Reo Media Fund, we support intergenerational language transmission and cultural pride. Our leadership in the Leo Moana o Aotearoa survey ensures data-driven approaches to language planning and investment.

Community perceptions

Stakeholder trust and confidence

Building trust and confidence with Pacific communities is central to the Ministry's work. In 2025, we introduced a new Stakeholder Trust and Confidence Survey to better understand how Pacific stakeholders perceive our services, communication, and engagement. The survey is part of a broader effort to strengthen relationships, improve service delivery, and ensure Pacific voices are reflected in government decision-making.

The survey provides valuable insights into where the Ministry is performing well, and where we can improve. It focuses on stakeholders who have engaged with the Ministry over the past year, including non-government organisations, community groups representing Pacific peoples with disabilities, the Pacific Rainbow+ community, Pacific women, Pacific youth, Pacific businesses, and health and social service providers.

To ensure meaningful and accurate feedback, the survey does not assess trust in the Ministry's policy advice or ministerial servicing, as these are not services directly received by the surveyed stakeholders.

The survey received a 23.71% response rate, which was lower than anticipated. While this limits how much we can generalise the findings, the responses we received still provide valuable insights. We are considering ways to improve participation in future surveys, including clearer communication and more targeted engagement.

The survey explored trust and confidence in three key areas including service delivery, communication and understanding, and representation and impact. The following results reflect stakeholder views across these areas.

Response overview

- 46 completed questionnaires
- 23.71% response rate
- 66% positive responses⁷

Geographic distribution

- Auckland: 62%
- Wellington: 6%
- Manawatu-Wanganui: 5%
- Canterbury: 2%
- Tasman, Otago, Gisborne, Nelson, Waikato, Northland: 1% each

Familiarity with the Ministry

- 54% were 'extremely' or 'very' familiar with the Ministry and its work
- 46% were 'moderately' or 'slightly' familiar

⁷ Out of 317 valid responses to survey questions, 209 represented "satisfied" or "very satisfied" (or equivalent) ratings.

Two-thirds of respondents expressed positive views about the Ministry's work, with particularly strong support for its services, communication, and understanding of Pacific communities.

These results reflect strong stakeholder trust in the Ministry's services and its role in supporting Pacific communities. High satisfaction with communication and programme impact suggests that the Ministry is effectively engaging with and delivering for its communities.

Service delivery

- 81% are 'very likely' or 'likely' to recommend the Ministry's services.
- 67% rate their overall trust in the Ministry as 'very high' or 'high'.

Communication and understanding

- 70% are satisfied with the communication received by Pacific communities.
- 65% believe the Ministry understands Pacific communities' needs and challenges well.

Representation and impact

- 58% say the Ministry's programmes make a big difference in areas like housing, education, employment, business development, and sustaining Pacific languages.
- 56% are confident in the Ministry's ability to represent Pacific interests.
- 56% believe the Ministry is effective in facilitating engagement between the Government and Pacific communities.

We used the survey as an opportunity to ask stakeholders how the Ministry could strengthen trust and confidence with nearly all respondents (98%) providing meaningful feedback.

Among these, some responses indicated that the Ministry is already performing well and does not need to change. These responses suggested the Ministry should 'do nothing', or 'don't change anything', as it is already 'doing exceptionally well' and has 'increased significant confidence and noticeable transformation in our Pacific communities in Aotearoa.' This success was attributed to:

- deep engagement and connection with Pacific providers and the wider community
- informative and responsive policy development
- strategic leadership and advocacy.

Key themes for improvement

Strengthen communication and transparency

(Appears in 36.67% of responses)⁸

Respondents emphasised the importance of clear, consistent and culturally appropriate communication with Pacific communities for information purposes, for example, around policy changes and funding decisions, as well as for accountability purposes.

Key suggestions included:

- establishing regular feedback loops
- demonstrating genuine accountability by consistently involving Pacific communities in decision-making
- clearly reporting back on how community voices have shaped outcomes.

Deepen community presence and visibility

(Appears in 26.67% of responses)

Respondents called for stronger engagement with grassroots communities, not just leaders or organisations, and greater visibility in regional and minority Pacific communities.

Empower and protect Pacific communities

(Appears in 13.33% of responses)

Recommendations highlighted the need to support small, grassroots organisations and volunteers, described as the “unwavering backbones and heartbeats of [Pacific] people.”

Suggestions included:

- recognising, upholding, and doing more for the contributions of unpaid leaders and volunteers
- supporting those who serve their communities alongside personal and professional commitments.

Foster genuine co-design and collaboration

(Appears in 10% of responses)

While the Ministry was acknowledged for engaging with communities, respondents urged earlier and more inclusive involvement in policy development, particularly for elders, youth, churches, and grassroots groups.

They want to:

- participate in co-design and decision-making processes
- feel part of the Ministry’s mission and vision to improve lives for Pacific peoples.

Advocate and lead strategically

(Appears in 10% of responses)

One response focuses particularly on the Ministry’s ‘unique role as a bridge between government and Pacific communities. With reference to the Pacific Wellbeing Strategy, it urges the Ministry to leverage its cultural expertise and relationships to strengthen its influence across Government.

⁸ This and other percentages for common themes are based on an AI-assisted content analysis of 45 valid responses to the survey question “describe the one thing that the Ministry for Pacific Peoples can do to increase the trust and confidence that Pacific peoples have in it and its work.”

Recommendations included:

- leveraging cultural expertise and relationships to influence government policy
- strengthening relationships with local government, especially in Auckland.

Targeted support for language and cultural initiatives

(Appears in 3.33% of responses)

Language weeks were seen as important for maintaining Pacific heritage.

Suggestions included:

- prioritising support for realm nation languages and smaller ethnic Pacific communities
- supporting youth language initiatives
- ensuring robust, representative engagement in selecting language week themes.

These insights and recommendations will be shared with the Ministry's Executive Leadership team (ELT) and managers to ensure they are meaningfully integrated into the Ministry's 2025/26 business plan and reflected in the supporting workplans of directorates and teams.

The value of our work and services

Understanding the impact of the Ministry's work requires more than evaluating individual programmes. It calls for a broader perspective on how Pacific stakeholders, government agencies, and non-government organisations experience and engage with its services.

To gain a well-rounded understanding of the extent to which our stakeholders value our work, the results of the Stakeholder Trust and Confidence Survey are combined with insights from other surveys. These include the Minister's satisfaction survey, assessment of policy advice quality, feedback from government agencies on policy advice services, and feedback from government and non-government organisations on the Ministry's Pacific policy and engagement capability services. The aggregate score of 75% from these five surveys across four key stakeholder groups, reflects a strong endorsement of the value of our work and services.⁹

⁹ All survey responses have been treated equally in the calculation, regardless of differences in sample size, response rates, or strategic importance. While this approach provides a simple, consolidated view of performance, it may not fully reflect the relative robustness or significance of each underlying data source.

Part 2 – Building a future-ready Ministry

In a time of fiscal constraint and evolving public service expectations, the Ministry is showing that meaningful progress is possible through resilience, innovation, and strategic focus. By strengthening partnerships, refining operations, and embracing technology, the Ministry is making sure public resources are used wisely, decisions are grounded in purpose, and outcomes are delivered in ways that are honest, transparent, and accountable.

A key enabler of this transformation is the Ministry's leadership in Pacific data, which ensures decisions are informed by robust, culturally relevant insights and that Pacific realities are visible across government.

The Ministry is becoming a more agile, future-ready organisation through strong leadership and continuous improvement. It remains deeply connected to Pacific communities and committed to delivering lasting public value.

Facing challenges and improving together

Resilience and innovation: Delivering more with less

Governments worldwide are navigating economic constraints by prioritising fiscal responsibility. This often involves reducing public spending while maintaining essential services. Strategies include streamlining operations, optimising resource allocation, and adopting technology-driven efficiencies to sustain service delivery. Many governments are also focusing on targeted investments, ensuring that limited resources are directed toward high-impact programmes that drive economic resilience and social wellbeing.

Responding to fiscal constraints

Aligned with the Government's fiscal strategy, the Ministry has undertaken prudent measures to enhance efficiency while working within a reduced funding environment. Despite a 22.4% funding decrease (\$26.056m)¹⁰ in FY2024/25, and a 36.5% reduction of staff (156 to 99 FTE)¹¹, the Ministry remains committed to delivering high-quality programmes that uplift and support Pacific communities.

We are making strategic adjustments to navigate these challenges, optimising service delivery, refining processes, and maximising the impact of every investment.

Innovating for impact

By leveraging innovation, introducing responsible Artificial Intelligence (AI) practices, fostering partnerships, and enhancing operational effectiveness, the Ministry continues to strengthen its support for Pacific peoples while adapting to the evolving fiscal landscape. These efforts reflect a commitment to achieving sustainable outcomes and maintaining the integrity of our vision amidst financial constraints.

Strong leadership and governance

To navigate ongoing challenges, we are committed to strengthening governance and leadership while continuously improving operations.

The Ministry is led by the Chief Executive, who chairs the Executive Leadership Team (ELT) and is responsible for the overall strategic and operational performance of the organisation. The ELT plays a central role in ensuring the Ministry functions effectively and delivers meaningful outcomes for Pacific communities. For more information on our Executive Leadership Team, visit the Ministry's website: mpp.govt.nz/about-us/executive/.

The Secretary for Pacific Peoples, as the public-facing representative of the Ministry, advocates for Pacific peoples across government and society, reinforcing the Ministry's commitment to visibility, equity, and impact.

¹⁰ Departmental funding reduced 29.2% (\$12.055m), while non-departmental funding reduced 18.5 percent (\$13.795m).

¹¹ Full time establishment of staff for the Ministry's new structure effective 1 July 2024.

Key directorates within the Ministry oversee strategy, policy, commissioning, partnerships, and operational performance. Each team contributes to evidence-based decision-making, fosters collaboration, and maintains accountability across the Ministry's work.

Executive Office – Supports the Secretary in managing the Ministry's strategic and operational functions, including engaging with the Minister for Pacific Peoples. This office oversees the Ministry's internal strategy, planning, and non-financial performance, alongside Ministerial Services, which ensures responsive and effective communication with the Minister.

Policy and Insights – The Ministry serves as the Crown's principal advisor on policies to improve outcomes for Pacific peoples in Aotearoa. This directorate provides an internal policy function and plays a vital role in collecting, analysing, and applying Pacific data insights to drive evidence-based decision-making. It also leads targeted programmes that recognise the importance of Pacific languages, cultural diversity, inclusivity, and equity, including for Pacific peoples with disabilities, the Pacific MVPFAFF+/Rainbow+ community, and Pacific youth.

Commissioning and Partnerships – Works closely with Pacific communities to understand their needs and ensure government programmes meet local priorities. This team facilitates targeted services tailored to different regions and fosters collaboration between the Ministry, regional stakeholders, and other government agencies.

Corporate and Support Services – Provides the essential resources, tools, policies, and systems that enable the Ministry to operate efficiently while meeting public sector standards. This team plays a critical role in supporting compliance, risk management, and effective stakeholder communication across the Ministry.

Strengthening Pacific data leadership

The Ministry's transformation into a future-ready organisation is underpinned by its leadership in Pacific data. By improving data quality, building insights capability, and influencing system-wide standards, the Ministry ensures that Pacific realities are visible in government decision-making.

This work includes:

- leading the All-of-Government Pacific Data Advisory Group
- publishing insights products such as the Tupu Ola Moui Health Chartbook 2025 series¹²
- partnering with Stats NZ to improve Pacific data equity
- supporting community capability through data workshops.

For more information on how Pacific data is helping policy, investment, and service delivery, see Part 3 Our Enabling Priorities.

¹² Chartbook definition: The Tupu Ola Moui series presents a snapshot of Pacific health in New Zealand. It draws on existing health data with a focus on Pacific peoples, highlighting key demographic information and social contexts.

Cross-government leadership

Beyond its internal governance, the Ministry's Chief Executive contributes to shaping the future of the public service. As a member of a small group of chief executives advising the Public Service Commissioner, the Chief Executive helps drive improvements across the system by addressing some of the most pressing challenges in the Public Service, such as strengthening efficiency, decision-making, and responsiveness.

This advisory group includes leaders from key agencies:

- Inland Revenue (Peter Mersi)
- Ministry of Justice (Andrew Kibblewhite)
- Social Investment Agency (Andrew Coster)
- New Zealand Customs Service (Christine Stevenson)
- Ministry for the Environment (James Palmer).

Together, they bring diverse perspectives and expertise to support the Commissioner in enhancing public service performance and outcomes.

In addition to this strategic advisory role, the Chief Executive is the sponsor of *Pou Tangata Moana: The Pacific Public Servants' Network*. This is a cross-agency initiative that fosters connection, professional development, and visibility for Pacific public servants. This network promotes Pacific leadership, cultural competency, and inclusive practices across the public sector. These efforts align with the Ministry's commitment to uplifting Pacific communities through collective leadership and collaboration.

The Ministry's representatives support members of *Pou Tangata Moana*, as well as members of other public service networks, by regularly offering training opportunities. These include *Kapasa*, *Yavu*, *Te Tiriti o Waitangi understanding with a Pacific lens*, and *Matariki around the Pacific region*.

Assurance, Risk, and Advisory Committee (ARA)

Effective governance is central to the Ministry's mission of supporting and uplifting Pacific peoples. To enhance decision-making and risk management, the Secretary receives independent advice from the Assurance, Risk, and Advisory (ARA) Committee. Meeting quarterly, the committee provides insights on key risks and issues, advising on:

- integrity of performance, strategic direction, business plans, and accountability reporting
- effectiveness and efficiency of internal controls
- risk management, including legislative and regulatory compliance.

A key priority for the ARA Committee is strategic risk management, ensuring the Ministry remains agile and effective in delivering outcomes for Pacific peoples. The Ministry's primary risks stem from its core business activities, including targeted programmes, policy implementation, and funding initiatives that align with government priorities.

At the beginning of 2024/25, the ARA Committee welcomed three new members: two from the public sector and one from the private sector. Their appointment has strengthened strategic oversight while bringing fresh expertise to the Committee.

For ARA member profiles, visit the Ministry's website: mpp.govt.nz/about-us/assurance-risk-and-advisory-committee/.

Commitment to excellence

As part of our ongoing commitment to excellence, we are implementing key recommendations from the Performance Improvement Review, aimed at strengthening governance and leadership to drive meaningful and lasting impact.

We have invested in leadership capability development to foster a culture of connection, collaboration, and strong system-wide leadership. Tier 2 leaders received individualised development, and Tier 3 leaders participated in foundational leadership sessions designed to enhance their people leadership skills.

Our commitment to collective leadership ensures adaptive performance and strengthens long-term, system-wide impact. The newly released *Strategic Intentions 2025–2029* provides a solid foundation for leadership to create meaningful change across the organisation.

How we learn and improve

Leveraging innovation for efficiency and impact

Building on our commitment for governance and leadership excellence, we continue to refine our systems and processes to ensure efficiency and resilience in the face of fiscal constraints. A key focus has been leveraging advances in technology, including artificial intelligence (AI), and strengthening collaboration to improve service delivery.

With rapid developments in AI and evolving ways of working, the Ministry is strategically positioning itself to integrate these technologies in a considered way that drives meaningful outcomes for Pacific communities. By making their needs visible, supporting their aspirations, and transforming programme delivery, we aim to create lasting impact across priority areas.

Aligned with this future-focused approach, we are also implementing key recommendations from the PIR to refine systems and processes, ensuring they remain effective, secure, and responsive to changing needs.

Strengthening performance, planning, and transparency

We continue to enhance performance and accountability systems to ensure our work delivers meaningful outcomes for Pacific communities.

In 2025, we introduced a phased business planning approach to ensure the *Strategic Intentions 2025–2029* are not future focused but actionable. Beginning with the 2025/26 business plan, three successive Ministry-wide plans will guide implementation, supported by directorate-level work plans that align activities with annual goals and track delivery outcomes. This approach strengthens business intelligence, supports adaptive management, and reinforces transparency through robust reporting.

Revised non-financial performance measures for 2024/25, approved by the Minister in March 2025, reflect our commitment to continuous improvement and alignment with audit and Treasury guidance and requirements.

By grounding delivery in this disciplined planning cycle, we are better positioned to lead with purpose, pace, and clarity. This approach ensures every initiative contributes meaningfully to improved outcomes for Pacific peoples.

Evolving population data landscape

Robust population data remains essential for monitoring outcomes and informing policy that seeks to improve outcomes for Pacific peoples. In 2025, the Government confirmed a shift away from traditional census formats, signalling a transition to new methods of collecting population-level data across the public sector.

Historically, census data has been a cornerstone for understanding Pacific communities, providing rich insights into population trends, disparities, and lived experiences. These insights support targeted investment in areas such as health, education, housing, and employment. While Census 2023 may be one of the last in its current form, we are actively engaging in the development of the Next Census programme. This will help ensure future data collection consistently captures accurate insights for Pacific peoples and communities.

To navigate this transition, we are advocating for:

- stronger engagement with Pacific communities to ensure robust data collection and design
- improved data quality and coverage across the Official Statistics System and administrative data providers
- culturally responsive approaches embedded in the design and implementation of the Next Census programme.

These actions are essential to safeguarding the integrity of population insights and ensuring we can continue to deliver evidence-informed policy and investment that improves outcomes for Pacific peoples.

AI enablement and proof of concept

To explore how AI can improve policy development and operational workflows, we have commenced operationalising the Government Chief Digital Officer (GCDO) guidance and frameworks. This has included:

- ensuring our ELT understand AI and its risks and opportunities
- conducting AI readiness Talanoa sessions with teams
- hosting an AI fundamentals workshop for all staff
- brainstorming potential use cases for AI
- developing responsible AI governance practices, policies, and safeguards for staff to incorporate AI technologies into their ways of working
- identifying and prioritising AI use cases aligned to new AI governance mechanisms
- developing an AI risk tiering framework to help guide AI use case prioritisation, risks, and controls
- creating a culture of inquisitive learning where we embrace AI and learn from safe experimentation and proof- of- concept projects.

In May 2025, we launched an AI Assistant Proof of Concept (PoC) to explore the use of generative AI for qualitative analysis. The PoC successfully delivered a working AI Assistant within Microsoft 365 Copilot Chat, tested its ability to synthesise qualitative consultation data, and built internal capability in prompt engineering. It also provided valuable insights into the strengths and limitations of current AI tools, and helped prepare early adopter teams for wider, responsible AI adoption across the Ministry.

This is the first step in a broader strategy to ensure AI is used responsibly, inclusively, and with real-world benefits.

Why this approach?

- Practical application – We are embedding AI in a live policy process, allowing our teams to use it in practical ways. For example, they can analyse large amounts of feedback quickly and reliably, reducing processing time from days to hours.
- Co-designed for effectiveness – We engaged staff throughout development, ensuring the AI Assistant was tested and refined for real-world application.
- Governance and cultural integrity – Safeguards ensure responsible AI use, including human oversight, cultural validation, and alignment with Te Tiriti o Waitangi principles.

Key benefits:

- Productivity gains – Early tests indicate up to 70% time savings on tasks like summarising feedback.
- Greater consistency – AI-driven analysis reduces variability and ensures traceable outputs.
- Cultural sensitivity – We have been intentional to ensure that, where relevant, an AI Assistant can preserve Pacific voices and flag culturally significant content for review.

To support broader implementation, we are upskilling our staff through hands-on prompting and AI Assistant-building workshops. This has been enhancing our people's confidence in and ability to use AI effectively.

Hikitia Project: Driving accuracy, transparency, and impact

Recognising the importance of robust data in driving effective decision-making, we have prioritised strengthening the underlying architecture and business processes that support data generation.

The goal of the Hikitia Project is to improve data quality, culminating in more accurate and comprehensive reporting to assist decision-making and overall comprehension of funding performance. Hikitia, a Tokelauan word meaning 'improved' or 'promoted,' was chosen as the name of this project in March 2024.

This involves gaining a deep understanding of data pipelines from data origination through to outputs that meet stakeholder needs. The scope includes factors that directly influence data quality, such as analysis of systems that generate data, through to indirect factors such as well-defined planning techniques, business processes, and clear identification of roles and responsibilities.

The project was initiated to address concerns previously identified by the Ministry's Assurance Risk and Advisory (ARA) Committee, which highlighted potential risks in the existing approach to data. The project steering group, comprising representatives from the Commissioning, Information Technology, Data and Insights, and Performance teams, oversees review and approval of initiatives to meet project objectives.

During 2024/25, the discovery phase for Hikitia was completed, and the project is now working through the plan to implement required changes.

Human resource management information system

To modernise and streamline human resource (HR) information management, we began implementing ELMO, an HR management information system. This upgrade improves data accuracy, operational efficiency, and governance, ensuring a more effective approach to managing workforce information.

In December 2024, we launched the first module of this new system, a significant step towards service modernisation. This module, HR Core, serves as the foundational layer that all future components will build upon.

As part of this implementation, we undertook a comprehensive data optimisation process, ensuring HR Core was populated with accurate and relevant workforce information. This proactive approach positions the Ministry for greater people-based insights, decision-making power, and operational efficiency moving forward.

Key improvements through the HR core deployment

- Centralised management and secure storage of workforce data, including contractors.
- Enhanced security, access controls, and reporting capabilities for personnel information.
- Self-service functionality allowing employees to update personal details independently.
- Dynamic organisational charts, replacing outdated static diagrams.

In Quarter 4, we expanded ELMO's capabilities by deploying a new module to manage onboarding and offboarding processes for all employees, including permanent staff, fixed-term employees, and contractors. This enhancement ensures a more seamless and inclusive personnel management system.

Operational benefits of this deployment

- Automated workflow tracking for improved task coordination.
- Centralised personnel management across all employment types.
- Improved efficiency and collaboration between HR, Finance, and Information and Communications Technology teams.

Beyond its core functions, HR representatives have identified further governance opportunities, such as leveraging ELMO for annual conflict of interest reporting. The adoption of ELMO marks a significant step in strengthening HR operations, fostering a responsive, data-driven, and future-ready workforce.

Ākono programme

Ākono is a te reo Māori Kūki 'Airani word meaning 'to attend to work conscientiously, care for, look after, heed, to honour an agreement/promise, comply with, and/or follow rules'.

Throughout the year, we made significant progress in strengthening Ākono's maturity and performance in three key areas: information management, security, and privacy. The Ākono work programme was initiated following independent audits conducted in 2021 and 2022 by Archives New Zealand, the NZ Security Intelligence Service, and the Government Chief Privacy Officer.

As part of this programme, we prioritised the review and refresh of core organisational policies and procedures to ensure staff fully understand and adhere to compliance requirements when delivering work programmes. This review was successfully completed in December 2024.

Since its inception in 2021, the programme has steadily progressed, with audit recommendations implemented and achieving positive improvements across all work streams. External agencies specialising in information management, security, and privacy continue to assess and verify the Ministry's updated ratings, reinforcing our commitment to high compliance standards.

Risk management and reporting

The Ministry has established a comprehensive operational and business risk reporting framework that enables its two governance groups, the Executive Leadership Team (ELT) and the Assurance Risk and Advisory Committee (ARA), to maintain oversight of both existing and emerging risks.

A centralised electronic risk register facilitates real-time reporting and updates, allowing business owners across the Ministry to track risks effectively. This database also supports quarterly reporting to the ELT and ARA, ensuring informed decision-making and proactive risk management.

Additionally, we conduct regular compliance audits to assess the effectiveness of its core corporate policies. These audits help ensure robust internal controls, operational efficiency, and accountability in all aspects of our work.

Conclusion

As we continue to navigate a complex and evolving public service environment, our focus remains clear: to lead with integrity, adapt with purpose, and deliver with impact. The steps taken to strengthen leadership, governance, and innovation are not just responses to fiscal pressure; they are deliberate investments in a more agile, accountable, and future-ready Ministry. These foundations ensure we are well-positioned to continue serving Pacific communities with excellence, even in times of uncertainty.

Our people

Our people are at the heart of our work. This section outlines how the Ministry supports the health, safety, wellbeing, and inclusion of its staff.

Health, safety, and wellbeing

The Ministry continues to improve its health, safety, and wellbeing systems to meet its responsibilities as a public sector agency. This includes fostering a safe and supportive workplace culture, ensuring staff wellbeing, and maintaining compliance with relevant legislation and guidelines.

Reporting

In the 2024/25 financial year, as part of its commitment to continuous improvement, the Ministry revised its approach to capturing reports of accidents, incidents, near misses, and hazards. Staff education was a key focus, with an emphasis on the importance of reporting and the associated obligations. Targeted training was delivered to People Leaders to strengthen capability in this area, and managers were supported with training on relevant policies and guidelines to ensure the safety and wellbeing of their teams.

The Health and Safety Committee played a role in championing this work, encouraging staff engagement in the reporting process.

While the Ministry operates in a low-risk environment and has not historically reported on Lost Time Injuries (LTIs), it acknowledges the importance of this metric. Moving forward, work is underway to incorporate LTIs into future health and safety reporting. This includes reviewing how incidents are categorised and recorded to ensure consistent tracking and future reporting of LTIs.

The Ministry aims to enhance visibility of workplace risks and ensure that any injury impacting an employee's ability to work is recognised and addressed. This commitment reflects a broader focus on workforce wellbeing, ensuring staff feel safe, supported, and confident that their health is prioritised.

Assurance activities and policy updates

An audit of the Ministry's health and safety systems was conducted between late 2023 and early 2024, with findings available in Quarter 3 of 2024. Based on the audit's recommendations, several key policies were reviewed and updated, including:

- Health and Safety Policy
- Positive Workplace Behaviours Policy (formerly the Bullying and Harassment Policy).

A work implementation plan was developed following the audit, focusing on compliance. A follow-up audit was conducted at the end of 2024/25 to track progress since the initial review. Results are due in Quarter 1 of 2025/26.

Wellbeing support initiatives

The Ministry actively promotes staff wellbeing through a range of initiatives, including:

- supporting healthy work/life balance and encouraging staff to take leave when needed
- providing annual flu vaccination vouchers
- offering Employee Assistance Programme (EAP) services for psychological and physical wellbeing
- conducting individual workstation assessments to ensure safe and ergonomic office setups

- providing culturally aligned support options where standard EAP services may not meet the cultural needs of staff
- supporting employee-led networks.

The Ministry's use of EAP services decreased from \$24,952.87 in 2023/24 to \$3,362.10 in 2024/25. This decrease aligns with 2024/25 internal pulse survey results indicating that staff are generally engaged and enjoy coming to work. Staff also reported that there is adequate health and safety support from managers and leaders in the 2025 Public Service Census.

Inclusion of our staff

The Ministry is in a unique position to show our commitment to fostering a diverse, inclusive, and equitable workplace that reflects the communities we serve. Our approach aligns with the Public Service Commission's expectations and the Treasury's reporting guidelines.

Te Taunaki Public Service Census 2025

The Ministry participated in the 2025 Public Service Census led by the Public Service Commission. This looks at employee experiences to gain valuable insights about capability and culture across public service organisations.

Our participation rate increased to 95%, up from 82% in 2021. The Ministry outperformed the wider public service on nearly all indicators. Most notably, staff reported the Ministry is a workplace where staff feel valued, respected, and comfortable being themselves at work.

The results also show high levels of staff engagement, with an Employee Engagement Index score¹³ of 0.86, compared to the public service average of 0.77.

An organisational action plan has been developed in response to the findings and will be implemented within the Ministry. Our full summary report is available on the Public Service Commission website, under the Public Service Census section.

Our commitment to diversity, equity, and inclusion

Our vision is for the Ministry to be one of the employers of choice for Pacific, Māori, and ethnic populations because they feel represented and empowered in our organisation. Our work for 2024/25 was grouped under three broad headings: Diversity, Equity, and Inclusion, as per the Public Service Commission's guidance.

Diversity

Under *diversity*, our activities are aimed at improving representation in the workforce, leadership, and occupations, especially for underrepresented groups. In this 2024/25 financial year:

- We promoted the Te Taunaki Public Service Census to ensure staff voices are heard. The Ministry response rate was one of the highest in the Public Service at 95%.

¹³ The employee engagement index score is based on four out of 10 questions that the OECD has asked New Zealand to utilise to report on employee engagement for public servants. Further information is available from the Public Service Commission: [Summary reports and technical information - Te Kawa Mataaho Public Service Commission](#).

- We encouraged and supported staff to build their cultural capability by taking part in activities for 12 Pacific Language Weeks, weekly Ākona te Reo, and fortnightly Hiva Malie waiata programmes, which includes te reo Māori.
- We included Yavu and Kapasa training as part of our induction programme.
- We strengthened the Ministry's performance and development planning process, including ensuring that professional development aligns to business priorities and outcomes.
- We invested in a strengths-based approach for building teams and organisational culture.
- We identified some critical capability gaps and implemented targeted learning and development for staff (such as induction, recruitment mentoring/coaching).
- We planned further unconscious bias training for Tier 2 and 3 leaders.

Equity

- Reflect and deliver for the communities we serve.
- Make substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps.
- Accelerate progress for wāhine Māori, Pacific women, and women from ethnic communities.
- Create a fairer workplace, including for people with disabilities and Rainbow+ communities.
- Strengthen inclusion so everyone feels respected, valued, and able to achieve their potential.

Inclusion

Our inclusion activities are aimed at ensuring all employees feel respected, valued, and able to achieve their potential. In this 2024/25 financial year:

- We continued to support employee-led networks (ELNs) including more planning and support up-front. We have three internal ELNs which are connected to other similar networks across the Public Service and one ELN which is outward facing to support other Pacific public servants:
 - Akamapu Tarō | Youth Network
 - 'Ākirāta 'Ōu | Rainbow+ Network
 - Fēfine Pasifiki 'o Aotearoa | Women's Network
 - Pou Tangata Moana | Pacific Public Servants Network.
- We increased visibility of disability events and initiatives, including highlighting disability as part of our internal Language Week celebrations (for example, Spotlight on Disability in Rotuma: Reframing with Respect).
- We continued to embed Ō Tātou Nei across the Ministry.
- We promoted learning and development for people leaders and staff, to build capability across all levels.

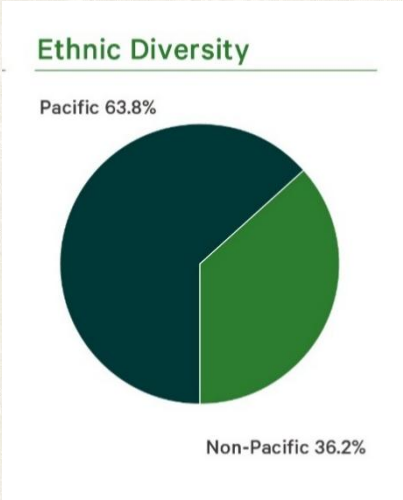
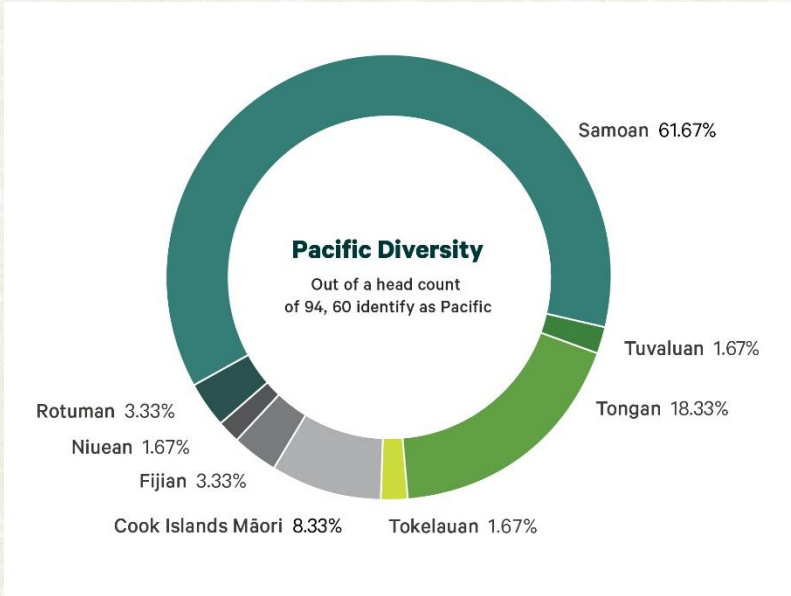
Our Diversity, Equity and Inclusion (DEI) Plan (available on our [website](#)) outlines our commitment.

Workforce demographics

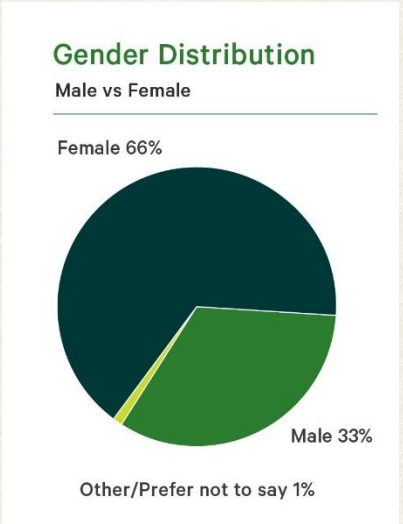
As an Equal Opportunities Employer, we are committed to championing diversity and inclusivity within our workforce.

As at 30 June 2025, 63.8% of staff identify as Pacific, reflecting the communities the Ministry serves.

To respond meaningfully, we draw on the deep understanding and personal commitment of our people. With offices across four locations and 60 out of 94 staff identifying as Pacific, our people represent a wide range of ethnicities. The following infographic illustrates this diversity, with Samoan (61.67%) being the largest group, followed by Tongan (18.33%), Cook Islands Māori (8.33%), and smaller proportions of Fijian, Rotuman, Niuean, Tokelau, and Tuvalu staff. This representation enhances our ability to engage authentically with communities and deliver culturally grounded, community-informed policy and services.



Women make up 66% of the Ministry’s staff, which is consistent with what was reported last year and higher compared to the 61.9% female representation in the public service for 2023/24.¹⁴ This shows that women make up a significant portion of the Ministry’s workforce and play a key role in delivering the Ministry’s outcomes.



¹⁴ Latest Public Service Commission data as at 30 June 2024 , for comparison - [Gender representation - Te Kawa Mataaho Public Service Commission](#)

Ethnic and gender representation in leadership

As at 30 June 2025, 68% of Tier 2 and 3 leaderships positions (Executive Leadership and Directors, excluding the Chief Executive) were held by Pacific staff, with the remaining 32% held by non-Pacific staff.

Female representation in Tier 2 leadership increased from 40% (two out of five) on 30 June 2024 to 50% (two out of four) as at 30 June 2025. This remains below the Public Service average of 56.7% for women at this level.¹⁵

Given the Ministry's small size, even minor changes in staff numbers can result in large percentage shifts. This is because percentages are calculated from a smaller base, making fluctuations appear more significant than in larger agencies.

Female representation in Tier 3 leadership positions is 71%.

Recruitment

We are committed to addressing pay inequality and closing gender and ethnic pay gaps in line with the Kia Toipoto Public Service Pay Gaps Action Plan.

We continue to strengthen our recruitment practices to ensure fairness, transparency, and alignment with public service values. As of 30 June 2025, the Ministry's headcount is 94 and full time equivalent (FTE) is 93.1.

The slight difference between the FTE count (93.1) and the headcount (94) reflects a mix of part-time roles and temporary changes in staffing. A small number of employees work part-time, and some roles are currently vacant or on parental leave. While two parental leave roles are being covered by fixed-term staff, overall resourcing is being actively managed to return to full capacity. This reflects our commitment to supporting flexible work arrangements while maintaining service delivery.

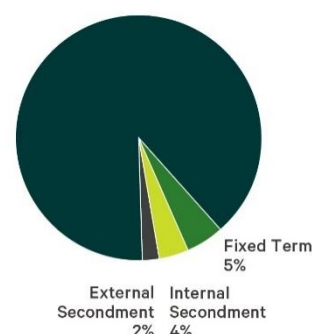
The diagrams on the right provide a further breakdown of this employee information and employment type. Overall result may not add to 100% due to rounding.

Employee Categories

	Headcount (HC)	Full-Time Equivalent (FTE)
Permanent	89	88.3
Fixed Term	5	4.8
Total	94	93.1
Contractors	3	n/a

Employment by type

Permanent 88%



¹⁵ Latest Public Service Commission data as at 30 June 2024 , for comparison - [Gender representation - Te Kawa Mataaho Public Service Commission](#)

Retention

Retention is supported through inclusive leadership, cultural competence, and employee-led networks. A key ongoing focus is ensuring stability and consistency for our employees. In addition, we are prioritising workforce retention by placing greater emphasis on skill development.

The annual turnover for the 2024/25 year was 17%, a significant reduction from 66% in 2023/24. As a relatively small government agency, this current rate aligns more closely with historical trends and is not considered a concern. Monthly turnover remained low, generally below 5%. The Ministry is refining its employee retention strategies with a focus on strengthening professional development and supporting staff wellbeing and engagement.

Annual Rolling Turnover

Unplanned 17%

Public Sector
Average 8.5%

Gender pay gap and Pacific pay gap

Over the past year, we have seen mixed movements in our pay gap measures. The mean gender pay gap (GPG) increased from 8.7% on 30 June 2024 to 10.25% at 30 June 2025, while the median gender pay gap increased from 2.2% to 6.29%. Because our workforce is small, even small changes to individual roles or salaries can cause noticeable shifts in percentage-based results. Also, we do not report sample groups when the size is too small.

Pacific Pay Gaps

Mean
6.53%
Median
8.44%

Gender Pay Gaps

Male vs Female

Mean
10.25%
Median
6.29%

For the Pacific pay gap, the mean decreased notably from 9.8% to 6.53%, indicating positive progress in reducing disparities. However, the median EPG increased from 5.5% to 8.44%, which can be attributed in part to changes in senior staffing. We will continue to monitor these fluctuations over time, focusing on the overall trend and underlying drivers to support ongoing progress towards pay equity.

Our activities are aimed at closing pay gaps and providing equitable pay. During 2024/25, we have:

- continued to monitor remuneration to address internal relativities and pay gaps, as relevant
- provided training and support to managers on best-practice recruitment, including mentoring/coaching
- continued to provide advice to hiring managers on pay parity at point-of-hire
- supported staff to maximise internal opportunities (such as secondment and acting placements)
- planned further unconscious bias training for Tier 2 and 3 leaders.

There is still more progress to make as we continue the plan we have committed to in 2024/25, which will inform our planning for 2025/26.

Honouring Te Tiriti o Waitangi

The Ministry continues to build its Māori-Crown relations capability to honour Te Tiriti o Waitangi / the Treaty of Waitangi and contribute to strengthening the Māori-Crown relationship. This work supports improved services and outcomes for Māori.

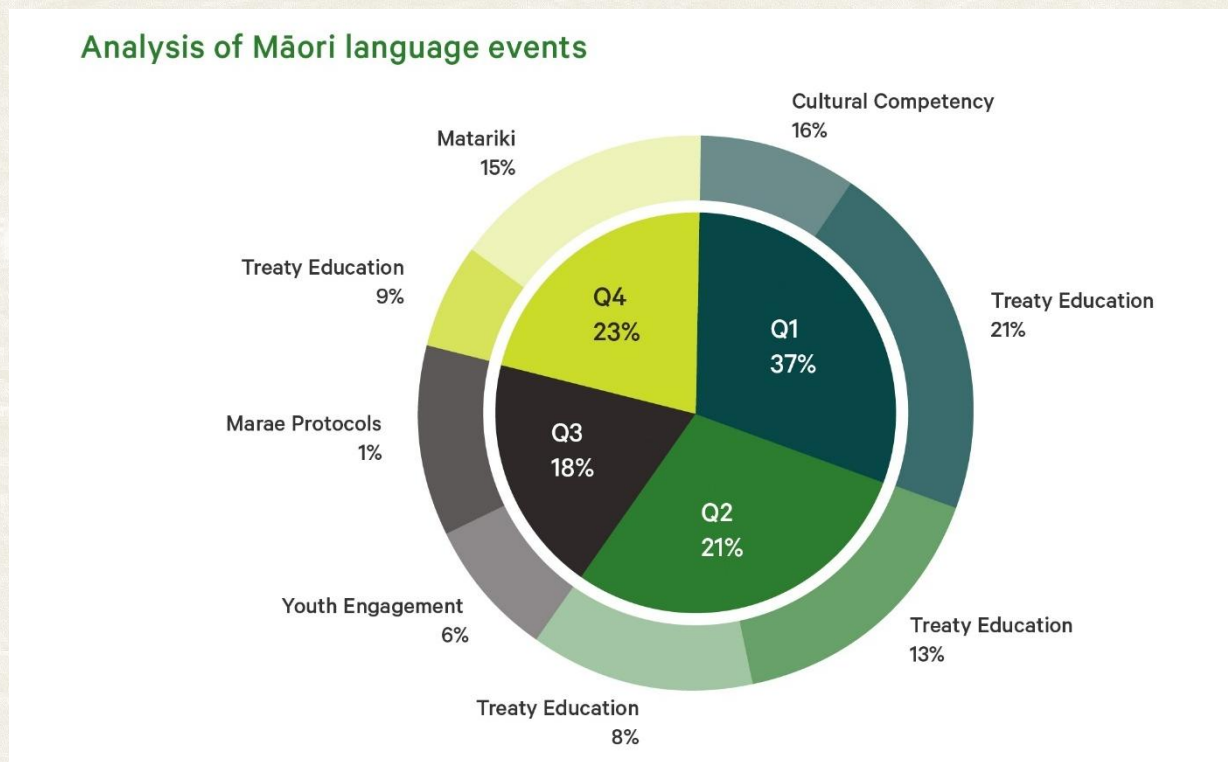
Our current Te Reo Māori Plan, which uplifts Maihi Karauna monitored by Te Taura Whiri i te Reo Māori Language Commission, was signed off in 2021 and is still very active. Its original name was “Tauhi Vā” (lea faka-Tonga), referencing the commitment of the Ministry to nurture its ancient kinship relationship with whanaunga Māori by uplifting te reo me ōna tikanga.

Māori language planning – te reo Māori revitalisation

The Ministry supports the revitalisation of te reo Māori, consistent with Te Ture mō Te Reo Māori 2016 and the Maihi Karauna objectives as set by Te Taura Whiri i te Reo Māori.

Between 1 July 2024 and 30 June 2025, the Ministry delivered *Tagata o le Moana: Understanding Te Tiriti o Waitangi* training for Pacific peoples, most of which were delivered in partnership with the Pacific General Assembly of the Council of Chiefs (PGA).

Appendix 3 provides a full list of all the Ministry’s Māori Language events in 2024/25. It reflects a strong commitment to inclusive Treaty education, cultural leadership, and intergenerational engagement. With over 1,500 external participants, these initiatives have deepened Pacific–Māori relationships, supported confidence, and strengthened cultural identity across Aotearoa. The diagram below illustrates the range of events attended by the 1,505 external participants during the year.



Key themes

Te Tiriti o Waitangi education

Delivered across all quarters, these workshops empowered Pacific communities, including youth, elders, and disabled groups, with knowledge of Treaty principles, and enhanced constitutional awareness.

Cultural preparation and marae protocol

These events supported Pacific representation at significant Māori occasions such as Poukai and Waitangi pōwhiri. Training included waiata, whaikōrero, and marae customs, strengthening cross-cultural respect and leadership.

Matariki celebrations

Inclusive workshops celebrated Matariki with Pacific disabled youth, elders, and public servants. These events fostered intergenerational learning and cultural pride.

Digital and regional accessibility

Many events were delivered online and across regions including in Auckland, Wellington, Northland, Christchurch, and Porirua, ensuring broad reach and participation.

Timeline of Impact: Māori language events across the year

Q1: July–September 2024

Focus: Treaty education and cultural preparation – laying the foundation for Treaty education and cultural leadership, including historic marae engagements and the launch of new office spaces.

Highlights:

- Te Tiriti workshops in Ōtara, Porirua, Mangere, and Ngāruawāhia
- Cultural preparation for the first-ever Pacific-specific Poukai at Tūrangawaewae Marae
- Blessing of new MPP Head Office in Wellington
- Māori Language Week workshop with ACC Māori Directorate.

Q2: October–December 2024

Focus: Online Treaty education and community engagement – expanded Treaty education through online delivery and strengthened community engagement with inclusive kōrero and staff training.

Highlights:

- Series of online Te Tiriti workshops with Pacific organisations
- Treaty kōrero at Hui Takatāpui in Wellington
- Treaty Principles Bill workshop for Ministry staff.

Q3: January–March 2025

Focus: Marae protocol and youth engagement – tailored workshops and expert advice supporting regional and civic participation.

Highlights:

- Cultural preparation for Waitangi pōwhiri with Ngā Puhi
- Boost Pasifika and Talanoa Ako workshops for disabled and IT youth leaders
- Expert advice on Treaty resources for Christchurch City Council.

Q4: April–June 2025

Focus: Matariki celebrations and Treaty education – inclusive events and continued Treaty education, reinforcing intergenerational learning and cultural pride.

Highlights:

- Matariki workshops for Pacific disabled youth, elders, and public servants
- Treaty workshop at Whau Pasifika Festival.

External recognition

The Ministry's partnership with the Pacific General Assembly of the Council of Chiefs (PGA) in delivering *Tagata o le Moana: Understanding Te Tiriti o Waitangi* has been formally acknowledged for its cultural leadership and impact. In a letter of support, the PGA commended the Ministry's role in bridging Pacific perspectives with Māori history and Treaty obligations, noting:

'The Ministry's partnership in delivering 'Tagata o le Moana: Understanding Te Tiriti o Waitangi' fills critical gaps in Māori history and Treaty knowledge, giving our communities tools for confident and respectful engagement in Aotearoa.'

— Pacific General Assembly, Letter of Support, July 2025

This endorsement affirms the Ministry's commitment to cultural integrity, constitutional awareness, and the strengthening of whakapapa connections between Tangata Whenua and Tagata Moana. It also highlights the Ministry's leadership in making Treaty kōrero accessible and empowering for the diverse Pacific communities across Aotearoa and beyond.

Internal capability building

Staff training

- Delivered a *Te Tiriti o Waitangi: Understanding the Treaty Principles Bill* workshop, attended by 45 staff members in December 2024 online.
- Weekly *Ākona te reo* Māori and Pacific language training sessions.
- Fortnightly *Hiva Malie* for staff to learn waiata Māori, Pacific songs, and NZ Sign Language waiata.

Cross-agency events

- In September 2024 during Te Wiki o te Reo Māori we held an event called *Whakanui te Wiki o te reo Māori*. ACC colleagues from the Māori directorate ran an interactive workshop sharing their reo Māori journeys for Ministry staff, with 73 people attending online.
- Held a Matariki event online in June 2025 for the Pou Tangata Moana – Pacific Public Servants' Network, attended by 27 people online.

Our journey for cleaner air

Towards a carbon-neutral government sector

As a Tranche 1 government organisation, we are proud to contribute to the Carbon Neutral Government Programme (CNGP), helping to protect the environment by reducing emissions generated by the public sector. We are actively working to reduce our environmental footprint by lowering greenhouse gas emissions.

This year, we have continued to partner with Toitū Envirocare to measure our emissions and certify our carbon footprint. To better understand our emissions footprint and better reflect the level of activities of our Ministry, we have reset and certified our baseline year to 2022/23.

Verified data for 2024/25 indicates the Ministry achieved its 2024/25 emissions reduction target. Total emissions of carbon dioxide equivalent (tCO₂e) for 2024/25 were 91.49 tonnes. This is a significant 73.59% reduction when compared against our verified 2022/23 baseline emissions.

Additionally, total emissions for 2024/25 were 3 times lower than the projected emissions quota to reach a 21% reduction expected by the end of 2025/26. The reductions were most significant in category 1 direct emissions (scope 1), category 3 indirect emissions (scope 3), and category 4 indirect emissions.

Category (ISO 14064-1:2018)	Scope (ISO 14064-1:2006)	Tonnes of carbon dioxide equivalent (tCO ₂ e)				
		2022/23 (baseline year – verified)	2023/24 (verified)	2024/25 (verified)	2025/26 (target 21% below baseline)	2029/30 (target 42% below baseline)
Category 1: Direct emissions	Scope 1	15.26	7.75	8.32	12.06	8.85
Category 2: Indirect emissions from imported energy¹⁶	Scope 2	8.45	10.24	9.76	6.67	4.90
Category 3: Indirect emissions from transportation	Scope 3	311.57	115.30	70.39	246.14	180.71
Category 4: Indirect emissions from products used by organisation	-	11.13	11.15	3.02	8.79	6.46
Category 5: Indirect emissions associated with the use of products from the organisation	-	0	0	0	0	0
Category 6: Indirect emissions from other sources	-	0	0	0	0	0
Total direct emissions (Category 1)		15.26	7.75	8.32	12.06	8.85
Total indirect emissions (Category 2–6)		331.15	136.70	83.17	261.61	192.07
Total gross emissions (Category 1–6)		346.41	144.45	91.49	273.67	200.92

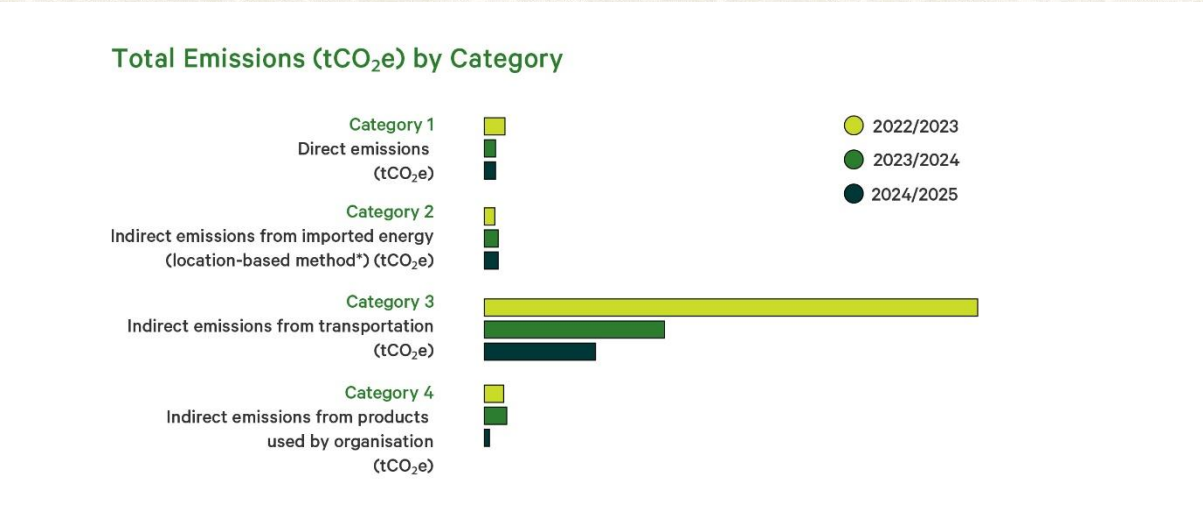
¹⁶ Emissions are reported using a location-based methodology.

These results reflect the impact of our ongoing efforts to operate more sustainably, our reductions in staff headcount, reduced energy usage, and encouragement of more effective and efficient use of transportation modes.

Our emissions reduction plan and key strategies

We are proudly certified as a Toitū Carbon Reduce organisation, meaning we actively measure, manage, and reduce our emissions in line with ISO 14064-1:2018 and Toitū’s requirements. This certification is accredited by the Joint Accreditation System of Australia and New Zealand under ISO 14065.

Our emissions reporting aligns with the Ministry for the Environment’s 2024 Measuring Emissions Guidance, which uses the 100-year Global Warming Potentials (GWPs) from the IPCC Fifth Assessment Report (AR5). This approach ensures consistency with national inventories and government-published emissions factors.



As part of the CNGP, we are committed to reducing our gross emissions in line with the Paris Agreement target of limiting global temperature rise to no more than 1.5°C above pre-industrial levels. For us to do our part in meeting the target, a minimum reduction of 21% by 2025 and 42% by 2030, based on our 2022/23 baseline, is required.

To support this, we have developed key strategies to reduce our carbon emissions.

Air travel, accommodation, and car rental usage

Staff travel accounted for approximately 90% of our total emissions in the 2022/23 baseline year. Since then, we have actively targeted this emission source monthly. We continue to work with Orbit World Travel under the All-of-Government Travel Management Services agreement, which provides us with up-to-date travel summaries. These enable us to track our carbon emissions and monitor progress against our reduction targets.

Our travel policy has been updated to align with the Auditor-General’s guidance, supporting more informed and responsible travel decisions. We remain focused on reducing emissions from our main source, focusing on air travel, accommodation, and rental vehicle usage. Additional efforts include electrifying our fleet, where feasible, and conducting energy and waste audits across our offices. We remain fully committed to the Cabinet direction issued in December 2021.

Through quarterly monitoring and targeted reduction efforts during 2024/25, we are well-positioned to meet our emissions reduction obligations by 30 June 2026 and 30 June 2030.

Vehicle fleet usage

Since 2022/23, we have equipped all fleet vehicles with GPS (global positioning system) functionality to support better monitoring and efficiency. We also planned to replace and purchase vehicles with more environmentally friendly options, including electric and hybrid models, where suitable for their intended use.

However, implementation was delayed due to two significant organisational change processes undertaken during 2023/24: a functional realignment within the Ministry and adjustments in response to the Government's Budget 2024 Fiscal Sustainability Programme.

Emissions reduction target

The Ministry has made strong progress in reducing our electricity use, which reflects the success of our energy-saving efforts. The Ministry's electricity usage (96,518 kWh) in 2024/25 is a significant 31.86% reduction when compared against the baseline year of 2022/23 (141,648 kWh).

However, due to a recent change in how carbon emissions are calculated using a new national emissions factor, our reported emissions for 'Category 2: Indirect emissions from imported energy', appear higher than the baseline year. This does not mean we are using more energy or causing more harm; it simply reflects changes in how the New Zealand national power supply quantifies its emissions.

Our commitment to lowering emissions remains strong, and we are continuing to take meaningful steps to reduce our environmental impact.

Part 3 – Our enabling priorities

Before outcomes can be delivered, the right foundations must be in place. This section outlines the core functions that enable the Ministry to serve Pacific communities effectively, including how we engage with communities, strengthen inclusive practice, improve Pacific data quality, and build capability across government. These efforts ensure our work is grounded in Pacific values, informed by lived experience, and supported by strong systems. They are the essential enablers that allow the Ministry to deliver with purpose, clarity, and connection.

Engaging with Pacific communities

Building strong, enduring relationships across Aotearoa

Our commitment

We play a vital role in supporting the Government's priorities by fostering authentic, enduring relationships with Pacific communities, organisations, providers, and businesses.

At the heart of this work is our commitment to engaging with priority groups, including Pacific youth, Pacific people with disabilities, and Pacific Rainbow+ communities.¹⁷

These relationships help ensure Pacific voices are reflected throughout our work. They shape policy development, programme design, procurement, delivery, and evaluation.

Why engagement matters

Effective engagement ensures that Pacific perspectives influence the Ministry's priorities, respond to government direction, and address regional issues affecting Pacific communities in Aotearoa.

It supports culturally grounded decision-making and inclusive policy responses that reflect the diversity and dynamism of Pacific peoples.

Our approach

During 2024/25, we have been developing a new engagement strategy that is guided by three key principles:

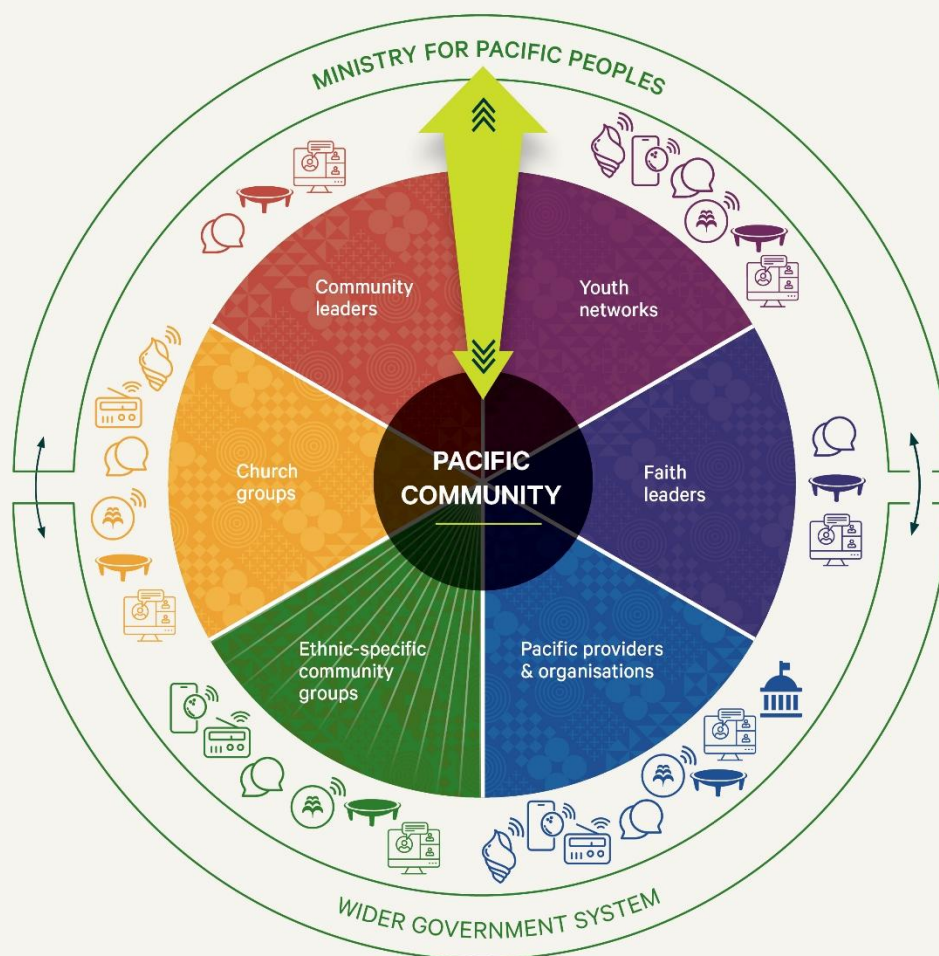
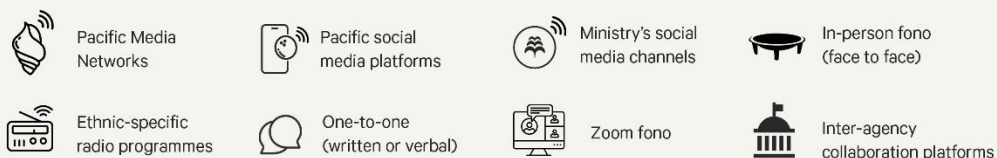
- **Scoping engagement effectively**
Identifying who to engage and ensuring inclusive, informed dialogue
- **Engaging early and often**
Building trust through consistent communication and ongoing opportunities to contribute
- **Adapting with communities**
Evolving methods to stay responsive to changing needs.

¹⁷ An inclusive term that includes Pacific peoples who identify as part of the LGBTQIA+ and/or MVPFAFF+ communities. Rainbow is a broad umbrella term that covers a diversity of sexual orientations, gender identities and expressions and sex characteristics. It is a diverse population group with a range of experiences and includes people who identify with terms such as gay, lesbian, bisexual, queer, asexual, intersex, transgender, non-binary, takatāpui, and MVPFAFF+.

How We Engage

Our culturally responsive approach uses a range of channels to connect with Pacific communities, including:

Mechanisms of engagement



Regional and global reach: Strengthening communities, deepening connections

This year, we extended our reach across Aotearoa and the Pacific region, not only responding to crises, but building enduring partnerships, empowering communities, and shaping regional resilience.

Our presence was felt across the motu:

- In Northland, we supported the creation of the first-ever Pacific Health Navigator role at Whangārei Hospital, a pioneering initiative to improve access to culturally responsive healthcare. We also co-hosted the Pasifika Funding Fono, connecting over 70 community members with funders to unlock new opportunities for support and growth.
- In Tokoroa, we celebrated the 50th Jubilee of the Uapou Fellowship, a major Cook Islands community gathering. Our support enabled youth symposia and language learning, reinforcing cultural identity and intergenerational leadership.
- In Warkworth, we engaged with the growing Kiribati and Tuvalu communities at the Mahurangi Pasifika Festival, supporting grassroots initiatives and connecting communities to economic opportunities.
- In Canterbury, we delivered the largest-ever Yavu and Kapasa workshops, training over 110 local leaders in cultural capability. Plans are underway to launch a 'Train the Trainer' programme to embed Pacific engagement across local government.
- In Horowhenua, we supported the region's first Pacific event to receive major council funding, the Pasifika Celebration Day, in a vibrant showcase of culture, community, and civic pride.
- In Palmerston North, we joined the Pasifika Festival and supported the development of a new Pacific Community Hub, a vital space for connection, services, and celebration.

Beyond New Zealand, our regional leadership was evident in the Pacific:

- We played a key role in the all-of-government response to the grounding of HMNZS *Manawanui* in Samoa, ensuring culturally-competent communication and community engagement.
- We contributed to emergency planning and humanitarian response coordination for the Pacific cyclone season, representing Pacific communities in senior taskforce groups.
- We deepened bilateral ties with Samoa through ceremonial engagements and policy collaboration, advancing shared priorities in child protection, education, and social development.
- We supported Ministerial-level engagement with Papua New Guinea, Vanuatu, Tonga, Fiji, Hawaii (US), Samoa, and the Cook Islands.

These efforts reflect a Ministry that is present, proactive, and deeply connected, ensuring Pacific communities are not only supported, but empowered to lead.

Case study: Restoring New Zealand citizenship for eligible Samoan New Zealanders

Supporting the non-financial performance measure:

Enabling Pacific Peoples' influence on policies and programmes that affect them.

Empowering Pacific voices in legislative reform

This year the Ministry played a pivotal role in supporting the passage of the *Citizenship (Western Samoa) (Restoration) Amendment Act 2024* (the Act), a landmark piece of legislation that restores New Zealand citizenship to eligible Samoan individuals. This initiative exemplifies the Ministry's commitment to enabling Pacific peoples' influence on policies and programmes that directly affect them.

Community engagement and influence

We served as an advisor to the Governance and Administration Committee (GAC), alongside the Department of Internal Affairs (DIA), Parliamentary Counsel Office, Ministry of Foreign Affairs and Trade, and Ministry of Business, Innovation and Employment (MBIE). Our advice focused on the importance of clear policy intent and well-defined terms. We also emphasised the need for clear communication on the remit of the Bill. Once the Bill was passed, we supported DIA in communicating the changes through bilingual factsheets, targeted engagement, and strategic policy advice.

In addition to written submissions, the GAC held oral submissions in Auckland and Wellington. These hearings provided a platform for Samoan community members to share personal stories and perspectives on the proposed Bill. Interpreters were present to ensure accessibility for Samoan-speaking submitters, and our Ministry officials observed proceedings both in person and via livestream.

Throughout the legislative process, we provided strategic advice, communications support, and community engagement. This included collaborating with the DIA to design bilingual factsheets in English and Samoan. These helped clarify eligibility criteria and allowed us to adjust messaging based on community feedback as well as ensure accessibility and cultural appropriateness.

Impact and outcomes

Following Royal Assent on 25 November 2024, DIA began accepting paper-based applications for citizenship. The Ministry's collaboration with DIA ensured that Pacific communities were well-informed and supported.

Within days of the Act's implementation:

- the DIA website received 11,672 visits
- over 1,900 application forms were downloaded
- the New Zealand High Commission in Samoa printed 1,000 forms, with nearly 100 daily visitors.

The Ministry also supported media outreach through Samoan-language channels in New Zealand, reflecting strong community engagement and demand for informing themselves on the restored citizenship pathway.

Community sentiment and feedback

We actively listened to community feedback throughout the legislative process.

‘This legislation has given me and my family a sense of belonging and security. We are grateful for the Ministry’s support.’

— Citizenship applicant

These personal stories highlight the real-world impact of the Ministry’s work and the importance of culturally responsive engagement.

Long-term support and monitoring

We remain committed to supporting applicants beyond the initial implementation. This includes:

- regular check-ins with DIA to determine progress
- addressing emerging issues
- conducting follow-up surveys to gather feedback and identify areas for improvement.

Ministry’s strategic role

Although the legislative process operates independently of the Ministry, we played a pivotal role in shaping the final Bill. Through our strategic advice and deep understanding of the Samoan community’s unique needs and perspectives, we helped ensure the legislation was both effective and culturally appropriate.

Equity and accessibility

Recognising the challenges faced by those with limited digital access, we worked to ensure that paper applications were readily available. The NZ High Commission in Samoa played a key role in distributing forms and assisting applicants. This commitment to equity ensured that all eligible individuals could benefit from the restored citizenship pathway.

Conclusion

Through active engagement, cultural responsiveness, and strategic collaboration, we helped deliver a meaningful outcome for the Samoan community by restoring citizenship and reaffirming their place in Aotearoa New Zealand.

Since the Act came into effect on 27 November 2024, the response from the community has been significant. The New Zealand High Commission in Samoa had seen nearly 100 daily visitors, with over 70 completed applications submitted in the first week. DIA has received 2,131 applications and granted 2,011 applications as of 30 June 2025 and continues to receive steady interest through its contact lines and website.

We remain actively engaged, supporting the dissemination of accurate information through Samoan media in New Zealand and ensuring that the application process is well understood. This ongoing support reflects our dedication to enabling Pacific peoples’ influence not only in shaping policy but also in accessing its benefits.

This case study highlights how the Ministry ensures that Pacific voices are heard and valued in the development of policies that affect them.

Case study: Supporting Pacific communities during crises

Supporting the non-financial performance measure:

Pacific communities are connected to government services.

Empowering Pacific communities through emergency response

In 2024/25, we played a critical role in ensuring Pacific communities remained informed, supported, and connected to government services during a series of significant events. These included the grounding of HMNZS *Manawanui* in Samoa, multiple tropical cyclones across the Pacific, and a national pertussis epidemic. The Ministry's leadership and culturally responsive communication efforts demonstrated its commitment to Pacific wellbeing across Aotearoa and the wider region.

Coordinated response and community engagement

Following the grounding of HMNZS *Manawanui*, the Ministry joined the all-of-government response led by the Department of the Prime Minister and Cabinet (DPMC), the Ministry of Foreign Affairs and Trade (MFAT), and the New Zealand Defence Force (NZDF). Recognising the emotional and cultural significance of the incident for New Zealand's Samoan community, we advocated for inclusive communication strategies.

The Ministry shared regular NZDF updates on its channels, to keep the New Zealand-based Samoan community informed of developments. We also addressed community concerns via our Partnerships teams.

Impact and outcomes

Our efforts contributed to a coordinated and culturally sensitive response. Key outcomes included:

- dissemination of regular updates through Pacific media and Ministry channels
- community reassurance through clear, transparent communication and advocacy
- strategic support for the PACPLAN (Pacific Islands Regional Marine Spill Contingency Plan), guiding environmental recovery
- coordination with Treasury to manage financial indemnities and expectations
- ongoing monitoring of community sentiment, including social media activity and petitions.

These actions helped mitigate misinformation and fostered a sense of inclusion and responsiveness among affected communities.

Community sentiment and feedback

Community members expressed concern about the pace and visibility of the government response. We responded by amplifying updates and advocating for clearer messaging. One community leader noted:

'The Ministry's presence gave us confidence that our concerns were being heard. Their updates helped us feel connected and informed.'

This feedback highlights the Ministry's role in bridging government action and community understanding.

Sustained engagement and strategic support

The Ministry remains engaged in monitoring the situation and supporting ongoing communications. It continues to participate in the all-of-government watch group and ensures Pacific communities receive timely updates, particularly as salvage operations progress and legal implications are addressed.

It also contributed to strategic discussions on New Zealand's long-term assistance to Samoa, balancing bilateral relations with legal and financial considerations. The Ministry supported messaging during key moments, including the visit of Samoan Prime Minister Fiamē Naomi Mata'afa and release of the Court of Inquiry report.

Responding to other emergencies

In addition to its role in the HMNZS *Manawanui* response, the Ministry supported Pacific communities through other significant emergencies during 2024/25.

Tropical cyclones in the Pacific

Between February and March 2025, tropical cyclones Alfred, Rae, and Seru threatened several Pacific nations. The Ministry was activated as part of an emergency taskforce, alongside agencies such as New Zealand Police, Fire and Emergency New Zealand (FENZ), National Emergency Management Agency (NEMA), New Zealand Defence Force (NZDF), and the New Zealand Medical Assistance Team.

While no major damage or loss of life was reported, we ensured Pacific communities in New Zealand were kept informed and prepared. We monitored situation reports and contributed to coordinated humanitarian planning.

Pertussis epidemic response

A national pertussis (whooping cough) epidemic was declared in Aotearoa New Zealand on 22 November 2024, following a sharp rise in cases beginning in October.

In December 2024, the Ministry collaborated with Health NZ and the Ministry of Health to respond to the epidemic. It supported culturally tailored public health messaging, ensuring Pacific peoples received accessible and relevant health information through trusted media channels.

Between October 2024 and January 2025, over 1,200 cases were reported nationwide, resulting in multiple hospitalisations and at least one infant death.

Conclusion

This case study highlights the Ministry's strategic role in connecting Pacific communities to government services during times of crisis. Through culturally responsive engagement, cross-agency collaboration, and proactive communication, the Ministry helped build trust, resilience, and equity, reinforcing its commitment to Pacific wellbeing across Aotearoa and the wider Pacific region.

Strengthening Pacific data

Building equity, insight, and influence across government

Our role of Pacific data leadership is reshaping how government understands and responds to Pacific communities. Through strategic partnerships, insights products, and community capability building, we are embedding Pacific data equity across the public sector.

As the Crown's domain lead for Pacific peoples' data, we are working not only to improve data quality but also redefine how Pacific peoples are seen, understood, and supported across the public sector in New Zealand. Through strategic leadership and cross-agency collaboration, we continue to drive transformative efforts to ensure Pacific data is accurate, equitable, and used meaningfully to deliver better outcomes for communities.

The infographic below illustrates how our data leadership connects strategic partnerships, insights, and community capability to influence system-wide changes.



Strategic partnerships

The Ministry has strengthened its strategic leadership role in Pacific data through a landmark Memorandum of Understanding (MoU) with Stats NZ. This established a collaborative framework to improve Pacific data quality across government. The MoU led to the creation of the All-of-Government Pacific Data Quality Advisory Group, a cross-agency forum that focused on systemic improvements in data collection, interpretation, and application.

In addition to this partnership, the Ministry works closely with agencies such as Te Puni Kōkiri, Health NZ, Ministry of Health, and the Ministry for Ethnic Communities to advance Pacific data equity and ensure that Pacific communities are accurately represented in official statistics.

Driving system-wide data improvements

As part of its leadership role, the Ministry is actively contributing to system-wide improvements in Pacific data quality through several initiatives:

- **Census modernisation:** Supporting efforts to ensure Pacific communities are accurately counted and represented.
- **Health data collaboration:** Co-developing analytical guidelines with health sector agencies to improve the quality and consistency of Pacific health data.
- **Data governance participation:** Engaging in key forums such as the Independent Children's Monitor and the Government Information Group to advocate for Pacific data needs.
- **Ethnicity classification review:** Contributing to the Ethnicity Standard Classification Review to embed Pacific perspectives in future data systems.

These efforts are helping to reshape how government understands and responds to Pacific peoples, ensuring that data systems better reflect the diversity, needs, and aspirations of Pacific communities.

Improving data quality and use

We conducted a technical review of six major national household surveys to assess their performance for Pacific peoples. Findings were presented at the Public Health Observatory Conference and the Government Information Group, sparking cross-agency dialogue on improving survey design and data usability.

Standard reference tools developed by the Ministry are now being shared across agencies to support consistent and accurate use of Pacific population statistics in decision-making.

Insights products

We are producing a suite of insights products to inform policy and investment:

- **Māori-Pacific identity analysis:** Using data from Stats NZ's Integrated Data Infrastructure (IDI) to support the Ministry's Long-term Insights Briefing
- **Pacific Languages Reference:** A standard reference, based on census data from 2001–2023
- **Pacific Business Report:** Analysis of Pacific-owned businesses, using the Longitudinal Business Database
- **Tupu Ola Moui Health Chart Book:** The first two of five volumes detailing Pacific health outcomes, developed in partnership with the Ministry of Health, have been published.

These products help to provide a robust evidence base for targeted, impactful interventions.

Building community data capability

Through regional workshops and training, we are empowering Pacific communities to access and use data for their own development. Collaborations with Stats NZ have enabled communities to navigate Census data tools and apply insights to local planning and funding applications.

Influencing policy and system change

We successfully advocated for the inclusion of Pacific data indicators in the Government's Child and Youth Strategy 2024-27, ensuring Pacific children are recognised in national monitoring. Public consultations and IDI analysis for the Long-term Insights Briefing are deepening understanding of Māori-Pacific identity and its implications for social cohesion and service delivery.

Conclusion

The Ministry's data leadership is already informing policy, funding, and service design across government. In partnership with the Ministry of Health, we co-designed Northland's first Pacific Health Navigator role, a culturally responsive care model that will inform future regional health strategies.

Our analysis of the New Zealand Health Survey and labour market data has revealed critical gaps in access to care, employment, and wellbeing, guiding targeted investment in health, housing, and youth employment.

Looking ahead, we are contributing to the Next Census to ensure data collection reflects the diversity and realities of Pacific communities.

We will continue to:

- strengthen analytical capabilities and influence across government
- ensure Pacific data is collected, analysed, and reported in ways that uphold data equity
- empower Pacific communities to use data for their own development and wellbeing
- lead cross-government efforts to modernise data systems and standards with Pacific needs at the centre
- work with The Tātou Collective, an independent, Pacific commissioning agency established to transform how services are designed and delivered for families across Aotearoa.

These strategic shifts reflect our commitment to leading with purpose and partnership. By embedding Pacific data equity across government systems and empowering communities to shape their own futures, we are laying the foundation for enduring, culturally responsive change.

As we look ahead, our focus remains on ensuring Pacific peoples are not only counted but truly seen, heard, and supported.

Part 4 – Embedding Pacific perspectives across government

The Ministry's enabling priorities are grounded in deep relationships with Pacific communities and a commitment to inclusive, culturally responsive engagement. Through strategic partnerships, policy influence, and data leadership, we are embedding Pacific perspectives into the core of public service. Our work ensures that Pacific peoples are not only represented, but that their lived realities shape government decisions, investments, and services. This section highlights how the Ministry is strengthening Pacific Aotearoa by driving equity, visibility, and impact across the public sector.

Influencing across government

From engagement to impact

Building on our deep engagement with Pacific communities (section 3), this section demonstrates how those relationships translate into tangible influence and impact across government. Through strategic partnerships, policy advice, data leadership, and capability building, we ensure Pacific peoples are not only represented but that their lived realities shape public services.

Policy and legislative influence

As the Crown's principal advisor on Pacific policy, the Ministry's policy advice is grounded in robust data and informed by the voices of Pacific communities. To strengthen internal capability, we embedded the Policy Quality, Skills, and Capability Frameworks through training with the Policy Project from the Department of the Prime Minister and Cabinet.

In 2024/25, we contributed to key legislative reforms:

- The Citizenship (Western Samoa) Restoration Amendment Act 2024 marked a significant moment of justice and reconciliation. For a case study refer to pages 45 to 46.
- We contributed to reforms of the Immigration Act 2009, advocating for protections for Pacific families and climate-affected migrants.
- Our input into the Human Rights Act 1993 Review helped ensure inclusive protections for Pacific Rainbow+ communities.

These contributions reflect our commitment to ensuring legislation is inclusive, culturally responsive, and aligned with the aspirations of Pacific peoples.

Strategic publications

During 2024/25, we worked on two cornerstone publications, both set to be released in 2025. Together, they provide a forward-looking strategic framework for action to help shape the future of Pacific peoples in Aotearoa New Zealand.

Delivering for Pacific Communities Strategy 2025–2028

This strategy sets out the Government's refreshed priorities for improving outcomes for Pacific peoples across five key areas: economic growth, health, housing, education, and law and order.

The proposed strategy reflects a more targeted, impact-driven approach to ensure Pacific communities receive support where it matters most. It builds on the foundations of Lalanga Fou and the All-of-Government Pacific Wellbeing Strategy, incorporating insights from years of community engagement, policy development, and programme delivery.

Key features include:

- A commitment to Pacific-led solutions, such as the education and employment initiatives, housing and healthy homes programmes, Pacific business development and financial capability along with Pacific languages and cultural identity initiatives.
- A strengthened focus on data equity, with improved monitoring across regional, gender, age, and ethnic-specific indicators.

- Deepened collaboration with agencies including Kāinga Ora, Te Whatu Ora Health New Zealand, Ministry of Education, and Whaikaha to ensure culturally responsive policies.
- Incorporating Pacific values such as love (aro'a), respect (fakalilifu), collectivism (piri'anga), spirituality (tapuakiga), family (magafaoa), reciprocity (ola fetufaaki), and consensus (soalapule) into the design and delivery of programmes.

This strategy provides a clear framework for how government will work alongside Pacific communities to deliver targeted, culturally grounded outcomes.

Long-term Insights Briefing: Shared futures, deepening our understanding of Māori–Pacific identity in Aotearoa

The Ministry's second Long-term Insights Briefing explores the evolving intersection of Māori and Pacific identity in Aotearoa. This work has been informed by two rounds of public consultation held over the past year, which together generated more than 640 public submissions and 24 talanoa sessions across Aotearoa. This work builds on the Ministry's 2023 Long-term Insights Briefing on Pacific data equity.

The briefing examines how identity influences access to services, social cohesion, and wellbeing, particularly for individuals with intersecting identities such as Māori-Pacific, Rainbow+, and disabled communities. It highlights opportunities for inclusive policy design and service delivery that reflect the lived realities of Māori-Pacific peoples.

Insights from this briefing are already shaping the Ministry's strategic direction and informing broader government planning and investment.

Together, these publications offer a roadmap for delivering culturally responsive public services and ensuring Pacific leadership and identity remain central to Aotearoa's future.

Data leadership

The Ministry's leadership in Pacific data equity, outlined in our strategic priorities, provides the foundation for how government understands and responds to Pacific communities.

In this section, we move from strategy to implementation by showing how data is being used to inform policy, guide investment, and strengthen collaboration across agencies. Whether through health insights, business trends, or language revitalisation, these examples demonstrate how Pacific data is driving inclusive, culturally grounded decision-making across the public sector.

Building on the strategic direction outlined above, the Ministry is advancing its leadership in Pacific data equity and ensuring government decisions are informed by robust, culturally relevant insights.

For more information on our data leadership refer to page 49.

Strategic partnerships

The Ministry's strategic partnerships are not just collaborative, they enable system-wide impact. These relationships enable the Ministry to extend its reach, amplify its impact, and embed Pacific perspectives across the public sector.

To translate insights into action, the Ministry co-designs inclusive policies and programmes with other agencies, ensuring they reflect Pacific values and lived experiences.

Cross Agency Pacific Leaders Group

On 28 March 2025, the Ministry convened the inaugural Cross Agency Pacific Leaders Group (CAPLG) meeting. Chaired and coordinated by the Ministry, the CAPLG provides a strategic platform to drive collaboration across government agencies to improve outcomes for Pacific communities.

The group brings together leaders to align efforts with government priorities, address emerging challenges, and share valuable data and insights. By coordinating engagement and tracking progress through shared planning and reporting, the CAPLG ensures a unified, efficient, and impactful approach to supporting Pacific communities.

Membership includes Pacific leaders in policy, operational and regional leadership roles in the public sector. There are 14 agencies currently represented, including The Treasury, and Ministries of Justice, Health, Education, and Business, Innovation and Employment.

The CAPLG's terms of reference outline key priorities and define working relationships. Initial discussions have begun to strengthen cross-agency collaboration, resulting in a more coordinated and efficient approach to policy coordination.

The CAPLG has also enhanced system-level decision-making by leveraging shared data, insights, and programme learnings across agencies, including stronger strategic collaboration and enhanced support for Pacific economic growth.

Systemic influence through strategic alliances

Building on the Ministry's leadership in cross-agency collaboration, our partnerships exemplify how Pacific values and priorities are being embedded across government to deliver inclusive, culturally grounded outcomes.

Key partnerships include:

- Whaikaha – Ministry of Disabled People: Co-developed the *Pacific Disability Action Plan*, providing culturally grounded support for Pacific disabled communities.
- Te Puni Kōkiri: Aligned performance targets and co-led initiatives reflecting shared Māori and Pacific aspirations.
- Ministry of Education: A partner agency to the *Pacific Languages Government Action Plan*, issued joint Letters of Expectations to the Pacific Education Foundation Board, and supported the integration of Pacific languages into mainstream education.
- Ministry of Justice: *National Action Plan Against Racism*.
- Ministry of Health: Partnered to publish the first two volumes of the *Tupu Ola Moui Health Chart Book*, providing authoritative data on Pacific health outcomes to support evidence-based policy and service delivery. The Tupu Ola Moui series presents a snapshot of Pacific health in New Zealand. It draws on existing health data with a focus on Pacific peoples, highlighting key demographic information and social contexts.
- Stats NZ: Formalised a strategic partnership to strengthen the quality of Pacific data across government. This collaboration will support the establishment of the All-of-Government Pacific Data Advisory Group. This is a cross-agency forum focused on improving how Pacific data is collected, interpreted, and applied. We also engaged with Stats NZ at all levels of the organisation, contributing to key work programmes. This included participation as panel member for Regulatory Impact Statement for the Next Census, and as a member of the Ethnicity Standard and Classification Review Expert Group.

Pacific Languages Government Action Plan (GAP)

The GAP is a cross-agency commitment to implement the Pacific Languages Strategy 2022–2032. It focuses on:

- valuing Pacific languages
- learning Pacific languages
- using Pacific languages.

Pacific communities are the leaders, owners, and drivers of their languages; however, the New Zealand Government and key government agencies have an important role to play in creating the conditions for Pacific languages to thrive.

The Ministry has updated the Government Action Plan (GAP) in consultation with the key agency partners, including MOE, Ministry of Cultural Heritage (MCH), and MFAT, and in accordance with its own current work programme.

The GAP is available on the Ministry's website: mpp.govt.nz/programmes/pacific-languages-government-action-plan/

The Ministry will continue to collaborate with partner agencies to support the annual update of the Government Action Plan, scheduled for completion by the end of 2025.

Delivering affordable homes for Pacific families

The Ministry is leading transformative housing initiatives that provide affordable homes for Pacific families, while showcasing the impact of cross-agency, Pacific community and iwi partnerships.

Through the Our Whare Our Fale project in Eastern Porirua, the Ministry is funding and supporting the delivery of up to 300 homes for Pacific peoples. This project is being delivered by Pacific provider Central Pacific Collective (CPC) in partnership with Ngāti Toa, who will lease the land to CPC in perpetuity.

The Ministry chairs and actively participates in the Our Whare Our Fale Executive Governance Group, alongside senior representatives from the Ministry of Housing and Urban Development, Kāinga Ora, and The Treasury. Together with CPC, these partners provide strategic oversight, ensure alignment, and monitor progress, while leveraging combined expertise to achieve maximum impact.

In 2024/25, the Executive Governance Group endorsed a \$30.831 million allocation to CPC to build 32 homes and support operational delivery. Construction will begin in February 2026 with completion expected by November 2026. These homes are in addition to the 18 homes already underway, building a pipeline of 58 homes over two years.

This project reflects the Ministry's commitment to enabling collaborative, community-led housing solutions by partnering with government agencies, iwi, and Pacific organisations and communities to deliver tangible results for Pacific families and support long-term homeownership aspirations. It demonstrates how collaborative governance and strong relationships can drive results and align with both government priorities and community aspirations.

Regional and global reach

The Ministry played a role in the all-of-government response to the HMNZS Manawanui grounding and the Pacific cyclone season, ensuring culturally competent support and communication.

Our ability to mobilise Pacific community intelligence and insights, and cross-check these against official advice, places the Ministry in a unique position. This strength stems from our deep and trusted relationships

with Pacific communities, enabling us to provide timely, culturally grounded perspectives that enhance government decision-making and response efforts.

We also supported the government to strengthen bilateral ties with Pacific nations through policy advice and partnerships, advancing shared priorities in child protection, education, and economic development. This demonstrates our commitment to regional solidarity and global leadership.

Language, culture, and identity

Through the Pacific Languages Government Action Plan (GAP) and the Pacific Languages Community Fund we are revitalising Pacific languages and strengthening cultural identity. For more information on the GAP refer to page 56. For more information on the Pacific Languages Community Fund refer to page 96.

We also led cultural diplomacy efforts through the Dawn Raids Historical Account package and Te Tiriti o Waitangi workshops.

These initiatives foster deeper understanding, reconciliation, and pride in Pacific heritage. For more information see pages 103-104 for more on the Dawn Raids Historical Account package.

Pacific policy advice

To ensure our policy advice remains high-quality, relevant, and responsive, the Ministry undertook a comprehensive evaluation of its policy advisory services in 2024/25.

The Ministry has further strengthened its policy analysis and advice capability in the 2024/25 year with all policy staff attending Policy Quality, Policy Skills and Policy Capability Framework training run by the Policy Project at DPMC. Alongside the improved Policy Quality Framework (PQF) score received from the New Zealand Institute of Economic Research (NZIER) assessment, our Minister continues to rate the quality of the Ministry's policy advice highly with a score of 4.93/5.

Non-financial performance results

The Ministry tracks a range of non-financial performance indicators to measure the effectiveness of its policy work. All performance indicators were achieved (refer to pages 122 and 123).

Stakeholder survey

A low response rate of 17% (only two responses were received) means the results should be interpreted with caution. We will take targeted steps next year to ensure a higher response rate to the survey.

We invited 12 respondents from nine government agencies that received our policy advice during 2024/25 to complete a survey to assess satisfaction with the timeliness, relevance, responsiveness, collaboration, and overall quality of the advice.

Respondents indicated very high satisfaction rates with the 'excellent' policy advice received from the Ministry. They found the Ministry's willingness to collaborate with their agency in providing policy advice 'excellent,' while the policy advice itself was very timely, helpful, and relevant.

One respondent advised that a greater focus on qualitative analysis could enhance the quality of the advice they received from the Ministry.

Independent assessment of the quality of our policy advice

NZIER was commissioned to independently assess the quality of the Ministry's policy advice against the Policy Quality Framework (PQF). All performance standards were met, with positive feedback noting improvements in the quality of advice.

In 2024/25, the Ministry achieved an average PQF score of 3.5, meeting the benchmark for quality. This marks a modest but meaningful improvement from the previous year's score of 3.4, which fell just short of the standard. In addition, 20% of assessed papers scored above 4 out of 5, meeting the distribution target that was not achieved last year, when 10% reached that threshold. These results reflect progress in both the overall quality and consistency of our advice.

The assessment was based on a random sample of 10 papers, including eight briefings, one aide-memoire, and one memo. Insights from the NZIER report will help guide our ongoing efforts to strengthen policy capability.

Looking ahead

The Ministry for Pacific Peoples will continue to lead with purpose, embedding Pacific voices across government, strengthening data equity, and championing inclusive policy design.

Our priorities for the coming year include:

- Empowering Pacific communities to lead solutions in housing, health, education, and economic development.
- Advancing data equity to ensure Pacific realities are visible in government decision-making.
- Strengthening cross-agency collaboration to deliver culturally responsive services.
- Promoting Pacific languages and identity, ensuring they remain central to Aotearoa's future.

We remain focused on delivering meaningful, measurable change ensuring Pacific peoples are not only supported but seen, heard, and empowered.

Building Pacific capability across government

Embedding Pacific perspectives across government requires more than data. It calls for culturally grounded approaches that build inclusive practice and build cultural competency. The Ministry for Pacific Peoples is leading this transformation through its flagship tools Kapasa and Yavu.

These tools equip public servants with the knowledge and confidence to design and deliver services that reflect Pacific values, lived experiences, and aspirations. In 2024/25, the Ministry expanded its capability-building efforts across central and local government, NGOs, and community partners ensuring Pacific peoples are not only seen and heard but equitably served.

Scaling impact through Kapasa and Yavu

Through the delivery of Kapasa: The Pacific Policy Analysis Tool and Yavu: Foundations of Pacific Engagement, the Ministry continues to drive meaningful change in how Pacific communities are engaged and represented. These tools move beyond consultation, embedding Pacific perspectives into policy development and community engagement to foster genuine inclusion.

In 2024/25, a record number of workshops were delivered across the motu, including a pilot programme with Tier 2 and 3 leaders at Christchurch City Council. Feedback was overwhelmingly positive, with participants highlighting the practical value of the tools.

To ensure long-term impact and regional sustainability, the Ministry is now developing a 'Train the Trainer' programme, enabling local champions to lead future sessions and embed Pacific frameworks within their own organisations.

While the scale and impact of this work have grown, much of it remains under-recognised outside the immediate service delivery network. This report aims to bring visibility to the Ministry's leadership and innovation in building Pacific capability across public and community sectors.

Kapasa: A compass for inclusive policy

'Kapasa', meaning *compass* in Tongan, symbolises the navigational wisdom of Pacific ancestors. In the policy context, Kapasa guides organisations to incorporate Pacific values, diversity, and lived experiences into the policy cycle.

In 2024/25, Kapasa was delivered to over 390 policy professionals across central and local government and NGOs, both in-person and online. It has become a cornerstone for inclusive policy design, helping organisations to better understand Pacific data, cultural contexts, and consultation practices.

‘The training was excellently planned and coordinated, the facilitation was exceptional, and the manaakitanga was excellent.’

— Sports NZ

‘Very interesting and informative.’

— Ara Institute of Learning

Yavu: Building foundations for engagement

‘Yavu’, meaning *foundation* in Fijian, reflects the ancestral roots and community ties that underpin Pacific identity. Yavu equips public servants, local government, and NGO professionals with the tools to engage respectfully and effectively with Pacific communities.

In 2024/25, Yavu training reached over 380 individuals, with tailored sessions delivered across regions and online. The tool supports initiatives where Pacific peoples are directly or indirectly impacted, ensuring engagement is culturally grounded and values-focused.

‘The checklist is helpful – specifically, knowing who the Pacific peoples are and recognising Pacific peoples’ contribution. Also thinking about approach – what we wear, how we talk and how we can insert ourselves without being onerous e.g. attending Pacific events that are already being run.’

— Ara Poutama | NZ Corrections

‘Knowing who your audience is and planning a culturally responsive way to address issues. Taking into account all aspects of the culture you are going to engage with’

– University of Otago

Looking ahead

The Ministry is committed to deepening the reach and impact of Kapasa and Yavu across Aotearoa. As demand grows from central government agencies, local councils, and NGOs, these tools are becoming integral to how organisations engage with Pacific communities.

In the coming year, the Ministry will focus on:

- scaling delivery through regional and employee led networks (ELN) partnerships and tailored sessions
- continue the ‘Train the Trainer’ programme to build local capability and ensure long-term sustainability
- strengthening visibility of Pacific frameworks across the wider public sector.

By embedding Pacific perspectives into the core of policy and engagement practice, we are shaping a public service that is more inclusive, culturally grounded, and responsive. As more leaders and practitioners adopt these tools, we move closer to a system that truly reflects and serves the diverse Pacific communities of Aotearoa.

Policy and Capability Services Survey results

This section presents key findings from the Policy and Capability Services Survey, highlighting participant satisfaction, areas for improvement, and the overall impact of Kapasa and Yavu training. The survey was conducted with ten government and non-government organisations that attended Kapasa and/or Yavu training between 1 July 2024 and 30 June 2025. The 50% response rate (5 out of 10) represent government agencies only (excluding NGOs).

Overall, respondents were very satisfied with the training and found it highly relevant to the needs of their organisation. The training also significantly improved their understanding of Pacific policymaking and engaging with Pacific communities, and they feel confident in applying this in their work.

All but one respondent indicated that they have frequently applied their knowledge of Kapasa and/or Yavu in their work. All respondents who attended Kapasa training found that it had significantly or considerably changed their approach to policymaking. For three of the five respondents, Yavu training has significantly or considerably changed their approach to engaging with Pacific communities; for the other two respondents it has changed moderately or slightly.

Overall, respondents are positive about the organisational impact of Kapasa and Yavu training, indicating that it has strengthened their organisation's policymaking and engagement to support better outcomes for Pacific peoples. Participants are also confident that their organisations are supportive of implementing Kapasa and Yavu, and committed to sustaining these approaches. Only one respondent noted lack of organisational support to implement the Kapasa approach in its policymaking.

Based on respondents' feedback, application of the Kapasa policy framework has enabled their agencies to strengthen policy and service design for Pacific peoples. According to them, the Kapasa framework:

- provides a structured guide for integrating Pacific priorities and needs into policies and services
- enhances their awareness and understanding of the importance of Pacific history and cultural context in shaping public service strategies and enables them to embed this from the outset into planning processes
- supports strategic, options-focused thinking based on Pacific priorities and needs, rather than concentrating on fixed, inward-looking solutions.

Case study: Christchurch City Council

Charting new territory: Christchurch City Council's journey with Kapasa and Yavu

This case study reflects the Ministry's broader commitment to strengthening Pacific cultural capability across the public and community sectors, with tools like Kapasa and Yavu supporting inclusive leadership, culturally grounded engagement, and more responsive service delivery at every level.

In September and November 2024, the Ministry delivered combined Kapasa and Yavu training to Christchurch City Council's Tier 2 and 3 leaders, reaching 38 participants. The Council has since endorsed the training for wider adoption, recognising its value in shaping inclusive governance and community engagement.

Following the workshops, a reflective talanoa was held with five participants and Ministry facilitator to capture deeper insights. Participants described the training as warm, practical, and transformative. They highlighted its relevance not only for Pacific engagement but also for broader community contexts.

Key takeaways included:

- **Cultural responsiveness:** Participants gained a deeper understanding of how language, tone, and cultural awareness elevate Pacific voices in policy and engagement.
- **Relationship-building:** Establishing trust and showing cultural respect were seen as essential to meaningful engagement.

Location: Christchurch City Council

Participants: 38 Tier 2 and 3 leaders

Tools Used: Kapasa & Yavu

Outcomes: Endorsed for wider adoption, pilot success, Train the Trainer planned

- Confidence and application: The tools provided participants with practical frameworks and increased confidence to engage with Pacific communities. Several had already applied the tools in initiatives such as developing a Pacific community health strategy and forming a Pacific Advisory Group.

‘I think the post-workshop talanoa is really good practice for cementing learning and reminding us to continue to apply what we have learnt. Maintaining the momentum is important. I haven’t been to a workshop where this is usual practice (it’s so valuable), so thanks again for doing this and for all your hard work.’

— Eileen Yee, Kaitohutohu Hāpori – Community Development Advisor (Halswell-Hornby-Riccarton)

Challenges and opportunities

Participants acknowledged that while the tools are powerful, embedding them into everyday practice requires organisational support. Key challenges included limited resourcing, rigid policy environments, and the need for greater understanding among leadership of the value of cultural capability. They also emphasised the importance of flexibility in engagement, recognising that reciprocity can take many forms, such as returning with updates or maintaining ongoing relationships.

Looking ahead

The success of this pilot has led to plans for a ‘Train the Trainer’ initiative in Christchurch, scheduled from March 2025 to June 2026. This will build local capacity to deliver ongoing training, ensuring sustainability and deeper regional impact.

‘The training was insightful and practical. It’s helping us reshape how we engage with our Pacific communities.’

— Councillor Yani Johanson

‘Kapasa and Yavu have given us tools to lead with empathy and cultural intelligence.’

— Councillor Mark Peters

Conclusion

Christchurch City Council’s engagement with Kapasa and Yavu reflects a growing commitment to inclusive leadership and culturally responsive governance. By embedding these tools into practice, the Council is not only strengthening its relationship with Pacific communities but also setting a precedent for how local government can lead with empathy, equity, and cultural intelligence. As the ‘Train the Trainer’ initiative unfolds, Christchurch’s journey offers a compelling model for other councils across Aotearoa to follow.

Inclusive practice and diversity

Embedding inclusive policy and practice

Inclusive policy is not an add-on; it is foundational to equitable public service. The Ministry continues to lead efforts to embed inclusive practice across government, ensuring that Pacific peoples of all identities and abilities are reflected in policy, service design, and community engagement.

In 2024/25, the Ministry delivered a suite of initiatives that strengthened inclusive policy capability across the public sector.

Disability communication policy

Developed to address the communication barriers faced by Pacific disabled communities, and to ensure the Ministry communicates in ways that are both accessible and culturally appropriate. It reflects our commitment to equity, inclusion, and dignity, offering practical guidance to support communication that is empowering, linguistically inclusive, and respectful.

Rainbow health promotion

In partnership with Health New Zealand and community providers, the Ministry supported the development of promotional materials to raise awareness of funded gender-affirming care for Pacific trans people in Auckland. This initiative reflects a commitment to visibility, safety, and wellbeing for Pacific Rainbow+ communities.

Tagata Moana understanding Te Tiriti o Waitangi training

Training delivered to Pacific and Māori youth leaders with disabilities, and to low-vision and blind communities in person and online, strengthened understanding of Te Tiriti o Waitangi and Pacific peoples' role as partners in Aotearoa's constitutional framework. It also built confidence in civic participation and advocacy.

These initiatives are part of a broader strategy to ensure inclusive policy is not only understood but practised. By embedding cultural intelligence, accessibility, and intersectionality into the policy cycle, the Ministry is helping shape a public sector that serves all Pacific peoples with dignity and respect.

Championing Pacific Rainbow+ inclusion

The Ministry led groundbreaking work to uplift Pacific Rainbow+ voices. In collaboration with F'INE Pasifika Aotearoa Trust and the Law Commission, it supported the first-ever consultation workshop specifically for Pacific trans and non-binary people. This historic event contributed directly to the review of the Human Rights Act 1993.

'This was more than a workshop—it was a moment of recognition and empowerment for our Rainbow+ communities.'

The Ministry also supported public lectures and edu-tainment sessions to promote inclusion within faith-based institutions acknowledging the vital role spirituality plays in Pacific identity. Notable events included:

- "Manalagi: The Church and Pacific Rainbow+ Individuals" public lecture at Trinity Methodist Theology College
- Edu-tainment sessions featuring F'ine Fatale and Nevertheless Trust, increasing understanding of Rainbow+ experiences.

Such events and experiences promote greater awareness and understanding of Pacific Rainbow+ communities and aids in increasing support and celebration of Pacific diversity. In 2025, the Ministry has deepened its commitment to diversity, equity, and inclusion through a series of transformative initiatives that reached across sectors, regions, and identities.

Empowering Pacific peoples with disabilities

Through talanoa and strategic partnerships, the Ministry advanced the development of the Pacific Disability Action Plan in collaboration with Whaikaha. Engagements with Faiva Ora, the Tangaroa Collective, and other community groups ensured that Pacific perspectives shaped the plan's priorities.

Key initiatives included:

- I.Drive Licensing Programme in South Auckland, helping disabled Pacific youth gain driver's licences, a step toward independence and employment. This is on hold while I.Lead secures funding for delivery.
- Participation in the Auckland Disability Community Hui, improving emergency preparedness for Pacific disabled communities. A Pacific disability representative from the Ministry was on the Q&A panel, contributing Pacific perspectives to improve emergency planning and response for disabled communities.
- Collaboration with the Electoral Commission's Disabled People's Rōpū to improve electoral accessibility. The Ministry presented to the Electoral Commission's Disabled People's Rōpū providing Pacific disability perspectives and advice to support more accessible and inclusive electoral processes.

Building cultural competency across government

The Ministry delivered Kapasa and Yavu workshops to 113 participants in Canterbury alone, the largest cohort to date. These workshops equip public servants and local leaders with the tools to engage respectfully and effectively with Pacific communities. These also serve as a vehicle to amplify Pacific Peoples with Disabilities, Pacific Rainbow+ and Pacific Youth perspectives and best practice when engaging with diverse communities. Additionally, a 'Train the Trainer' initiative is underway to ensure sustainability, deeper regional impact, and wider organisational reach. For more information about Kapasa and Yavu please refer to pages 59-62.

Data-driven equity

Recognising that data drives decisions, the Ministry signed a Memorandum of Understanding with Stats NZ to improve Pacific data quality across government. The Ministry is leading the establishment of the All-of-Government Pacific Data Advisory Group, ensuring Pacific peoples are accurately represented in national statistics and policy development. For more information on Data and Insights please refer to pages 49-51.

A future of belonging

From supporting Pacific youth at Polyfest and Lumana'i Markets to celebrating Pacific languages and arts, the Ministry's diversity work is rooted in cultural pride and community leadership. Whether through health, education, housing, or economic development, the Ministry continues to champion inclusive systems that reflect the richness of Pacific identities.

Expanding reach: Disability and Rainbow+ inclusion

The Ministry has extended the application of Kapasa and Yavu to support inclusive policy and engagement for Pacific peoples with disabilities and Pacific Rainbow+ communities. These adaptations ensure that intersectional Pacific identities are recognised and supported across government services. Using the engagement principles contained in Yavu, the Ministry has supported organisations such as Vakatautua and

Solomon Group, together with Pacific Rainbow+ community leaders, to improve their interactions with and support of Pacific Rainbow+ communities.

Looking forward

In 2025/26, the Ministry for Pacific Peoples will continue to advance inclusive policy and practice across government, guided by the lived experiences, aspirations, and strengths of Pacific communities. Building on the momentum of 2024/25, our focus will include:

- Scaling inclusive training: Expanding the reach of Kapasa and Yavu through increased visibility and reach, enabled through the 'Train the Trainer' programme, with tailored modules 'Pacific Peoples with Disabilities' and 'Pacific Rainbow+ inclusion'.
- Strengthening data equity: Operationalising the Pacific Data Advisory Group and embedding Pacific data standards across government systems to improve representation and decision-making.
- Empowering intersectional communities: Deepening partnerships with Rainbow+ and disability organisations to co-design services that reflect diverse Pacific identities to shape and access government support that reflects their experiences and aspirations.
- Enhancing civic participation: Co-designing accessible civic engagement initiatives with Pacific disabled youth and Rainbow+ leaders, including collaboration with the Electoral Commission to improve voting accessibility and support participation in electoral processes, leadership development, and policy advocacy.

The Ministry remains committed to creating safe, inclusive spaces where Pacific peoples of all identities and abilities are seen, heard, and valued.

Conclusion

The Ministry's work in 2024/25 shows a strong and growing commitment to taking an intersectional approach with and for Pacific communities. We have seen more engagement than ever before with Pacific disabled and Rainbow+ communities.

Through Yavu and Kapasa, we are building capability across government to support inclusive policy and engagement. We have also started investing in activities that are more meaningful to these communities. This includes holding fono to gather insights and reflect them into our policy and programme.

The work will continue to grow. We will continue to strengthen partnerships, provide cross-government advisory support, and build capability. These efforts will enhance meaningful and informed engagement with Pacific disabled and Rainbow+ communities.

Part 5 – Strategy into impact: Real outcomes for Pacific peoples

Building on our strategic priorities and deep engagement with Pacific communities, the Ministry's programmes are designed to deliver tangible, lasting impact. This section highlights how our work translates into real-world outcomes, improving housing, health, education, employment, business development, and cultural wellbeing for Pacific peoples across Aotearoa.

Our approach is grounded in Pacific values, robust data, and enduring relationships. By aligning our enabling priorities with community needs, we ensure that every initiative contributes meaningfully to equity, resilience, and prosperity.

A holistic pathway to Pacific homeownership

The Ministry's approach to improving housing outcomes for Pacific peoples is built on three interconnected initiatives.

Two housing initiatives, *Pacific Building Affordable Homes (PBAH)* and *Our Whare Our Fale (OWOF)*, focus on increasing the supply of affordable, fit-for-purpose homes.

The Pacific Financial Capability (PFC) programme complements these housing initiatives and supports broader homeownership by preparing Pacific families through financial education, planning, and mentoring.

Together, these programmes form a pipeline that supports Pacific families from aspiration to ownership, laying the foundation for intergenerational wealth and long-term wellbeing. The following sections outline each programme, followed by a case study that demonstrates how they work together in practice.

Housing

Expanding access to affordable homes for Pacific families

The Ministry's housing strategy focuses on increasing both the supply of affordable homes and access to homeownership for Pacific families. This is delivered through two complementary initiatives:

- Pacific Building Affordable Homes (PBAH) focuses on partnering with providers across Aotearoa to build quality, affordable homes for Pacific families. It supports a range of tenure models including shared equity, rent-to-buy, and outright purchase, enabling families to access housing in regions where need is greatest.
- Our Whare Our Fale (OWOF) is a place-based initiative in Eastern Porirua, delivered in partnership with Central Pacific Collective and Ngāti Toa. It aims to build up to 300 homes through a community-led model that reflects Pacific values, family structures, and aspirations.

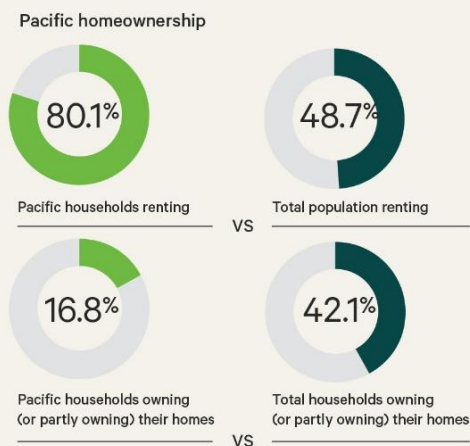
While PBAH expands housing access nationally, OWOF demonstrates how deep local partnerships and cultural design can deliver fit-for-purpose housing solutions. Together, these initiatives form a coordinated approach to increasing Pacific homeownership and housing stability.

Through these initiatives, more Pacific families will have the opportunity to own their own homes and build long-term financial stability.

The homeownership challenge

Pacific peoples in New Zealand are less likely to own their own home compared to the total population. Since 2006, a smaller proportion of Pacific peoples own their homes and the rate of homeownership among Pacific peoples is declining faster compared to other ethnic groups. Census 2023 figures show that 20% of Pacific peoples own their own home or hold it in a family trust, compared to 51% of the New Zealand population.¹⁸

Current State



Pacific peoples in Kāinga Ora housing

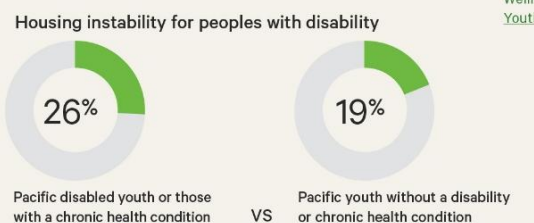
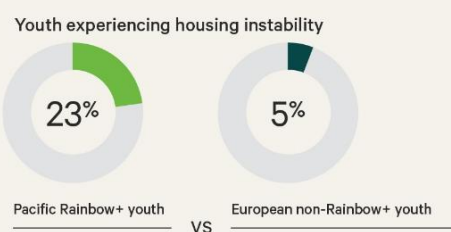
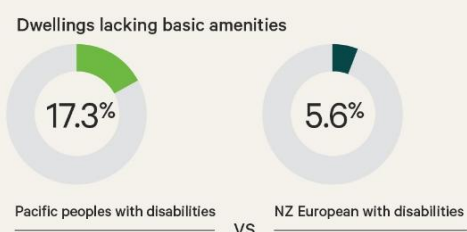
17,000+

Pacific tenants in Kāinga Ora housing

6.6% increase

of Pacific tenants in Kāinga Ora housing between 2017 and 2024

Source: The Salvation Army Social Policy & Parliamentary Unit (2024). *State of Pacific Peoples*. Wellington. Accessed from: [stateofpacificpeoples_2024_downloadversion_v4.pdf](#)



26% of Pacific disabled youth or those with a chronic health condition report housing instability (compared to 19% of Pacific youth without a disability or chronic health condition).

Source: Veukiso-Ulugia, A., McLean-Orsborn, S., Clark, T. C., Yao, E., Kuresa, B., Drayton, B., & Fleming, T. (2024). *Talavou o le Moana. The health and wellbeing of Pacific secondary school students in Aotearoa New Zealand. A Youth19 report*. Youth19 Research Group, the University of Auckland and Victoria University of Wellington. Accessed from: [Pasifika+Report_Interactive_130524.pdf](#)

¹⁸ Stats NZ (n.d.). 2023 Census: Housing – Individual Home Ownership. Available at: tools.summaries.stats.govt.nz/ethnic-group/pacific-peoples#individual-home-ownership

Supporting Pacific homeownership

The Our Whare Our Fale and Pacific Building Affordable Homes (PBAH) initiatives provide new, affordable housing options, helping more Pacific families become homeowners and build wealth for future generations.

The Our Whare Our Fale project makes housing more affordable and fit-for-purpose for Pacific families by removing land costs through a perpetual lease from Ngāti Toa and offering a shared equity scheme that can reduce purchase prices by up to 40%. The project also applies sustainable design principles (economic, environmental, and social/cultural), while minimising build costs through procurement, design, and build innovation.

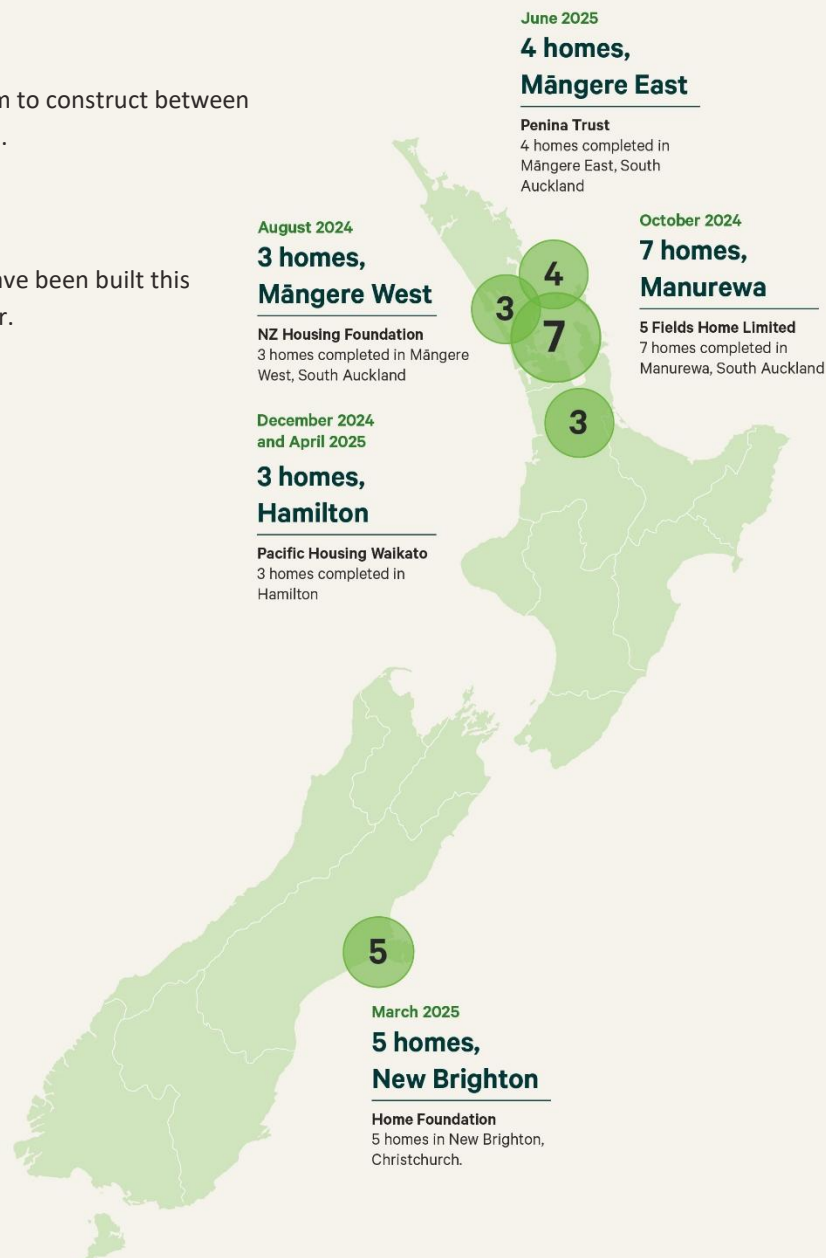
The Ministry has also delivered quality homes in the Auckland, Waikato, Christchurch, and South Otago regions through the Pacific Building Affordable Homes (PBAH) initiative. Affordability is achieved through a variety of tenure options including rent-to-buy, shared equity, and discounted sale prices. Once completed, homes undergo a market assessment and are sold at a discounted value, making the homes more affordable for Pacific families.

Our goal

Each year, we aim to construct between 10 and 25 homes.

Result

- ✓ **22 homes** have been built this financial year.



Our Whare our Fale – Central Pacific Collective Porirua Housing Development

FY 2024/25 Non-departmental Appropriation Housing Pacific Families

Budget: \$35.923m

Spend: \$34.242m

Progress

Our Whare our Fale aims to build up to 300 homes for Pacific families in eastern Porirua with 50 homes scheduled for delivery by November 2026. We are making strong progress with the Central Pacific Collective's (CPC) housing development in Porirua. Construction of 18 homes for the first site commenced in November 2024 and is expected to be completed by June 2026. In addition, site preparation and construction for an additional 32 homes are already underway, further advancing our goal of increasing affordable housing options for Pacific families.

The first site is taking shape, featuring a diverse mix of homes, including a shared *Fale* designed as a communal space for the community. These homes, thoughtfully designed for Pacific families, are warm, dry, and affordable, with solar energy and innovative features that promote health, wellbeing, and multi-generational living.

Through our support, CPC has partnered with a Pacific-owned building business to bring this vision to life, advancing both housing and employment opportunities for Pacific communities.



Pacific Building Affordable Homes

All funding for the Pacific Building Affordable Homes (PBAH) initiative was allocated in the 2023/24 financial year. However, delivery continues in 2024/25 and beyond, supporting both the construction of new homes and the purchase of completed homes by providers.

Throughout the 2024/25 financial year, the PBAH programme supported the completion of 22 homes for Pacific families across Aotearoa. These homes were delivered through a mix of tenure models including rent-to-buy, shared equity, and outright purchase.

Since 2023/24, the PBAH initiative has successfully delivered 40 homes, providing stable housing for Pacific families.

Looking ahead, PBAH developers and providers are set to deliver up to 33 additional homes by December 2026. The Ministry will continue to monitor progress to ensure the successful completion of these homes.

Spotlight: Pacific Building Affordable Homes development in Māngere East

Through the PBAH initiative, the Ministry invested \$950,000 to Penina Trust to support the construction of four quality 4-bedroom homes in Māngere East, South Auckland. Construction began in December 2024 and was completed in June 2025. These homes will be sold at affordable prices to Pacific families enabling pathways to homeownership.



Pacific Financial Capability programme

Strengthening financial literacy to support savings towards homeownership

While the Ministry's housing initiatives increase access to affordable homes, the Pacific Financial Capability (PFC) programme ensures Pacific families are financially prepared to take the steps necessary to purchase their first home.

The Ministry partners with service providers to deliver financial capability training and mentorship for Pacific peoples, focusing on those preparing to purchase their first home. This initiative builds financial literacy and provides practical tools to manage money and save toward homeownership.

2024/25 Departmental funding

Spend: \$2.720 million

Originally implemented from 2021/22 to 2024/25 with a budget of \$15.74 million, a further \$7.910 million was reallocated in September 2024 to extend the programme for another four years.

The Ministry extended the 14 existing programme providers, via a direct source approach, from January to June 2025. The Ministry will go through an open contestable process to procure providers to deliver the PFC programme over the 2025/26 to 2027/28 period in September 2025.

Our goal

This year we aimed to improve the financial literacy of at least 494 participants, and develop comprehensive homeownership plans for at least 174 individuals.

Results

- ✓ **674** improved their financial literacy
- ✓ **266** developed comprehensive homeownership plans.

Progress

For this financial year, the contracts of 14 existing providers across the country were extended to continue delivering the programme from 1 January 2025 until 30 June 2025.

Case study: Planning for prosperity, empowering Pacific families through financial capability

From budgeting basics to intergenerational wealth, Penina Trust's journey with Pacific families

'At the beginning of this course my cup was empty, but now my cup runneth over.'

—KP, Samoan participant, aged 65+

Transforming financial futures

The Penina Trust, through the Ministry's Pacific Financial Capability (PFC) Programme, has delivered transformative outcomes for Pacific families across the Auckland region. This case study highlights how culturally grounded financial education is not only changing individual lives but reshaping family legacies.

Programme reach and participant profile (1 January to 30 June 2025)

- 70 participants (46 families) engaged in the programme
- Ages ranged from 18 to 79, reflecting multigenerational involvement
- Ethnic representation: Samoan, Tongan, Fijian, Cook Islands Māori
- Housing status: Majority in transitional or rental housing, with overcrowding common
- Employment: Mixed, with many in casual or part-time work, or unemployed.

This diversity highlights the programme's ability to reach vulnerable households and foster collective financial learning.

Goals

Participants entered the programme with goals such as:

- improving financial literacy
- managing debt
- creating budgeting plans
- planning for homeownership and wealth creation.

Key outcomes

- 81.4% of participants reported increased confidence in managing finances
 - 79.07% successfully implemented budgeting strategies
 - Participants gained practical knowledge in mortgages, KiwiSaver, equity, and legal protections.
-

Impact stories

KP – A legacy of planning

A Samoan elder still in full-time work, KP joined the programme seeking guidance on how to use his KiwiSaver funds wisely. Despite concerns about his age, he embraced the concept of intergenerational wealth and began planning with his children to invest in property. The course gave him hope and a renewed sense of purpose.

‘The ladder diagrams taught me that even small steps matter. I now see my role in helping my children build a future.’

PN – Building wealth together

A widow on a benefit, PN had strong budgeting habits but lacked knowledge on leveraging savings. With her adult children, she learned about equity, joint mortgages, and legal structures like family trusts. Inspired by the course, her family developed a plan to grow their wealth collaboratively.

‘The module on ‘Life after buying a home’ changed everything. We now understand how to protect and grow what we’ve built.’

PN’s enthusiasm led her to encourage 12 new participants to join future courses.

Broader significance

The PFC Programme is more than financial education; it’s a catalyst for:

- economic resilience
- mental wellbeing
- family cohesion
- intergenerational planning.

By addressing systemic barriers and providing culturally relevant support, the programme empowers Pacific families to move from survival to stability, and from stability to prosperity.

Looking ahead

Penina Trust and the Ministry aim to:

- expand regional reach
- deepen integration with housing, employment, and social services
- continue collecting impact stories to inform policy and public understanding.

Conclusion

The success of the PFC Programme is clear: Pacific families are not just learning; they are acting. With the right tools, support, and cultural grounding, they are rewriting their financial futures.

‘Financial capability is not just about money—it’s about freedom, dignity, and legacy.’

Case study: Strengthening financial capability to support Pacific families on the path to homeownership

While Penina Trust's story highlights the power of community-led delivery, similar successes are unfolding across Aotearoa. The following case study draws together impact stories from multiple regions, demonstrating how Pacific families are navigating complex financial challenges and achieving homeownership with the support of the Financial Capability Programme.

Building financial confidence one family at a time

For many Pacific families, the journey to financial security and homeownership begins with a single step: seeking trusted advice. Through the Ministry's Financial Capability Programme, families across Aotearoa are gaining the tools, confidence, and support to transform their financial futures.

'Money is a tool to our goal of owning our first home... Don't give up, even if everything is going against you. Just keep trying.'

—Emily and Sio, Auckland

Across Aotearoa, Pacific families are transforming their financial futures through the Ministry for Pacific Peoples Financial Capability Programme. This case study brings together real-life stories from Auckland, Gisborne, and Wellington, showcasing how culturally grounded financial education is helping families overcome debt, build savings, and achieve homeownership.

Gisborne: From overcrowding to ownership

A young couple living with nine others in a crowded home saved diligently. With programme support, they got their finances in order and purchased a \$461,000 home within three months.

'We were ready, but we needed that final push. Now we have space, privacy, and a place to grow.'

Canterbury: From survival to security

After years of focusing on survival, a young couple in Canterbury discovered the Tupe Wise programme at a Vaka Tautua event in 2023. With support in budgeting and financial planning, they set a clear goal: homeownership.

Through ongoing coaching, they stayed on track and in April 2025, used KiwiSaver funds to secure a mortgage and purchase a renovated three-bedroom home. Today, they enjoy the freedom and stability of owning their own property.

'Owning a house is not easy; you must stay disciplined with your money. But we've learned, and now we will teach and remind our kids.'

Tupe Wise helped them shift from surviving to thriving, laying a foundation for future generations.

Kāinga Ora first home loan success

A single applicant in their mid-30s, working part-time, was referred by a friend. With guidance from the financial capability team, they developed a savings plan and reached the 5% deposit threshold for a Kāinga Ora First Home Loan in just four months. Despite multiple setbacks and expired pre-approvals, they persevered and successfully purchased a new-build home.

'Understanding the Kāinga Ora product and having a plan made all the difference.'

South Auckland: Debt to determination

After 29 years in a state house and \$20,000 in debt, a family of eight joined the programme. Over four years, they saved \$200,000 and purchased a home for \$890,000.

‘It’s more than bricks and walls. It’s proof that we can rise above our circumstances.’

Gisborne: Regional reach and collaboration

Another family transitioned from shared housing to homeownership with support from banking, legal, and real estate professionals, highlighting the programme’s collaborative strength.

‘It was a milestone we never thought possible. The support made it effortless.’

Auckland: Building a legacy

A young couple dreamed of raising their children in the community they grew up in. With no family history of homeownership and limited income, they joined the Akara Mamao Financial Wellbeing Programme. Through budgeting, debt reduction, and vocational training, they increased their household income by \$100,000 and are now shortlisted for a co-ownership scheme.

‘It’s about breaking cycles and creating stability for our children.’

Wellington: Saving a \$2 million home

A client in their late 50s faced losing their \$2 million home due to high-interest non-bank lending, builder overcharges, and a tax debt. They incurred \$100,000 in non-bank fees, a \$150,000 builder overcharge, and an \$18,000 tax bill. With support from the programme and a trusted Pasifika accountant, they negotiated a repayment plan with Inland Revenue and secured a new mortgage with a mainstream bank, saving their home and restoring financial stability.

‘Qualified advice and trusted networks saved our home and our peace of mind.’

Conclusion: A proven pathway to homeownership and financial wellbeing

As Emily and Sio put it:

‘Money is a tool to our goal of owning our first home... Don’t give up, even if everything is going against you. Just keep trying.’

The Financial Capability Programme stands as a powerful example of what works: a targeted, community-led initiative that delivers real results for Pacific families across Aotearoa. These stories show that when families are equipped with culturally grounded financial education, wraparound support, and trusted networks, they do more than survive; they thrive. They save homes, build wealth, and create legacies.

In a time of fiscal constraint, this programme has endured because it delivers. For government, it demonstrates the value of investing in initiatives that are evidence-based, community-driven, and aligned with strategic priorities, particularly in supporting Pacific homeownership. For Pacific communities, it affirms that financial freedom and housing stability are achievable, even in the face of adversity. And for the wider public, it highlights how inclusive, targeted support can strengthen families and communities.

As we look ahead, continued support for financial capability is not only prudent, but also essential. With the right tools and guidance, Pacific families will continue to build strong, stable, and prosperous futures for generations to come.

Case study: Bringing it all together, a family's journey from aspiration to ownership

The following case study illustrates how the Ministry's housing and financial capability programmes work together to support Pacific families. It shows how financial literacy, mentoring, and access to affordable housing combined to help one family achieve their dream of homeownership.

Case study supporting the non-financial performance measure:
Increased homeownership and financial security.

'Seeing our home and my daughter's smile makes it all worth it'

For Meresa and her daughter, owning a home once felt out of reach. After moving from Fiji to Christchurch 11 years ago, they spent years renting while raising their daughter, Paulini. Despite the challenges, they held onto the dream of having a place to truly call their own.

Their journey began with financial literacy classes run by Tangata Atumotu Trust (TAT), funded by the Ministry for Pacific Peoples. These classes empowered Pacific families with the knowledge and tools to build financial resilience.

'We learned so much—how to manage debt, how to save, how to work towards a goal. But the journey wasn't always easy,' says Meresa. 'We almost gave up, but the Trust kept us on track and made sure we realised our dream.'



Achieving the dream

With support from TAT and the Home Foundation's Progressive Home Ownership scheme, the Rabitu's secured a four-bedroom home in the Te Pākau Maru development in New Brighton, Christchurch. The Ministry for Pacific Peoples contributed to this development through the Pacific Building Affordable Homes fund, enabling the construction of five affordable homes for Pacific families to purchase and occupy.

The Home Foundation provided equity to bridge the gap between what families could afford and the full cost of a home, ensuring eventual full ownership.

'Seeing our home and my daughter's smile makes it all worth it. It's about more than just owning a house. It's about our future, our roots, and making sure Paulini has a strong foundation,' says Meresa. 'Owning a home is possible—you just need the right support.'

The power of partnerships

The Te Pākau Maru development was made possible through strong cross-agency collaboration. Key partners included:

- Ministry for Pacific Peoples
- Te Pākau Maru
- Ministry of Housing and Urban Development (Affordable Housing Grant scheme)
- ChristchurchNZ
- Christchurch City Council (New Brighton Master Plan).

These partnerships demonstrate the collective effort required to make homeownership a reality for Pacific families.

Community sentiment and future aspirations

Meresa's message to other Pacific families is one of hope and encouragement:

'It is possible. Our community has commitments beyond what many understand, like financially supporting our elders back home. But if you stay focused and work with the right support systems, you can achieve your goals.'

The Rabitu family's journey is a powerful reminder that with perseverance, community support, and strategic investment, homeownership is within reach, creating lasting stability and opportunity for Pacific families across Aotearoa.

Health

Supporting healthier homes for Pacific communities

The Ministry is dedicated to improving housing conditions for Pacific peoples in South Auckland and Porirua, ensuring they have safer, warmer homes that support healthier lives and help reduce preventable hospital visits. In collaboration with government agencies and Pacific providers, we build upon existing programmes to create safer, warmer homes.

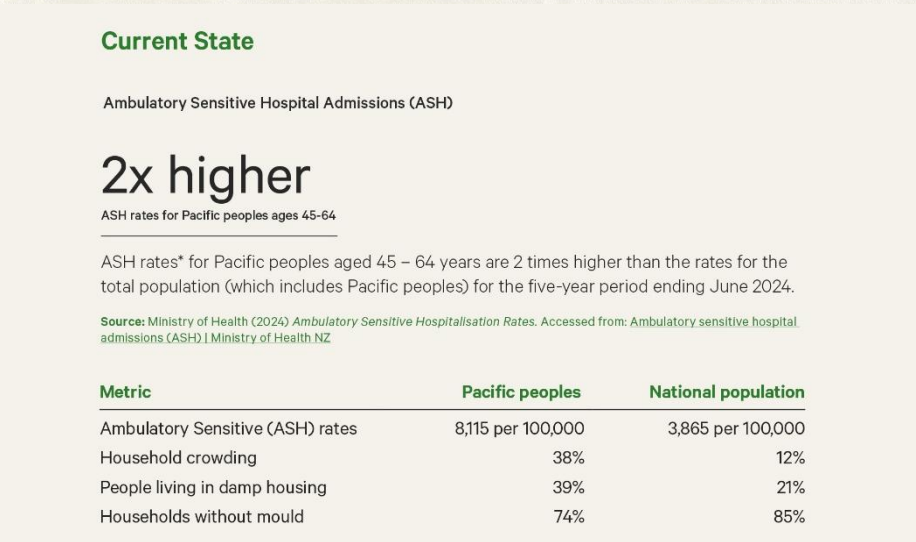
The healthy home challenge

Pacific peoples in Aotearoa are disproportionately affected by poor housing conditions, with cold, damp, and mould posing serious risks to health and wellbeing. According to the Ministry of Health (2024):

- 39% of Pacific peoples live in damp housing, compared to just 21% of the national population.
- Only 74% of Pacific households are free from mould, while 85% of households nationally report mould-free living conditions.

Cold, damp environments can contribute to preventable illnesses. Mould thrives in these environments, exacerbating respiratory conditions and contributing to preventable illnesses. This is reflected in the Ambulatory Sensitive Hospitalisation (ASH) rate, which stands at 8,115 per 100,000 for Pacific peoples, more than double the national rate of 3,865. These are hospital admissions that could often be avoided with healthier living environments.

Key housing statistics



Our goal

This year we aimed to deliver 2,400 healthy home interventions.

Result

✓ 10,927 healthy home interventions were delivered.

Progress with the Pacific Healthy Homes Initiative

FY 2024/25 Departmental funding

Spend: \$1.781m funded within baseline

Progress

Launched in July 2024, the Pacific Healthy Homes Initiative (PHHI) focuses on improving housing conditions for Pacific families in South Auckland and Porirua. The initiative initially aimed to deliver 600 healthy home interventions. However, as implementation progressed, it became clear that housing needs were more complex and widespread than originally anticipated. Many homes required multiple interventions, including insulation, heating, ventilation, and urgent repairs to address leaks, draughts, and mould. In response to this high demand and the capacity of providers to scale up delivery, the target was increased to 2,400 interventions by June 2025.

As of 30 June 2025, the PHHI initiative far exceeded expectations with a total of 10,927 healthy home interventions and repairs delivered.

South Auckland

- 9,482 repairs and interventions, including major and minor repairs, across 329 households
- Average cost per household: \$2,286

Porirua

- 1,445 interventions and repairs across 160 households
- Average cost per household \$2,001

These early interventions have been transformative, helping families understand the root causes of housing-related health issues, directly addressing these issues and empowering them to prevent and manage problems like dampness and mould.

Eligibility

Households must have at least one member aged 45 or older diagnosed with an ASH condition.

Collaborations and support

The Ministry works in partnership with Te Whatu Ora, the Sustainability Trust, Habitat for Humanity, the Energy Efficiency and Conservation Authority, and Pacific health and social services providers to deliver interventions, including:

- physical home improvements, such as installing heat pumps, insulation, and making minor repairs to improve home conditions
- wraparound support services:
 - guidance on optimising energy efficiency at home
 - connections to health and other social services families may qualify for.

Independent review

The University of Otago is conducting an independent review of the initiative, assessing its effectiveness, and comparing delivery approaches across regions.

Case study: Pacific Healthy Homes improving housing conditions to support Pacific wellbeing

Supporting the non-financial performance measure:
Improved housing quality and housing-related health outcomes.

Launched in January 2024, the Pacific Healthy Homes Initiative (PHHI) was designed to address housing-related health needs of older Pacific peoples, particularly those living with chronic conditions linked to ambulatory sensitive hospitalisations (ASH). Targeted to South Auckland and Porirua, the initiative responds to regions with high Pacific populations, elevated hospitalisation rates, and significant socioeconomic challenges.

Why it matters

According to the 2023 General Social Survey Pacific peoples are:

- 1.6 times more likely than the overall population to live in cold housing (33% compared with 21%)
- 1.8 times more likely to live in damp housing (9% compared with 5%)
- 1.2 times more likely to live in mouldy housing (43% compared with 35%).

These disparities highlight the systemic nature of poor housing conditions faced by Pacific communities and reinforce the rationale for the PHHI.

Stories of tangible impact

Behind the numbers are real families whose lives have been positively affected through the PHHI Initiative. The following stories from South Auckland and Porirua highlight how timely and targeted housing interventions are supporting the health and wellbeing of older Pacific peoples and their households.

South Auckland Tongan family story

In Ōtāhuhu, an elderly Tongan man and his family were referred to PHHI by his daughter. Both parents have serious heart conditions, and the overcrowded home, shared by eight people including a baby, was in poor condition. The family wanted to improve their living situation but lacked resources.

PHHI delivered immediate and major interventions, including insulation, ventilation and heating upgrades. The improvements have made the home warmer and healthier, helping to reduce the risk of illness and improve the overall wellbeing of the household.

Porirua elderly couple story

An elderly couple in Porirua, both in their mid-70s, have owned their home for over 30 years. Health challenges, including severe thrombosis, arthritis, and a respiratory condition, had made it difficult for them to maintain the property. They now care for three grandchildren, one of whom has chronic respiratory issues.

In 2023, both were hospitalised with pneumonia. Through PHHI, they received immediate and major interventions including draught stopping, installation of ventilation systems in the bathroom and kitchen, and repairs to window latches. These upgrades have significantly improved the warmth and safety of their home. Habitat for Humanity is continuing to support the family with further improvements.

Scaling up through collaboration

Delivering thousands of interventions in a short timeframe required significant coordination across multiple agencies and service providers. The high demand revealed the true scale of housing challenges, and collaboration was essential to overcome barriers and ensure families received timely support.

This network of providers has become a powerful foundation for future resilience, enabling better planning and more equitable delivery.

Extension and evaluation

Recognising the programme's impact, the Minister approved a 12-month extension from 1 July 2025, supported by a \$1 million reprioritisation from the Ministry's 2025/26 departmental baseline.

An independent evaluation led by the University of Otago is underway and will conclude in late 2025. The findings will inform decisions around ongoing funding and potential expansion from 2026/27 onwards.

Conclusion: A foundation for health and dignity

The Pacific Healthy Homes Initiative is more than a housing programme; it is a health intervention, a community connector, and a pathway to equity. By improving the physical conditions of homes, it is helping Pacific families live healthier, safer, and more dignified lives.

Its success in exceeding benchmark targets and scaling up delivery in a short time reflects the Ministry's commitment to responsive, culturally grounded solutions. As the initiative evolves, it continues to uncover the full extent of housing challenges, laying the groundwork for long-term planning and sustained impact.

Pacific business development

Supporting Pacific businesses to create new jobs and extend support and advisory services to the Pacific business sector.

Through the Pacific Business Village initiative and support for the Pacific Business Trust, the Ministry is strengthening Pacific business networks and enhancing the provision of tailored business development support for Pacific businesses. Additionally, through the Tauola Business Fund, we provide direct investment to selected Pacific businesses to foster their growth and strengthen their contribution to the prosperity of Pacific communities and the New Zealand economy. A holistic approach to supporting Pacific employment includes developing Pacific businesses.

The Pacific Business Village was established to support Pacific businesses across New Zealand through the following components:

- Pacific Business Village, including the Tauola Business Fund, business development providers, and Pacific Business Networks
- Pacific Business Trust, offering additional tailored support for Pacific entrepreneurs.

The business challenge

Pacific peoples are underrepresented in business ownership, making up only 2% of business owners compared to 8% of the general population.¹⁹ This limits opportunities for economic independence, job creation, and community resilience.

At the same time, Pacific peoples face higher rates of unemployment and underutilisation compared to the national average. In the December 2024 quarter, 10% were unemployed and 18% were underutilised, which includes those wanting more work hours or seeking employment. Supporting Pacific business development is one way to address these challenges by creating jobs, building financial capability, and contributing to economic growth.

Our goal

We aim to empower Pacific businesses by facilitating the creation of 130 new jobs each year, while continuously expanding support and advisory services for at least 350 Pacific businesses.

Results

- ✓ **484** new jobs created
- ✓ **778** business supported and advised.

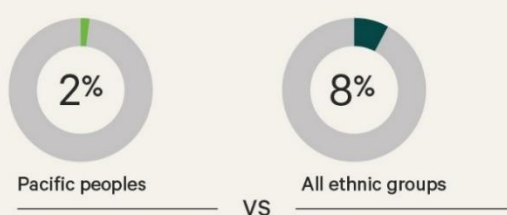
¹⁹ The Treasury (2023). Pacific peoples' wellbeing. Background Paper to Te Tai Waiora: Wellbeing in Aotearoa New Zealand 2022. Analytical Paper 23/01. Available at: treasury.govt.nz/sites/default/files/2023-04/ap23-01.pdf

Current State

Business ownership



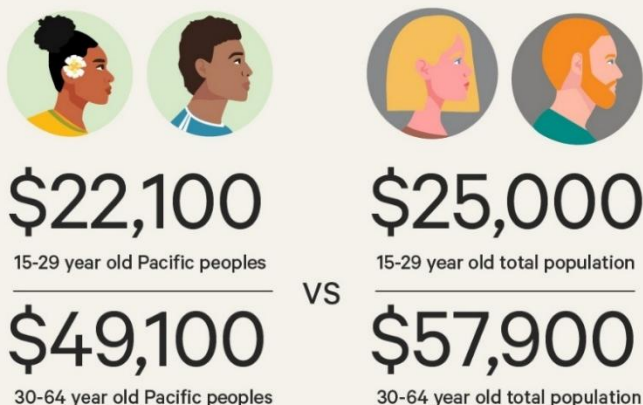
Source: The Southern Initiative (2025). *The importance of Te Matapaeroa in equity initiatives for Māori and Pasifika*. Presentation by Tze Ming Mok, 11 March, 2025.



Business ownership rates for Pacific peoples are about 2%, significantly lower than the total population at 8%.

Source: The Treasury (2018). *The New Zealand Pacific Economy*. Accessed from: [New Zealand Pacific Economy](#) - November 2018

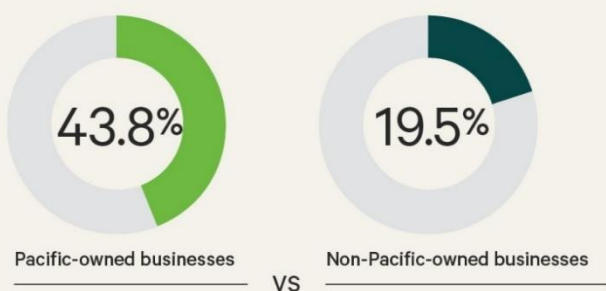
Median yearly income



Median yearly income for Pacific working population is \$22,100 (aged 15 – 29 years) and \$49,100 (aged 30 – 64 years) compared to \$25,000 and \$57,900 respectively for the overall New Zealand population.

Source: Statistics New Zealand (2025). *Census 2023 Place and Ethnic group summaries: Pacific peoples*. Accessed from: [Pacific Peoples, Place and ethnic group summaries](#) | Stats NZ

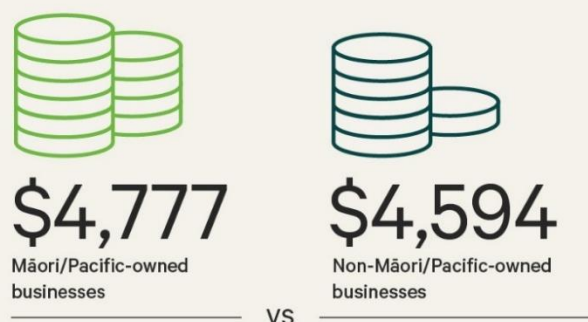
Māori and Pacific employment by business ownership



Pacific-owned businesses employed Māori and Pacific workers at more than double the rate (43.8%) of non-Pacific-owned businesses (19.5%) in 2021.

Source: The Southern Initiative (2025). *The importance of Te Matapaeroa in equity initiatives for Māori and Pasifika*. Presentation by Tze Ming Mok, 11 March, 2025.

Monthly median pay by business ownership



Māori/Pacific-owned businesses in Auckland in 2021 had higher median monthly pay for all workers (\$4,777) compared to non-Māori/Pacific-owned businesses (\$4,594).

Source: The Southern Initiative (2025). *The importance of Te Matapaeroa in equity initiatives for Māori and Pasifika*. Presentation by Tze Ming Mok, 11 March, 2025.

Progress

The Ministry has made significant strides in supporting Pacific business development through a multi-pronged approach. This includes direct investment, advisory services, and strategic partnerships. This work has been delivered through a suite of targeted initiatives, each contributing to stronger Pacific economic outcomes. The following updates detail progress across three core components: regional business networks and providers, the Tauola Business Fund, and the Pacific Business Trust.

Business development providers and Pacific business networks

FY 2024/25 Non-departmental Appropriation Promotions – Business Development

Budget: \$2.842m

Spend: \$1.886m

Across Aotearoa, the Ministry is working with regional Pacific business networks and development providers to respond to local needs and opportunities. In 2024/25:

- ✓ 778 businesses were supported
- ✓ 484 new jobs were created.

The table below shows the new jobs created by industry:

Industry	Total number of jobs created	%
Accommodation and food services	46	9.7
Arts and recreation services	26	5.5
Admin and supply services	5	1.1
Construction	100	21.1
Education and training	17	3.6
Finance	14	3.0
Healthcare and social assistance	40	8.0
Hospitality	22	4.2
Professional, scientific and tech services	81	15.6
Retail	25	5.3
Info, media and telecommunications	1	0.2
Transport, postal and warehousing	79	16.7
Forestry, agriculture, and fishing	6	1.3
Maintenance	18	3.8
Other - unknown sector	4	0.9
Total	484	100%

These partnerships are supporting Pacific entrepreneurs across sectors such as health, hospitality, retail, and professional services. For example, the Ministry's collaboration with the Wellington Pasifika Business Network (WPBN) has identified growing demand for start-up mentoring and digital marketing support, which the Ministry is actively responding to. WPBN's upcoming artificial intelligence workshop reflects our shared commitment to equipping Pacific businesses with future-ready skills.

In partnership with Ngāti Toa, Porirua City Council, and Te Awe Māori Business Network, the Ministry is also supporting WPBN's launch of the BizHub, a one-stop business hub in Porirua offering monthly mentoring and

practical support. This is one of several regional initiatives that reinforce our mission to grow resilient, Pacific-led businesses and ensure their long-term visibility, inclusion, and sustainability.

Tauola Business Fund

FY 2024/25 Non-departmental Appropriation Promotions – Business Development

Budget: \$3.500m **Spend:** \$3.261m

The Tauola Business Fund was established in April 2022 as part of the Pacific Business Village to provide direct investment into Pacific businesses across New Zealand to increase productivity, scale business growth and create jobs. Since then, the fund has continued to gain traction within the Pacific business community in New Zealand.

In the 2024/25 funding round (Tauola Round 3) which was open from 18 November to 16 December 2024, 686 applications were received from Pacific businesses with a total requested value of approximately \$75 million. This far exceeded the available budget and highlights the strong demand from Pacific businesses for support to grow and contribute to New Zealand's economy.

The fund directly contributes to the Ministry's business development target to create 130 new jobs by 30 June 2025. The purpose of this fund also aligns to the Government's overarching goal to build a stronger, more productive economy by supporting businesses to thrive and build resilience to withstand economic shocks.

Independent review

An independent review of the Tauola application process has been commissioned to strengthen the Ministry's fund application processes in the future.

Tauola Business Fund: Supporting Pacific enterprise beyond 2025

The Tauola Business Fund concluded at the end of the 2024/25 financial year. In Budget 2025, the Ministry's total annual allocation to support Pacific economic development is \$6.3 million, a reduction of \$4.9 million from the previous year. While direct funding through Tauola has ended, the Government remains committed to supporting Pacific business growth, innovation, and job creation.

The Ministry will continue working with economic development partners and other agencies to explore new models and strengthen enterprise support through coordinated, data-informed initiatives. This ensures Pacific entrepreneurs are still backed by a wider network committed to sustainable economic progress.

Pacific Business Trust

FY 2024/25 Non-departmental Appropriation Promotions – Business Development

Budget: \$4.800m

Spend: \$4.800m

The Ministry continues to strengthen Pacific economic contributions by supporting business capability, growth, and resilience. A key partner in this work is the Pacific Business Trust (PBT), which plays a central role in delivering tailored business development support to Pacific enterprises across Aotearoa.

In 2024/25, PBT contracted 80% of its providers, each operating under a clear work plan with customised milestone reporting aligned to delivery timeframes. This approach has helped stabilise operations, track performance, and strengthen accountability across the provider network, ensuring Pacific businesses receive consistent, high-quality support.

Following the Budget 2025 announcement, the Ministry and PBT began scoping the transition of the Pacific Business Village (PBV) initiative to PBT in the next financial year. This transition is designed to reduce duplication, improve service efficiency, and enhance PBT's role as a central hub for Pacific business support.

This partnership reflects the Ministry's broader commitment to enabling business growth through trusted, Pacific-led organisations. PBT's work complements other initiatives such as the Tauola Business Fund and regional Pacific business networks, creating a coordinated ecosystem of support for Pacific entrepreneurs.

PBT will publish its own annual report, which will provide further detail on its activities and outcomes.

Supporting Pacific peoples in education and employment

Helping Pacific peoples to build sustainable careers

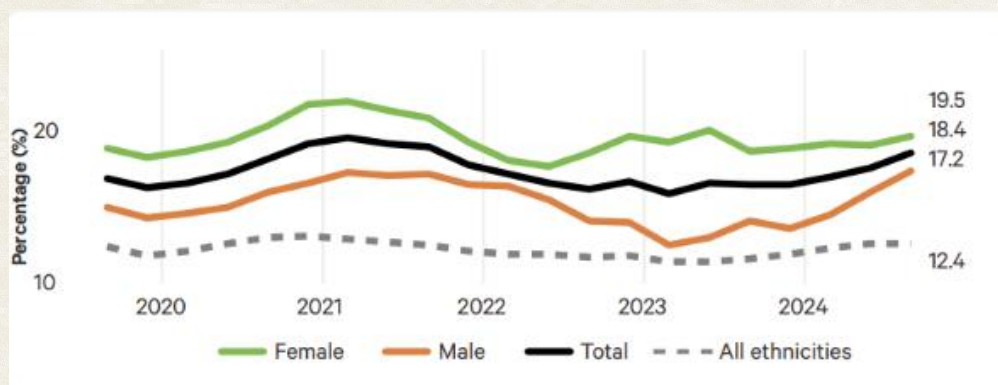
The Ministry helps Pacific young people achieve their education and employment goals through two key programmes. The first, Tupu Aotearoa, supports Pacific peoples who are NEET (Not in Employment, Education, or Training) to find sustainable employment or access further training to develop their skills and qualifications.

The Toloa programme helps Pacific young people gain Science, Technology, Engineering, and Mathematics (STEM) skills, qualifications, and experience to prepare them for skilled employment. These programmes aim to reduce reliance on the Jobseeker Support Benefit, with a long-term focus on sustainable employment.

The employment challenge

Over the past five years, Pacific peoples have made up an average of 12% of those receiving the Jobseeker Support Benefit. This is despite representing only 9% of New Zealand's total population. This higher-than-expected reliance on the Jobseeker Support Benefit highlights the employment challenges Pacific people face. Addressing this requires comprehensive, long-term support to reduce dependency on the benefit.

Further demonstrating the challenges experienced by Pacific peoples, the proportion of Pacific young people classified as NEET has increased in recent years, rising from 15.9% in September 2023 to 19.9% in September 2024. This is higher than the equivalent rate of 11.3% for all New Zealand youth. The illustration below shows the number of Pacific young people classified as NEET since 2020.



Source: Ministry of Business, Innovation & Employment (2024). Labour Market Statistics Snapshot: Pacific Peoples – Annual September 2024.⁶

Our goal

We aim to deliver 7,500 placements between 1 July 2021 and 30 June 2025.

Result

✓ **10,381** new placements between 1 July 2021 and 30 June 2025.

Progress with the Tupu Aotearoa Programme

FY 2024/25 Non-departmental Appropriation Skills Training and Employment

Budget: \$10.752m

Spend: \$8.043m

Tupu Aotearoa is a regionally focused initiative designed to support Pacific peoples who are not in employment, education, or training (NEET).

Through partnerships with Pacific community providers, the programme offers tailored support that connects individuals to education, training, and employment opportunities, helping reduce unemployment and underemployment in the Pacific workforce.

In 2024/25, Tupu Aotearoa programme connected 2,554 Pacific peoples who were NEET with 12 service providers across Aotearoa. These providers also offered participants ongoing advice, mentoring, and pastoral care to support their employment, training, or studies.

Changes to funding and future delivery

In Budget 2025, funding for the *Tupu Aotearoa* programme was reduced from \$10.75 million to \$5.25 million. Despite this shift, the Ministry remains committed to supporting Pacific peoples on their journey toward sustainable employment and lifelong learning. The programme will continue operating in 2025/26, with a more focused delivery scope and strategic realignment.

In parallel, the Ministry is actively working with the Ministry of Social Development (MSD) and the Ministry of Business, Innovation and Employment (MBIE) to coordinate government-wide efforts in education, training, and employment service delivery. A key focus is transitioning leadership of the programme while preserving its culturally-responsive strengths. The Ministry is engaging closely with community providers to manage the operational impacts of funding changes and support a future transfer of the remaining responsibilities outside the Pacific Peoples portfolio.

Over the years, *Tupu Aotearoa* has enabled thousands of Pacific peoples to access training and meaningful work by building trusted provider relationships and community-specific solutions. As the programme evolves, the Ministry remains focused on a smooth transition that maintains continuity for participants and honours the proven foundations of the model.

Results

38.41%

above full programme target of 7,500 employment, training and work experience placements

10,381 Programme total
1 July 2021 to 30 June 2025

36.80%

above yearly target of 2,000 employment, training and work experience placements

1,327 Employment
1,224 Training
185 Work experience

2,736 Combined total

Case study: Empowering futures – Jasmine’s journey through Tupu Aotearoa

Supporting the Non-Financial Performance Measure:

Improved education, training, and employment outcomes.

Turning challenges into opportunity – transforming lives through Tupu Aotearoa

What sets Tupu Aotearoa apart from mainstream programmes is its culturally grounded, community-led approach. It focuses solely on Pacific peoples who are NEET, aged 15 years and over, including those not on a benefit, and allows self-referrals rather than requiring a referral process. Rather than offering a one-size-fits-all solution, it recognises the unique challenges Pacific peoples face and supports them to navigate and overcome barriers within complex systems. Providers like Quality Education Services (QES) deliver support that is practical, relational, and grounded in Pacific values, helping participants build confidence and long-term resilience.

For Jasmine Tomelau, a young Tongan mother from Glen Innes, Auckland, support through Tupu Aotearoa marked a turning point. After stepping away from the workforce to raise her son and facing personal challenges, Jasmine was determined to build a better future for her whānau.

Delivered by QES, the programme provided tailored support to help Jasmine re-enter education and prepare for employment. She regained her learner licence, received assistance with travel and interview clothing, and successfully obtained her restricted licence, removing key barriers to employment. Her journey has turned aspirations into reality, and she is now a role model for her son and her community.

‘I thought it would be impossible to get my photo ID because of my past. But with help from QES and Tupu Aotearoa, the process was easy and achievable.’

Jasmine enrolled in the Health and Wellbeing Level 2 course at Ignite Colleges in Manukau, where she found confidence and connection with others who shared her passion for caring. With her course nearly complete, Jasmine has secured a role as a Health Care Assistant in the Surgical Theatre Department at Auckland Hospital, starting in July. She plans to continue her studies toward a New Zealand Certificate in Health Level 3 while working, building a sustainable career and a stable future.

Impact and outcomes

Jasmine’s story reflects the core purpose of Tupu Aotearoa: empowering Pacific peoples with the tools, confidence, and support to thrive.

While the Government has decided to conclude the programme, Jasmine’s success highlights the value of Pacific-led solutions. Her experience demonstrates the importance of trusted relationships and tailored services that respond to the needs of Pacific communities. As the Ministry transitions its approach, the lessons and legacy of Tupu Aotearoa will continue to inform future efforts to improve education, training, and employment outcomes for Pacific peoples.

Progress with the Toloa Programme

FY 2024/25 Non-departmental Appropriation Skills Training and Employment

Budget: \$1.222m

Spend: \$1.221m

We support Pacific students to engage with Science, Technology, Engineering and Mathematics (STEM), with the aim of securing skilled employment in workforce sectors that will be increasingly important to Aotearoa's future.

Toloe tertiary and secondary scholarships update

The Ministry continues to support Pacific students through the Toloe scholarships, which aim to encourage participation in STEM, and entry to higher education and employment in the STEM sector. This academic year there were 300 recipients of secondary school scholarships, and 20 recipients of tertiary scholarships.

Below is a breakdown of the successful recipients for the 2025 academic year.

Tertiary scholarship recipients qualification area:

Science	Engineering	Tech	Total
6	14	5	25

Secondary school scholarship students by year level.

Year 9	Year 10	Year 11	Year 12	Year 13	Total
43	57	74	55	71	300

2025 Toloe Community Contestable Fund – Supporting STEM pathways across Aotearoa

Since 2022, the Toloe Community Contestable Fund has supported Pacific-led initiatives that strengthen STEM learning and career pathways for Pacific learners. These programmes include after-hours tutoring, coding, and robotics workshops, school holiday programmes, and site visits to STEM employers – opportunities often out of reach due to socioeconomic or geographic barriers.

In 2024/25, five providers were contracted across the motu, delivering targeted support to Pacific learners in Auckland, Palmerston North, Christchurch, and nationwide.

Table 1: Funding Allocation for 2024/25

Provider	Region	2024/25 Contract value (excl. GST)
Auckland Fiji Catholic Community	Auckland	\$50,000
Amanaki STEM Academy	Palmerston North	\$110,000
Vaka Limited	Nationwide	\$80,000
Digital Future Aotearoa	Christchurch	\$50,000
COMET	Auckland	\$110,000
TOTALS		\$400,000

Amanaki STEM Academy – Lifting Pacific Achievement in STEM

Location: Manawatū

Participants: 243 learners (30 primary, 60 intermediate, 153 secondary)

Amanaki STEM Academy (ASA) is a grassroots, Pacific-led programme designed to lift Pacific achievement in STEM education. Funded through the Toloa Contestable Fund, ASA continues to deliver strong academic outcomes and pathways for Pacific learners.

Established in response to community demand, ASA is widely supported by local Pacific families. In 2024/25, learners demonstrated significant growth in STEM skills, confidence, and engagement. Highlights include:

- accelerated class placements for Year 8 students
- improved maths proficiency and engagement across years 8–13
- over 85% of senior students achieved Merit or Excellence in NCEA
- 85% of ASA leavers progressed into tertiary STEM-related study.

ASA's partnership with Pūtāhi (a national research centre focused on heart health equity) has introduced students to community-led health research, strengthening health literacy and sparking interest in research careers.

ASA's co-design approach with universities and research institutions ensures strong family engagement and alignment with Pacific values. It is a model of sustained, community-led impact.

Digital Future Aotearoa – Building digital capability in Ōtautahi

Location: Christchurch

Participants: 233 Pacific students (years 5–13)

Partners: Agape Family Fellowship AOG, Samoan Methodist Church Waltham

Digital Future Aotearoa (DFA) supports Pacific learners to build digital capability and explore STEM pathways. Since 2022, DFA has improved access to devices and hands-on learning through initiatives such as:

- Recycle A Device (RAD)
- Ōtautahi Outreach
- Pīkau Digital Resources.

The programme has increased confidence and engagement in STEM subjects, particularly mathematics and science. Literacy and numeracy are embedded into all activities, helping students strengthen foundational skills.

DFA has also supported over 100 teachers and nearly 1,000 students in schools with high Pacific and Māori enrolments, helping integrate digital technologies into teaching.

This work aligns with Ministry priorities by improving access to digital tools and supporting Pacific learners into further STEM study and careers. Its impact is strengthened by trusted community partnerships and culturally responsive delivery.

Protecting and promoting Pacific languages

Raising awareness of and strengthening Pacific languages in New Zealand

Pacific languages are fundamental to Pacific peoples' identity, sense of belonging, and prosperity in New Zealand. The Pacific Languages Strategy guides efforts to protect and promote Pacific languages. It focuses on three key areas: ensuring Pacific languages are valued, learned, and used.

- **Valued:** The Ministry is enhancing Pacific Language Weeks by introducing additional languages and developing quality content for social media platforms to raise awareness.
- **Learned:** Free Pacific language classes, new language resources, and Pacific-led initiatives are supported through the Pacific Languages Community Fund.
- **Used:** The Ministry supports Pacific language broadcasting, the Moana Reo Media Fund, and other Pacific-led initiatives as part of the Pacific Languages Community Fund.

Challenges facing Pacific languages

Evidence shows that Pacific people who are strong in their language and culture are more likely to have improved health, education, and employment outcomes. However, despite ongoing efforts, Pacific languages in New Zealand are facing challenges. Some languages are classified as endangered, and many have seen significant declines in speakers over time.

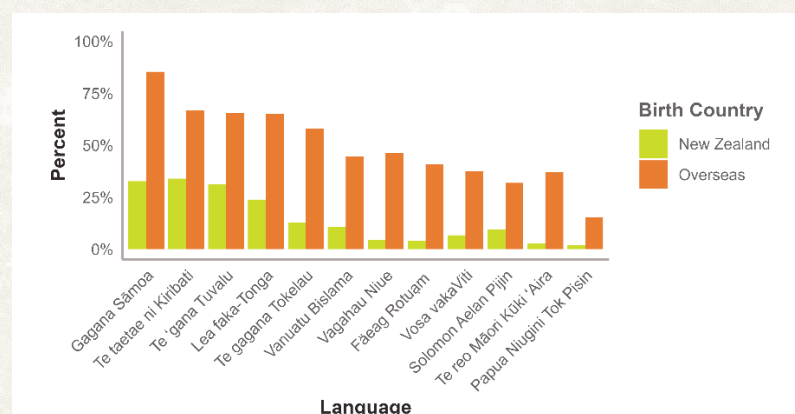
Most Pacific peoples in New Zealand are born here and have diverse ethnic backgrounds. This makes it harder to pass on heritage languages:

- With 67% of Pacific peoples born in New Zealand, and a growing number identifying with multiple ethnic backgrounds, language retention is becoming more difficult.
- Only 13% of Pacific people born in New Zealand are able to speak their heritage language(s).
- Over 80% of Pacific children under 15 years old do not speak their heritage language(s).

Between 2013 and 2023, the proportion of ethnic speakers of nine Pacific languages (te gagana Tokelau, vagahau Niue, te reo Māori Kūki 'Airani, gagana Samoa, lea faka-Tonga, te gana Tuvalu, vosa vakaViti, fāeag Rotuam ta, and te Taetae ni Kiribati) has steadily declined.

Five Pacific languages (fāeag Rotuam ta, te gagana Tokelau, vagahau Niue, te reo Māori Kūki 'Airani, and te gana Tuvalu) are considered endangered by UNESCO due to the decreasing number of speakers and limited transmission to younger generations.

The illustration below presents data on the proportion of Pacific people in 2023 who speak their language according to their country of birth.



Source: Stats NZ 2023 Census Usually Resident Population

Impact story: Three Star Nation – Tokiofa Arts Academy

The Tokiofa Arts Academy is an initiative by Three Star Nation dedicated to promoting intergenerational learning and the preservation of Vagahau Niue through the Performing Arts. Designed for Niuean, by Niuean, the Academy leverages performing arts as a vehicle for empowerment, enabling Niuean of all ages to preserve, innovate, and express their cultural identity.

A central aim of the Academy is to strengthen confidence among New Zealand-born Niue youth and their families in speaking and championing Vagahau Niue.

The project featured a rigorous eight-week programme, engaging 300 Niue participants in preparation for a historic two-night showcase celebrating Vagahau Niue (language) and Agafakamotu Niue (culture) through song and dance. This holistic approach deepened participants' understanding of both language and cultural traditions, fostering a meaningful learning experience across generations.

Feedback from participants was overwhelmingly positive, with 100% indicating they would return for a second season.

Key highlights and impact

- ✓ **Youth-driven leadership:** The programme and event were largely youth-led, with strong support from elders and parents. This dynamic empowered younger generations to take ownership of their cultural expression, highlighting youth leadership as a vital force for sustaining Niue heritage. Over 70% of participants were under 18 years old.
- ✓ **Intergenerational collaboration:** By accommodating different age groups, the programme fostered intergenerational learning, a critical component in the transmission and longevity of Niue language and culture.
- ✓ **Culturally significant showcase events:** The two-night showcase was well-received by the community, providing a platform for traditional and contemporary Niue arts to thrive.
- ✓ **High demand and community trust:** Both showcase nights at the Māngere Arts Centre sold out in less than 24 hours, demonstrating strong demand for culturally centred programmes within the Niue community.
- ✓ **Cultural pride and community unity:** Participants reported a deep sense of pride from their involvement, reinforcing their connection to their Niue heritage. The programme also fostered cross-village collaboration, ensuring the best possible outcomes for all participants, regardless of geographic origins.

Strengthening the value of Pacific languages in New Zealand

Pacific Language Week Series (PLWS)

FY 2024/25 Departmental Appropriation

Spend: \$0.484m

The Pacific Language Week Series (PLWS) celebrates and promotes the diverse languages of the Pacific. Each year, they feature community-led events and learning initiatives that encourage language use and awareness, supporting the preservation of Pacific languages.

The Ministry actively supports communities to organise their Pacific Language Weeks, enhancing the visibility of Pacific languages and equipping communities with the tools needed to deliver impactful activities and initiatives. This support includes providing useful resources and amplifying outreach efforts through social media.

The PLWS fosters learning and use of Pacific languages and highlights their importance for New Zealand's Pacific communities. Feedback indicates that many Pacific children in the education system feel most recognised, supported, and valued in their learning during these weeks.

Progress

During the financial year, the Ministry hosted the following Pacific Language Weeks: Rotuman, Samoa, Kiribati, Cook Islands Māori, Tonga, Tuvalu, Fiji, Niue, Tokelau, Papua New Guinea, and Solomon Islands.

Looking ahead, the official Pacific Language Weeks calendar for 2025 and 2026 has been announced. A key milestone will be the first-ever Vanuatu Bislama Language Week, scheduled for 27 July – 2 August 2025. This addition brings the total to 12 Pacific Language Weeks, further expanding opportunities for Pacific communities to celebrate and strengthen their linguistic and cultural heritage.

More information can be found on the Ministry's website [Ministry for Pacific Peoples — Pacific Language Weeks](#)

The Pacific Languages Community Fund (PLCF)

FY 2024/25 Departmental Appropriation

Spend: \$1.851m

The Pacific Languages Community Fund (PLCF) is the Ministry's investment in community-led language maintenance and revitalisation efforts. It is a contestable fund designed to support community-led language projects that promote Pacific language learning, resources, and cultural practices.

Progress

This year, the Ministry sought projects that would:

- help communities to learn Pacific languages, or improve their Pacific language skills
- reach Pacific young people and involve them in language initiatives
- meet the needs of Pacific communities
- be able to demonstrate impact through measurable outcomes.

Successful applicants were notified of their selection on 28 February 2025, with all contracts issued by 21 March 2025.

The Pacific Languages Community Fund (PLCF) continued to play a vital role in supporting the revitalisation and sustained use of Pacific languages across Aotearoa. Through this fund, the Ministry enabled Pacific communities to lead initiatives that reflect their unique cultural identities, priorities, and aspirations.

During the reporting period, the PLCF provided targeted support to a range of community-led projects that promoted language learning through everyday cultural practices, such as music, storytelling, food preparation, and traditional arts. These initiatives were designed to engage Pacific youth, strengthen intergenerational knowledge transfer, and build pride in cultural heritage.

The Ministry's continued investment in the PLCF, alongside complementary programmes such as Pacific Language Weeks, the Centre for Pacific Languages, and Pacific media initiatives, demonstrates a sustained commitment to language preservation and cultural resilience.



Sir Edmund Hillary Collegiate Junior School Ōtara, Auckland

Supporting the learning of Pacific languages

Centre for Pacific Languages

FY 2024/25 Non-Departmental Appropriation

Budget: \$1.100m

Spend: \$1.100m

The Ministry funds the Centre for Pacific Languages (CPL) to deliver language learning courses and provide ongoing support for the Pacific Language Week Series.

Goal

Each year, we aim to support CPL to enrol 2,500 participants in free Pacific language courses.

Result

✓ **2,680** enrolments, reaching 107% of the annual target of 2,500.

Progress

The Ministry, in partnership with CPL, advanced the delivery of Pacific language courses and promotion of the Pacific Language Week Series. This was facilitated through a contract with CPL to provide courses in nine Pacific languages alongside marketing support for Pacific Language Weeks.

Course engagement and completion rates

Online course completion rates traditionally range between 5% and 15%, yet CPL has achieved a notably higher 36% completion rate. While overall completion rates remained relatively stable across terms, major courses such as lea faka-Tonga and te reo Māori Kūki 'Airani experienced a decline in Term 3 (2024), followed by a strong rebound in Term 1 (2025), surpassing levels recorded in Term 1 (2024).

Students consistently reported gaining confidence in their language skills, with the majority (91%) noting improvements in reading, writing, speaking, and comprehension. Additionally, 71% felt more confident using their language in daily interactions, while an impressive 85% reported a strengthened sense of cultural identity as a result of the language courses.

In response to retention challenges, CPL piloted shorter, one-hour gagana Sāmoa courses, yielding stronger participant engagement. Given its success, this model will expand to te reo Māori Kūki 'Airani and vosa vakaViti, with plans for a broader suite of short courses.

Innovation and expansion

The Speak Pacific App, launched in 2023, continued to attract substantial downloads, reflecting rising domestic and international interest in Pacific languages. CPL has outlined plans to expand language course delivery beyond New Zealand.

Additionally, term 1 2025 witnessed a notable increase in non-Pacific students enrolling in language courses (24%), with participants identifying as New Zealand European, Australian, British, Irish, Chinese, South Slav, Dutch, German, Indian, Latin American, Vietnamese, and other European.

Challenges and adaptations

Throughout 2024, CPL navigated a period of organisational transition with a strong focus on strengthening its foundations for future growth. In response to staffing changes and updates to enrolment processes, the CPL maintained continuity in course delivery and learner support with resilience and agility.

In Term 3, CPL completed a comprehensive review of all nine Pacific language courses. Based on this review, several enhancements were implemented ahead of Term 1 2025 to address recurring challenges and streamline the learning experience.

A key improvement was the creation of a unified digital platform. This platform allows learners to access resources and engage in online learning more efficiently.

CPL also made several internal changes, including appointing a new Learning and Development Lead and expanding the administrative support within the team. These changes reflect CPL's commitment to continuous improvement and better supporting learners throughout their language learning journey.

Pacific languages in media

Supporting Pacific representation in media, CPL secured \$100,000 through the Moana Reo Media Fund to produce the four-episode documentary vodcast *Poly - Will & Grace*. This initiative explores the daily life of Tongan William Sangster, who lives with cerebral palsy, alongside, Grace Tinetal. Highlighting Pacific and disabled communities, the vodcast integrates subtitles and Tongan voiceovers to ensure accessibility. The vodcast highlights Pacific language use and lived experiences within the disabled community.



Tiikan Kabiriera, Eriina Binoka, Atanimango Biiri, Bakeea Moataake, Joshua Moataake, and Grace Kabunare photographed at Pātaka Gallery, Porirua, Te Whanganui-a-Tara

Supporting the use of Pacific languages

Pacific Media Funding

FY 2024/25 Departmental Appropriation

Budget: \$2.930m

Spend: \$2.930m

The Ministry for Pacific Peoples maintains strategic partnerships with Pacific media organisations to revitalise and increase the use of Pacific languages in the multimedia landscape (such as on radio, social media, and online news sites) and ensure effective communication with Pacific communities.

Media is a powerful tool for language revitalisation. By supporting Pacific broadcasters to produce content in Pacific languages, the Ministry contributes to the visibility, use, and prestige of these languages in everyday life.

Pacific media also plays a vital role in ensuring government messages reach Pacific communities through trusted channels, in languages that resonate with them. These partnerships enable the delivery of public information (such as health, education, and civic updates) through radio, online platforms, and social media, ensuring accessibility and cultural relevance.

The Ministry supports Samoa Capital Radio (SCR) and the Pacific Media Network (PMN) to increase the use of Pacific languages and to reach a wider Pacific audience.

Goal

Deliver at least 7,000 Pacific language broadcasting hours.

Result

✓ **7,332** Pacific language broadcast hours.

Progress

Samoa Capital Radio (SCR)

A funding agreement was signed on 30 September 2024 for the 2024/25 financial year. This supports SCR to broadcast Samoan language content, including important public information broadcasts of 40 hours per week in gagana Samoa. For example, from 21 to 26 October 2024, SCR provided coverage of the Commonwealth Heads of Government Meeting (CHOGM) held in Samoa which was made available on the SCR website.

Pacific Media Network (PMN)

The Ministry's partnership with PMN is central to advancing the Ministry's goals of language revitalisation and effective community engagement. PMN delivered 5,252 hours of bilingual and immersion broadcasting (101 hours per week) across 10 Pacific languages and played a key role in promoting and supporting the Pacific Language Week Series during the year.

Initiatives such as showcasing young Pacific language speakers and collaborating with bilingual education units demonstrate PMN's commitment to intergenerational transmission and cultural pride, and strengthens language learning. For example, PMN Samoa is working with an Auckland Samoan bilingual unit to explore the possibility of spotlighting the work of the teachers and learners in the bilingual unit on their show. PMN Cook Islands is also capturing content from local high school Polyfest groups to share during Cook Islands Language Week.

PMN's monthly cumulative listeners grew 151% over the year, increasing from 14,144 (July 2024) to 35,432 (June 2025).

Moana Reo Media Fund (Pacific Media Innovation Fund)

This year, PMN launched the Ministry funded Moana Reo Media Fund (the Fund), a \$2.6 million initiative over two years. The Fund is part of a broader Pacific media package that recognises the importance of Pacific language media in meeting community needs for news, information, and access to key messages about health, education, and business.

FY 2024/25 allocation: \$1.22 million²⁰

- 16 providers funded across 10 Pacific languages
- \$1.17 million awarded
- 16 media products to be created: 12 by the end of 2025, 4 by March 2026 (this includes vodcasts, short documentaries, vlogs, music, and short films).

In 2024/25, the Fund supported the creation of new content such as vodcasts, documentaries, and music in ten Pacific languages, fostering creative expression and language use among Pacific communities. With a strong focus on Pacific youth leadership and capability-building, the Fund not only revitalises Pacific languages but also strengthens the Pacific media workforce.

At least 60% of the projects involve strong youth leadership and/or elements of mentoring young Pacific creatives to develop their skills and experience in the media industry. It ensures that Pacific languages are present in emerging media formats and that young Pacific creatives are empowered to lead the future of storytelling.

²⁰ The allocated funding is: \$1.3m per year for two years. \$1.22m is for the fund and \$0.08 is for admin. In 2024/25 they had an underspend (spent \$1.17m out of the \$1.22m for the fund).

Community Action Plans

Community Action Plans (CAPs) focus on the implementation of the Pacific Languages Strategy by Pacific communities. They allow each Pacific language community to set strategic priorities aimed at preventing the decline of their language in New Zealand. Due to resourcing constraints, the CAPs were placed on hold for most of the 2024/25 financial year. However, with more recent data now available from Census 2023 and the Leo Moana o Aotearoa Project, the CAPs can now be revisited in the 2025/26 financial year, the priorities of which will include:

- publishing the strategic priorities of CAPs as part of the languages research agenda, alongside 2023 Census data on the state of Pacific languages in New Zealand
- using CAPs to support funding decisions for the Pacific Language Week Series and Pacific Languages Community Fund
- mapping CAPs priorities onto the Pacific Languages Government Action Plan (GAP) and sharing these with GAP agency partners to inform future cross-agency planning.

Leo Moana o Aotearoa

Leo Moana o Aotearoa (the Pacific Languages of Aotearoa Survey) is a periodic, mixed-method survey (using both quantitative and qualitative methods) to monitor the use of, and attitudes towards, Pacific languages in New Zealand. It is fundamental to monitoring the impact of the Pacific Languages Strategy 2022–2032.

The Ministry has developed nine ethnic-specific Pacific language reports, drawing on insights from the Leo Moana survey. These reports reflect the Ministry's ongoing commitment to using data-driven evidence to support and promote Pacific languages in Aotearoa New Zealand.

Designed to be accessible, the reports provide valuable information for a wide range of audiences, including Pacific communities, government agencies, and researchers. At the time of reporting, five of the nine reports have been endorsed by the Executive Leadership Team, with the remaining reports progressing through the final stages of approval. The reports are in their final stage of publication and will be available on the Ministry's website.

Mātala: Growing Language Futures (Online Resource Hub)

FY 2024/25 Departmental Appropriation

Budget: \$1.150m

Spend: \$0.650m

Progress

Mātala: Growing Language Futures is an initiative delivered by Pacific provider Pacific Kids Learning, designed to create high-quality, multimedia Pacific language learning resources, hosted on a centralised online platform. Developed in collaboration with Pacific children and young people, these resources are accessible to early childhood centres and primary schools, supporting Pacific language learning across educational settings.

The programme empowers more Pacific people to:

- access language learning resources
- use Pacific languages in their homes with children and young people, strengthening intergenerational transmission.

A major highlight this year was the delivery of language resource packages for six key Pacific languages, selected based on their level of endangerment and size of their diaspora communities:

- Vagahau Niue
- Te Gagana Tokelau
- Te reo Māori Kūki 'Airani
- Gagana Samoa
- Lea faka-Tonga
- Te 'gana Tuvalu.

As part of the initiative, 120 separate resources were developed, including original songs, bilingual stories, animated flashcards, supplementary live action video content, and written teaching and learning resources. All resources were completed at the end of June 2025 and will be released to coincide with their corresponding Pacific Language Weeks in 2025. This ensures greater visibility and engagement within communities.

Dawn Raids programme

FY 2024/25 Departmental Appropriation

Budget: \$0.420m

Spend: \$0.282m

The Dawn Raids programme honours the shared commitment between Pacific communities and the Government to acknowledge and understand the historic injustices of the 1970s Dawn Raids. In response to the 2021 official apology, the Ministry is leading a multi-year work programme focused on truth-telling, education, and commemoration. This work centres Pacific voices, preserves lived experiences, and supports healing through storytelling. It also ensures the legacy of the Dawn Raids is embedded in Aotearoa's national memory.

Progress

Throughout the year, the Ministry has made significant progress in developing projects that are aimed at preserving and documenting the history of the Dawn Raids. These efforts will ensure that Pacific communities' experiences are captured, shared, and integrated into education. This work has been guided by the Community Steering Group (CSG), while also fostering collaboration across government agencies and community stakeholders.

Key achievements

- ✓ Vaka of Stories Stage 1:²¹ Completed transcription, thematic analysis, and initial reports capturing 38 Pacific peoples' experiences during the Dawn Raids, highlighting their impact on families and communities. This foundational research informs the direction of Vaka of Stories Stage 2. The Ministry deeply appreciates the generosity of each participant who shared their story with us.
- ✓ Expansion to Vaka of Stories Stage 2: Initiated a second phase to document additional perspectives, including those of Pacific elders, communities, and police officers. This ensures that the voices of these groups' are preserved and contribute to a comprehensive historical account.
- ✓ Community Stories Report: Completed collating stories from the Vaka of Stories Stage 1 to highlight in this Report, which will be an opportunity to feature Pacific community experiences of the Dawn Raids in a publication to be shared intergenerationally and throughout the community.
- ✓ Full History Publication: Scoped and commissioned this publication, which will document the history of Pacific communities and the Dawn Raids, drawing on various historical sources, including accounts shared during the Vaka of Stories.
- ✓ Education Initiatives: Collaborated with the Ministry of Education to scope a Dawn Raids teaching resource. These materials will be designed to support educators by providing structured guidance and lesson plans, ensuring that future generations engage with this critical history in schools.
- ✓ Strengthened Governance: The CSG broadened its scope, now overseeing the entire Dawn Raids programme, ensuring structured implementation and that the work programme remains deeply rooted in the community.
- ✓ Interagency Collaboration: Established a Memorandum of Understanding with the Ministry for Culture and Heritage, aligning efforts and strengthening coordination across historical and educational initiatives.

²¹ The Vaka of Stories provided a safe space for Pacific peoples to share their experiences and stories of the Dawn Raids.

- ✓ Teu Le Vā Community Fund: The *Teu le Vā - Dawn Raids History Community Fund* supported successful applicants in sharing their experiences of the Dawn Raids. Its purpose was to generate, preserve, and raise awareness of these stories, ensuring knowledge is passed on. The fund has successfully concluded, having enabled community-driven storytelling projects to document and share these important histories.

Looking ahead

The Ministry remains committed to ensuring the history of the Dawn Raids is preserved with accuracy, integrity, and community involvement. Building on the foundation laid this year, future work will continue to elevate Pacific voices through storytelling, education, and intergenerational connection.

The Dawn Raids programme will remain a key priority over the next two years, with full departmental funding of \$420,000 per year secured for 2025/26 and 2026/27. From 2027/28 onward, this funding will return to the Crown, marking the programme's planned conclusion. Two years provides a clear and sufficient timeframe to complete the deliverables promised to Pacific communities, including:

- Vaka of Stories – a living archive of oral histories from those directly impacted by the Dawn Raids
- Teaching resources – making the history available in Aotearoa's classrooms and ensuring future generations understand its significance
- Community Stories Report – drawing from Vaka of Stories to share lived experiences in accessible, intergenerational formats
- Full History Publication – providing a comprehensive narrative of the Dawn Raids, informed by community accounts and historical research.

The Ministry is continuing to work closely with the CSG to guide and shape this mahi. With strong governance and a community-led approach, the programme's focus remains on delivering a legacy of education, healing, and enduring recognition.

Part 6 – Our performance

This section presents the Ministry's audited results for:

- Departmental non-financial service performance measures; and
- Financial statements and schedules

as part of Vote Pacific Peoples' 2024/25 Estimates of Appropriations and Supplementary Estimates of Appropriations.

Statement of Responsibility

As Secretary for Pacific Peoples and Chief Executive of the Ministry for Pacific Peoples, I am responsible for:

- the preparation of the Ministry's financial statements, and statements of expenses and capital expenditure, and for the judgements expressed in them
- having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting
- ensuring that end-of-year performance information on each appropriation administered by the Ministry is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this annual report
- the accuracy of any end-of-year performance information prepared by the Ministry, whether or not that information is included in this annual report.

In my opinion the:

- financial statements fairly reflect the financial position of the Ministry as at 30 June 2025 and its operations for the year ended on that date
- forecast financial statements fairly reflect the forecast financial position of the Ministry as at 30 June 2026 and its operations for the year ending on that date.



A handwritten signature in black ink, which appears to read 'Gerardine Clifford-Lidstone'.

Gerardine Clifford-Lidstone
Secretary for Pacific Peoples
Chief Executive, Ministry for Pacific Peoples

30 September 2025

Independent Auditor's Report

TO THE READERS OF MINISTRY FOR PACIFIC PEOPLES' ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2025

The Auditor-General is the auditor of Ministry for Pacific Peoples (the Department). The Auditor-General has appointed me, Ed Loudon, using the staff and resources of KPMG, to carry out, on his behalf, the audit of:

- The annual financial statements of the Department that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2025, the statement of comprehensive revenue and expenses, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information on pages 125 to 142.
- The end-of-year performance information for appropriations of the Department for the year ended 30 June 2025 on pages 115 to 123 and 150 to 157.
- The statements of expenses and capital expenditure of the Department for the year ended 30 June 2025 on pages 143 to 145.
- The schedules of non-departmental activities which are managed by the Department on behalf of the Crown on pages 146 to 148 that comprise:
 - the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2025;
 - the schedules of expenses; and revenue for the year ended 30 June 2025; and
 - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- The annual financial statements of the Department:
 - fairly present, in all material respects:
 - its financial position as at 30 June 2025; and
 - its financial performance and cash flows for the year ended on that date; and
 - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- The end-of-year performance information for appropriations:
 - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with the appropriation; determined in accordance with generally accepted accounting practice in New Zealand; and
 - fairly presents, in all material respects:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred in relation to the appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.

- The statements of expenses and capital expenditure have been prepared, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- The schedules of non-departmental activities, which are managed by the Department on behalf of the Crown, have been prepared, in all material respects, in accordance with the Treasury Instructions. The schedules comprise:
 - the assets, liabilities, commitments, and contingent liabilities and assets as at 30 June 2025; and
 - expenses, and revenue for the year ended 30 June 2025.

Our audit was completed on 30 September 2025. This is the date at which our opinion is expressed.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Chief Executive for the information to be audited

The Chief Executive is responsible on behalf of the Department for preparing:

- Annual financial statements that fairly present the Department's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- End-of-year performance information for appropriations that:
 - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with the appropriation; determined in accordance with generally accepted accounting practice in New Zealand;
 - fairly presents what has been achieved with the appropriation;
 - fairly presents the actual expenses or capital expenditure incurred in relation to the appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
 - complies with generally accepted accounting practice in New Zealand.
- Statements of expenses and capital expenditure of the Department, that are prepared in accordance with section 45A of the Public Finance Act 1989.
- Schedules of non-departmental activities, prepared in accordance with the Treasury Instructions, of the activities managed by the Department on behalf of the Crown.

The *Chief Executive* is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the *Chief Executive* is responsible on behalf of the Department for assessing the Department's ability to continue as a going concern.

The *Chief Executive's* responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Budget Economic Fiscal Update for the Year Ending 30 June 2025. For the forecast financial information for the year ending 30 June 2026, our procedures were limited to checking to the best estimate financial forecast information based on the Budget Economic Fiscal Update for the year ending 30 June 2026.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the *Chief Executive*.
- We evaluate whether the end-of-year performance information for appropriations:
 - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with the appropriation. We make our evaluation by reference to generally accepted accounting practice in New Zealand; and
 - fairly presents what has been achieved with the appropriation.
- We evaluate whether the statements of expenses and capital expenditure have been prepared in accordance with legislative requirements.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the *Chief Executive*.
- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the *Chief Executive* regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.



Other information

The *Chief Executive* is responsible for the other information. The other information comprises all of the information included in the annual report other than the information we audited and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Department in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards)* (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in the Department.

A handwritten signature in black ink, appearing to read 'Ed Loudon', with a long, sweeping horizontal line extending to the right.

Ed Loudon
KPMG
On behalf of the Auditor-General
Wellington, New Zealand

Disclosure Statements

The Ministry for Pacific Peoples (the Ministry) is the Crown's principal advisor on policies and interventions aimed at improving outcomes for Pacific peoples in Aotearoa New Zealand. It works across government to coordinate and leverage investment in Pacific priorities, ensuring these investments reflect the needs and aspirations of Pacific communities and deliver meaningful outcomes. These functions are administered under Vote Pacific Peoples.

Statement of Accounting Policies

The Ministry is a government department as defined by section 5 of the *Public Service Act 2020*. The Ministry operates under the *Public Finance Act 1989* (PFA) and the *Public Service Act 2020*. Its ultimate parent is the New Zealand Crown. Accordingly, the Ministry is designated as a Public Benefit Entity (PBE) for the purposes of complying with New Zealand Generally Accepted Accounting Practice (NZ GAAP).

This Annual Report for the year ended 30 June 2025 has been prepared in accordance with the requirements of the PFA. The Financial Statements for the year ended 30 June 2025 were approved for issue by the Chief Executive of the Ministry for Pacific Peoples on Tuesday, 30 September 2025.

In addition, the Ministry reports separately on the non-departmental financial schedules, presenting financial information on public funds administered by the Ministry on behalf of the Crown.

Statement of Compliance

The Financial Statements, unaudited Forecast Financial Statements, Statements of Service Performance, and Non-Departmental Financial Schedules have been prepared in accordance with the requirements of the PFA, and comply with:

- New Zealand Generally Accepted Accounting Practice (NZ GAAP)
- Treasury Instructions and Circulars
- Tier 1 PBE Accounting Standards.

Performance information has been prepared in accordance with Tier 1 PBE reporting standards and is applied consistently throughout the report. The outputs are aligned with the 2024/25 Estimates and Supplementary Estimates of Appropriations for Vote Pacific Peoples.

Measurement and recognition rules applied in the Non-Departmental Financial Schedules are consistent with NZ GAAP and Crown accounting policies, as outlined in the Financial Statements of the Government.

Service Performance

Service performance information is presented across several sections of this Annual Report:

- **Statements of Performance** – pages 115-123
- **Report on appropriations** –pages 143-145
- **Non-departmental appropriations** – pages 146-148
- **Strategic Intentions indicators** –Appendix 1 pages 150-157

Since 2023/24, the Ministry has adopted PBE FRS 48 (Public Benefit Entity Financial Reporting Standard 48: Service Performance Reporting), which requires disclosure of the judgements that significantly affect the selection, measurement, aggregation, and presentation of service performance information.

Disclosures

Judgements and assumptions

Performance measures have been selected for each appropriation under Vote Pacific Peoples. Judgement has been applied in selecting, aggregating, and presenting these measures to ensure relevance and usefulness to report users.

Ministerial satisfaction and policy quality

The Ministry uses the Ministerial Satisfaction Survey and methodology developed by the Department of the Prime Minister and Cabinet (DPMC) to assess the Vote Minister's satisfaction with policy advice and ministerial services. This ensures consistency across agencies and supports continuous improvement.

The Ministry also applies DPMC's Policy Quality Framework to assess the quality of its written policy advice. In 2024/25, this assessment was conducted by an independent assessor, following three years of panel-based assessments.

Alignment with PBE FRS 48

To align with PBE FRS 48, the Ministry continues to refine its performance measures to better demonstrate the value and impact of its initiatives.

Performance measure selection and adjustments

A review of departmental and non-departmental performance measures resulted in adjustments through the 2024/25 Supplementary Estimates process. These changes are detailed in the Statements of Service Performance and in the Minister for Pacific Peoples' Non-Departmental Report, attached at the end of this annual report. The changes included:

- introduction of case studies to enhance qualitative reporting
- wording changes to improve clarity and transparency for 18 measures
- expiry of four measures
- introduction of 17 new measures.

Aggregation of Measures

The Housing Pacific Families (MYA) measure, *"Collaborate to have affordable, fit-for-purpose homes built for Pacific families,"* aggregates results from two initiatives:

- Improving Housing for Pacific Families and Communities (Pacific Building Affordable Homes)
- Building Homes for Pacific in Porirua (Our Whare Our Fale).

Introduction of new stakeholder survey standards

In 2024/25, the Ministry undertook its first stakeholder surveys to better understand the experiences and perspectives of those we work with. These surveys represent an important step in strengthening our engagement and accountability.

2024/25 Survey Methodology

In this first year of stakeholder surveying, the Ministry applied a simplified approach to calculating average scores. All survey responses were treated equally, regardless of differences in sample size, response rates, or strategic importance. This includes the Ministerial Policy Satisfaction Survey, which uses the Department of the Prime Minister and Cabinet (DPMC) methodology for the quality of policy advice non-financial performance measure that is weighted to reflect varying levels of significance.

The rating score interpretation is below:

Score	Label
1	Very dissatisfied
2	Dissatisfied
3	Satisfied
4	Above satisfied
5	Highly satisfied (well above/ exceeds expectations)

Building on lessons learned from this initial round, the Ministry will introduce a new standard for stakeholder surveys in the 2025/26 financial year. This will be implemented through the Supplementary Estimates 2025/26 process.²²

The new standard will enhance the clarity, robustness, and comparability of survey results over time, supporting continuous improvement in how we measure and respond to stakeholder feedback.

We will shift the reporting metric from an average score (such as ‘satisfied or above’) to a percentage-based measure (for example, ‘% satisfied or very satisfied’). This change supports more interpretable and meaningful performance reporting, consistent with good practice guidance for public sector entities.

Percentage-based reporting is generally more accessible to a broad audience and enables clearer year-on-year comparisons. It also aligns with the qualitative characteristics required under PBE FRS 48, including understandability, comparability, and faithful representation.

To support comparability, results for the 2024/25 financial year will also be recalculated using the new percentage-based method. This will allow readers to assess performance trends across the transition to the new standard.

²² The Supplementary Estimates process is the Government’s formal mechanism for seeking Parliament’s approval to adjust the Budget during the financial year, allowing for changes to appropriations to reflect new priorities, funding needs, or changes in circumstances.

Corrections to previously published information

ISSN number

Since the Ministry's name changed from Ministry for Pacific Island Affairs to Ministry for Pacific Peoples (effective since 2015/16), a new ISSN should have been adopted. This report (2024/25) now correctly displays the ISSNs for Ministry for Pacific Peoples annual reports (in-print and online). All previous year-end reports for the Ministry for Pacific Peoples (since 2015/16) should bear the ISSNs presented at the front of this report.

Updates to Strategic Indicator results

To ensure consistency and comparability in the reporting of strategic indicators, selected results previously published in the 2023/24 Annual Report have been reviewed and updated. These updates reflect improvements in data quality, and refinements in methodology. These updates do not reflect changes in performance, but rather improvements in the accuracy and reliability of the reported data.

A summary of the updated indicators is provided below:

Indicator	Reason for update
Proportions of Pacific language speakers	To ensure consistency with Stats NZ definitions, the method used to report ethnic language speakers has been updated. Previously, published data (based on the 2013 and 2018 Censuses) included individuals who did not speak any language in the calculation, for example, young children not yet able to speak. The updated method now calculates the proportion of ethnic language speakers as those who both speak a language associated with their ethnicity (such as Samoan speakers of Samoan ethnicity), divided by the total number of people who speak any language and identify with that ethnicity. This change aligns with the approach used in earlier census years (2001 and 2006) and ensures consistency with Stats NZ's current methodology. As a result, reported figures may differ from those published in previous Annual Reports.
Workers granted residence visas	Data on the number of Pacific Access Category and Samoan Quota visas were sourced from the latest available information in the Ministry of Business, Innovation and Employment (MBIE) Migration Data Explorer. These figures are accurate as of 19 September 2025. Please note that the data may differ from previously reported numbers, as MBIE periodically updates its figures through the Data Explorer.

These updates support our commitment to robust performance reporting and continuous improvement in data management practices.

Statement of Performance

This section summarises performance against the financial and non-financial measures set out in the 2024/25 Estimates of Appropriations and Supplementary Estimates of Appropriations for Vote Pacific Peoples.

KPMG New Zealand audits our year-end performance results, on behalf of the Auditor-General. This audit is conducted in accordance with the *Public Finance Act 1989*, the *Public Audit Act 2001*, and other relevant legislative and administrative requirements.

The Statement of Performance covers two appropriations to deliver services provided to the government and the New Zealand public: one Capital Expenditure appropriation and one Multi-Category Appropriation (MCA).

Summary of performance

- 27 standards met
- One standard not met
- One non result

The standards of 27 out of 29 performance measures were achieved, funded through Departmental appropriations in Vote Pacific.

Departmental Capital Expenditure and Capital Injections

Ministry for Pacific Peoples – Capital Expenditure Plan

This appropriation is limited to the purchase or development of assets by and for the use of the Ministry for Pacific Peoples, as authorised by section 24(1) of the Public Finance Act 1989.

Financial performance

Actual 2023/24 \$000	Financial performance (figures are GST exclusive)	Unaudited estimates 2024/25 \$000	Unaudited supplementary estimates 2024/25 \$000	Actual 2024/25 \$000	Unaudited forecast 2025/2026 \$000
350	Property, plant and equipment	144	144	8	127
350	Total expenses	144	144	8	127

Non-financial performance

	2024/25			Previous result
Measure	Standard	Actual	At a glance	2023/24
Expenditure is in accordance with the Ministry's capital expenditure plan (Note 1)	100%	100%	✓	100%

Note 1: The Ministry's planned capital expenditure involves business-as-usual Information Technology replacement only.

Multi-category expenses

Policy Advice and Ministerial Servicing (M50) (A13)

The single overarching purpose of this appropriation is to provide support to Ministers in discharging their policy decision-making and other portfolio responsibilities in relation to improving outcomes for Pacific Peoples in New Zealand.

This appropriation consists of two categories of spending within a single appropriation. These are:

- **Communications, Projects and Relationships.** This category is limited to ministerial servicing, nominations services, the development, implementation and monitoring of innovative projects and the establishment and maintenance of relationships with Pacific communities and key stakeholders, to improve outcomes for Pacific Peoples in New Zealand
- **Policy Advice.** This category is limited to the provision of advice (including second opinion advice and contributions to policy advice led by other agencies) to support decision-making by Ministers on government policy matters.

These appropriations form a structure that offers a degree of flexibility to the funding of various activities, with a focus on achieving specific results. The expenditure in a multi-category appropriation must all contribute to a single overarching purpose.

Financial performance

Actual 2023/24 \$000	Financial performance (figures are GST exclusive)	Unaudited estimates 2024/25 \$000	Unaudited supplementary estimates 2024/25 \$000	Actual 2024/25 \$000	Unaudited forecast 2025/26 \$000
Departmental output expenses					
	Revenue from Crown				
31,171	Communications, Projects and Relationships	27,188	27,188	24,588	26,307
10,400	Policy Advice	2,100	2,100	4,700	2,100
Revenue from other					
420	Communication, Projects and Relationships	0	0	0	0
Policy Advice					
41,991	Total revenue	29,288	29,288	29,288	28,407
39,073	Total expense	29,288	29,288	29,283	28,407
2,918	Net surplus/(deficit)	0	0	5	0

Non-financial performance – Communications, Projects and Relationships

Operational Excellence

The Ministry aims to deliver a range of services to enable improved outcomes for Pacific peoples.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Trust and confidence - Pacific stakeholders' trust and confidence in the Ministry (Note 1)	Average satisfied or above	Average satisfied	✓	New measure
Note 1: This is a qualitative measure that is assessed through a stakeholder survey.				
Value - Stakeholders' perception of the value of the Ministry's work and services (Note 2)	Average satisfied or above	Above satisfied	✓	New measure
Note 2: This is the aggregated score of all the Ministry's stakeholder satisfaction surveys, such as: • ministerial satisfaction per the common satisfaction survey • ministerial quality of policy advice survey • policy secondary advice service survey • policy and engagement capability services surveys • annual stakeholder survey.				

Building and maintaining relationships with Pacific communities and key stakeholders

The voices of Pacific communities are reflected in government policy and decision-making, and Pacific communities engage more effectively with government.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Number of public events that are Ministry supported (Note 3)	At least 50	114	✓	84
Note 3: This includes public events where the Ministry provides funding or support.				
Enabling Pacific peoples' influence on policies and programmes that affect them (Note 4)	-	For case study please refer to pages 45-46	✓	New measure
Note 4: This qualitative measure demonstrates the effect of the Ministry's relationships and partnerships work with Pacific communities on government processes that affect them, for example through submissions				
Ensuring Pacific communities are connected to government services (Note 5)	-	For case study please refer to pages 47-48.	✓	New measure
Note 5: This qualitative measure demonstrates the Ministry's ability to connect Pacific communities with government services, for example emergency responses and opportunities related to government priorities.				

Strengthening government Pacific policy and engagement capability through Kapasa and Yavu

We influence outcomes through building capability in Pacific engagement and policy making across government.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Government staff trained in Pacific policy and engagement tools (Note 6)	Minimum 48 workshops or 480 participants	25 workshops 629 participants	✓	New measure
Note 6: This measures the number of government (central and decentralised) staff trained in Kapasa (Pacific Policy Analysis Tool) and Yavu (Foundations of Pacific Engagement tool). The tools build capability in Pacific engagements and ensure consideration of Pacific perspectives and priorities in policymaking. The two alternative options provide contingency for variable attendance.				
Satisfaction of government staff with Pacific policy and engagement capability services (Note 7)	Average satisfied or above	Above satisfied	✓	New measure
Note 7: The Ministry's annual stakeholder survey assesses the satisfaction of government (central and decentralised) staff with Pacific policy (Kapasa) and engagement (Yavu) capability services.				
Satisfaction of non-government organisations with Pacific engagement capability services (Note 8)	Average satisfied or above	N/A ²³	N/A	New measure
Note 8: The Ministry's annual stakeholder survey assesses the satisfaction of non-government agencies with Pacific engagement capability services.				

²³ This value could not be calculated. There were no responses from non-government organisations to the satisfaction with Pacific engagement capability services (Yavu training).

Ministerial servicing

We provide ministerial services that support the Minister in responding to the needs and priorities of Pacific communities by strengthening capability in Pacific engagement and policy making across government.

Timeliness of official correspondence

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Proportion of requests completed within relevant specific or statutory timeframes:				
• Briefings (Note 9)	95-100%	100%	✓	100%
• Ministerial Official Information Act 1982 (Note 10)		100%	✓	100%
• Written Parliamentary Questions (Note 11)		100%	✓	100%
• Select Committee Questions (Note 12)		100%	✓	100%

Note 9: Timeframe is on a case-by-case basis.

Note 10: Delivery to the Minister is based on an agreed timeframe that enables their response within 20 working days.

Comment: Previously the Ministry reported on all OIAs, that is Departmental and Ministerial. This year we aligned the measure to support the Ministerial Satisfaction Survey result. For transparency, the Ministry already provides public information through the Public Service Commission's 6-monthly update on all OIAs processed.

Note 11: The Ministry will submit a response to the Minister within four working days. The parliamentary timeframe to respond to a Written Parliamentary Question is six working days.

Note 12: The parliamentary timeframe to lodge Select Committee Questions is specified by Social Services and Community Committee. The timeframe is on a case-by-case basis, as determined by the Social Services and Community Committee.

Comment: The Select Committee Questions also includes the parliamentary timeframe to lodge Select Committee Questions as specified by the Finance and Expenditure Committee. The timeframe is on a case-by-case basis, as determined by the Finance and Expenditure Committee.

Ministerial common satisfaction survey

	2024/25 result			Previous result		
Measure	Standard	Actual	At a glance	2023/24	2022/23	2021/22
Satisfaction of the Minister for Pacific Peoples, on a scale of 1 to 5 where 1 is not satisfied at all, and 5 is very satisfied with:						
• Briefings	At least 3/5	4	✓	4	3	4
• Ministerial Official Information Act 1982 requests		5	✓	5	3	4
• Written Parliamentary Questions		5	✓	5	3	4.5
• Select Committee Questions		4	✓	5	4	4

The satisfaction surveys were completed by the following:

Financial year	Minister for Pacific Peoples	Start date	End date	Years
2021/22	Hon Aupito William Sio	26-Oct-2017	01-Feb-2023	5.27
2022/23	Hon Barbara Edmonds	01-Feb-2023	27-Nov-2023	0.82
2023/24	Hon Dr Shane Reti	27-Nov-2023	(current)	1.84
2024/25	Hon Dr Shane Reti			

Nomination services

Recognising Pacific leaders by supporting nominations for State Sector Boards and putting forward King's Birthday and New Year honour nominees.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Number of nominees put forward by the Ministry for governance positions across the state sector ²⁴ (Note 13)	At least 10	19	✓	30
Note 13: The standard (target) has been reduced from 30 to at least 10, due to agencies increasingly using their own open nomination processes, and the limited number of available governance roles.				
Number of nominees put forward for King's Birthday and New Year honours	At least 10	11	✓	18

The 2024 stocktake of gender and ethnic diversity on public sector boards and committees in New Zealand reports that Pacific Peoples held 6.8% across all genders.²⁵ This is a slight decrease from 7.0% in 2023, but an increase from 5.4% in 2020.

Innovative projects – Pacific Healthy Homes

The Ministry works with other government agencies and providers, including Pacific providers, to build on existing programmes helping to create healthier homes for more Pacific peoples.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Case study: Improved housing quality and housing related health outcomes (Note 14)	-	For case study please refer to pages 81-82	✓	New measure

Note 14: This qualitative measure demonstrates the outcomes for Pacific peoples participating in the Ministry's programmes that promote healthy homes.

²⁴ The previous results for Nominees put forward for governance positions across the state sector had targets of at least 30. The pass indicators reflect this threshold.

²⁵ [2024 stocktake of gender and ethnic diversity on public sector boards.pdf](#)

	2024/25 result			Previous result
Number of interventions delivered through the Pacific Healthy Homes programme (Note 15 ²⁶)	600	10,927	✓	New measure

Note 15: This is a new measure chosen to provide control on funding arrangements and deliver on improved living for our Pacific communities.

Comment: This measure shows the number of healthy home interventions delivered to households of older Pacific peoples and their families, to improve their housing conditions that directly impact their health and wellbeing. Partway through the pilot initiative, the original target of 600 Healthy Homes interventions delivered was revised as the target had been met and a new target of 2,400 interventions delivered was set. By the end of the financial year 2024/25, the initiative exceeded expectations by delivering 10,927 healthy home interventions.

Innovative projects – Strengthening of Pacific Languages

We are committed to promoting and protecting Pacific languages in New Zealand by increasing their public use and engagement.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Number of Pacific language broadcasting hours (Note 16)	At least 7,000	7,332	✓	New measure

Note 16: This measures Pacific language broadcasting hours from broadcasting agencies supported by the Ministry.

Number of social media interactions with Pacific Language Week social media posts (Note 17)	At least 120,000	186,169	✓	New measure
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Note 17: This measures the total number of likes, comments, and shares of Pacific Language Week social media content.

Engagement rate with Pacific Language Week social media posts (Note 18)	At least 5%	4.8%	X	New measure
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Note 18: The engagement rate looks at the proportion of interactions (likes, comments, shares) over the total impressions (views) to give an engagement rate by percentage.

Comment: Our overall results remained well above the **industry benchmark for engagement rates**, which Hootsuite (a leading social media management platform) defines as ranging between **1% and 5%**, depending on platform and sector.²⁷ Our 2024/25 performance was not far off our intended target, falling 0.2% below.

We initially set a goal of 3% but later increased it to 5% to reflect a more ambitious approach. To help us reach this goal in 2025/26, we are leveraging our Pacific Language Week photoshoots to capture more behind-the-scenes content and focus on creating action-oriented content that encourages greater audience interaction.

²⁶ Additional note added for context and clarity of measure.

²⁷ blog.hootsuite.com/calculate-engagement-rate/#What_is_a_good_engagement_rate_Benchmarks

Non-financial performance policy advice

Quality of policy advice

Through collaboration across government and ministerial policy advice we influence outcomes for Pacific peoples.

Ministerial survey

	2024/25 result			Previous results		
Measure	Standard	Actual	At a glance	2023/24	2022/23	2021/22
Satisfaction of the Minister for Pacific Peoples with the Ministry's policy advice service (Notes 19 and 20)	At least 3.5/5	4.93	✓	4.8	4.2	3.9

Note 19: This measure was amended to improve wording.

Note 20: The Department of the Prime Minister and Cabinet's Ministerial Policy Satisfaction Survey is used to assess ministerial satisfaction with the Ministry's policy advice.

The satisfaction surveys were completed by the following:

Financial year	Minister for Pacific Peoples	Start date	End date	Years
2021/22	Hon Aupito William Sio	26-Oct-2017	01-Feb-2023	5.27
2022/23	Hon Barbara Edmonds	01-Feb-2023	27-Nov-2023	0.82
2023/24	Hon Dr Shane Reti	27-Nov-2023	(current)	1.84
2024/25	Hon Dr Shane Reti			

Independent quality assessment

	2024/25 result			Previous results		
Measure	Standard	Actual	At a glance	2023/24	2022/23	2021/22
Quality of policy advice papers assessed for (Notes 21)						
Average score	At least 3.5/5	3.5	✓	3.4	3.6	3.5
Quality rating of policy advice (distribution of scores), as per the Policy Quality Framework	20% of assessed papers score 4/5 or higher	20%	✓	10%	56%	58%
Percentage that scores 3 or higher out of 5	At least 90%	100%	✓	100%	89%	75%

Note 21: This indicator provides a standardised score for the technical quality of policy advice. This may include an assessment of clarity, accuracy, analytical rigour, and relevance.

Stakeholder survey on secondary policy advice

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Satisfaction of government agencies with the Ministry’s policy advice services (Note 22)	Average satisfied or above	Highly satisfied ²⁸	✓	New measure

Note 22: The Ministry's annual stakeholder survey assesses the satisfaction of government agencies with the secondary policy advice they received from the Ministry.

²⁸ Out of two valid responses to this survey, two had a highly satisfied rating. The small number of responses from only two completed surveys suggests caution in interpretation.

Part 7 – Our finances

Financial Statements and Schedules

Statement of comprehensive revenue and expense

For the year ended 30 June 2025.

Actual 30 June 2024 \$000		Notes	Actual 30 June 2025 \$000	Unaudited Budget 30 June 2025 \$000	Unaudited Forecast 30 June 2026 \$000
Revenue					
41,571	Revenue Crown		29,288	29,288	28,407
420	Departmental revenue	2	0	0	0
0	Other revenue	2	0	0	0
41,991	Total revenue		29,288	29,288	28,407
Expense					
18,553	Personnel costs	3	12,933	16,700	16,700
20,069	Operating costs	4	16,036	12,305	11,425
395	Depreciation and amortisation	8,9	258	226	225
56	Capital charge	5	56	57	57
39,073	Total expense		29,283	29,288	28,407
2,918	Surplus/(deficit)		5	0	0
-	Other comprehensive revenue and expense		-	-	-
2,918	Total comprehensive revenue and expense		5	0	0

Explanations of significant variances against budget are detailed in Note 14. The accompanying notes form part of these financial statements.

Statement of financial position

For the year ended 30 June 2025.

	Actual 30 June 2024 \$000	Notes	Actual 30 June 2025 \$000	Unaudited Budget 30 June 2025 \$000	Unaudited Forecast 30 June 2026 \$000
Assets					
Current assets					
9,186	Cash and cash equivalents	6	3,820	6,145	6,255
2	Debtors and other receivables	7	352	0	0
136	Prepayments		13	118	118
9,324	Total current assets		4,185	6,263	6,373
Non-current assets					
617	Property, plant and equipment	8	258	535	437
0	Intangible assets	9	0	0	0
617	Total non-current assets		258	535	437
9,941	Total assets		4,443	6,798	6,810
Liabilities and taxpayers' funds					
3,189	Creditors and other payables and deferred revenue	10	2,066	3,263	3,275
2,918	Return of operating surplus		5	0	0
2,548	Employee entitlements	11	1,143	2,062	2,062
8,655	Total current liabilities		3,214	5,325	5,337
Non-current liabilities					
158	Employee entitlements	11	91	333	333
158	Total non-current liabilities		91	333	333
8,813	Total liabilities		3,305	5,658	5,670
Taxpayers' funds					
1,128	Taxpayers' funds		1,138	1,140	1,140
1,128	Total taxpayers' funds		1,138	1,140	1,140
9,941	Total liabilities and taxpayers' funds		4,443	6,798	6,810

Explanations of significant variances against budget are detailed in Note 14.

Statement of changes of equity

For the year ended 30 June 2025.

	Actual 30 June 2024 \$000	Notes	Actual 30 June 2025 \$000	Unaudited Budget 30 June 2025 \$000	Unaudited Forecast 30 June 2025 \$000
1,128	Equity as at 1 July		1,128	1,140	1,140
2,918	Total comprehensive revenue and expense		5	0	0
0	Cash drawdown		10	0	0
(2,918)	Return of operating surplus to the Crown		(5)	0	0
1,128	Equity as at 30 June		1,138	1,140	1,140

Explanations of significant variances against budget are detailed in Note 14.

Statement of cash flows

For the year ended 30 June 2025.

Actual 30 June 2024 \$000	Notes	Actual 30 June 2025 \$000	Unaudited Budget 30 June 2025 \$000	Unaudited Forecast 30 June 2026 \$000
Cash flows from operating activities				
Cash was provided from:				
39,816	Receipts from the Crown	29,288	29,288	28,407
517	Receipts from other departments	(4)	0	0
0	Receipts from others	0	(205)	0
-	Goods and services tax	0	0	0
40,333	Total cash flows from operating activities	29,284	29,083	28,407
Cash was applied to:				
(19,305)	Payments to employees	(14,404)	(16,610)	(16,497)
(18,046)	Payments to suppliers	(17,265)	(12,395)	(11,628)
(56)	Payment for capital charge	(56)	(57)	(57)
176	Goods and services tax	(22)	0	0
(37,231)	Total cash applied for operating activities	(31,747)	(29,062)	(28,182)
3,102	New cash flows from operating activities	(2,463)	21	225
Cash flows from investing activities				
Cash was provided from:				
-	Receipts from sale of property, plant and equipment	8	0	0
Cash was applied to:				
-	Purchase of intangible assets	0	0	0
(350)	Purchase of property, plant and equipment	(8)	(144)	(127)
(350)	Net cash flows from investing activities	0	(144)	(127)
Cash flows from financial activities				
Cash was provided from:				
-	Capital injections	10	0	12
Cash was applied to:				
0	Return of operating surplus	(2,913)	(2,918)	0
0	Net cash flows from financing activities	(2,903)	(2,918)	12
2,752	Net increase/(decrease) in cash held	(5,366)	(3,041)	110
6,434	Cash as at 1 July	9,186	9,186	6,145
9,186	Closing cash as at 30 June	3,820	6,145	6,255

Goods and services tax is presented on a net basis, as the gross amounts do not provide meaningful information for financial reporting purposes.

Explanations of significant variances against budget are detailed in Note 14.

Reconciliation of net surplus to net cash flow from operating activities

For the year ended 30 June 2025.

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
2,918	Net surplus	5
Add/(less) non-cash items		
411	Depreciation and amortisation expense	258
411	Total non-cash items	258
Add/(less) items classified as investing or financing activities		
0	Net (gains)/losses on disposal of property, plant, and equipment	104
0	Total items classified as investing or financing activities	104
Add/(less)movements in statement of financial position items		
328	(Increase)/Decrease in receivables and prepayments	(228)
(1,204)	Increase/(Decrease) in payables and deferred revenue	(1,128)
649	Increase/(Decrease) in provisions	(1,474)
(227)	Total new movement in statement of financial position items	(2,830)
3,102	Net cash flows from operating activities	(2,463)

Statement of commitments

For the year ended 30 June 2025.

Non-cancellable operating lease commitments

The Ministry leases property in the normal course of its business. Most of these leases are for premises that have a non-cancellable leasing period ranging from one to ten years, with regular rent reviews.

The Ministry's non-cancellable operating leases have varying terms, escalation clauses and renewal rights.

There are no restrictions placed on the Ministry by any of its leasing arrangements.

The Ministry's Southern Office is part of a government property co-location agreement under the lead of Stats NZ. Obligations under the co-location agreement are reflected in the commitments schedule.

The Ministry's Northern office is part of a government property sub-lease arrangement under the lead of Te Puni Kōkiri. Obligations under the sub-lease arrangement are reflected in the commitments schedule.

The sub-leases for the Ministry's Northern office include rent costs as well as operating expenses, and so the values in the following table include both rent and operating expenses.

Actual 30 June 2024 \$000		Notes	Actual 30 June 2025 \$000
Capital commitments			
-	Buildings		0
-	Intangible assets		0
0	Total capital commitments		0
Non-cancellable operating lease commitments			
473	Not later than one year		963
610	Later than one year and not later than five years		2,991
21	Later than five years		6,728
1,104	Total non-cancellable operating lease commitments		10,682

Statement of contingent liabilities and contingent assets

For the year ended 30 June 2025.

The Ministry for Pacific Peoples has no contingent liabilities or contingent assets as at 30 June 2025 (2024: nil).

Notes to the financial statements

Note 1: Statement of accounting policies for the year ended 30 June 2025

Reporting entity

The Ministry for Pacific Peoples (the Ministry) is a government department as defined by section 5 of the Public Service Act 2020 and is domiciled in New Zealand. The relevant legislation governing the Ministry's operations includes the Public Finance Act 1989 (the PFA) and the Public Service Act 2020. The Ministry's ultimate parent is the New Zealand Crown.

The primary objective of the Ministry is to provide services to the public rather than to make a financial return. Accordingly, the Ministry has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements of the Ministry are for the year ended 30 June 2025 and were authorised for issue by the Chief Executive of the Ministry on 30 September 2025. In addition, the Ministry has reported on Crown activities that it administers in the non-departmental statements and schedules on pages 146.

Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of the Ministry have been prepared in accordance with the requirements of the PFA, which includes the requirements to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP) and Treasury Instructions.

The Ministry's total annual expenditure is less than \$30 million and it does not have public accountability as defined by XRB A1 Application of the Accounting Standards Framework.

Measurement base

The financial statements have been prepared on a historical cost basis.

Functional and presentation currency

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000) unless otherwise stated. The functional currency of the Ministry is the New Zealand dollar.

Changes in accounting policies

The Ministry's accounting policies set out have been applied consistently to all periods presented in these financial statements. There have been no changes in the Ministry's accounting policies since the date of the last audited financial statements.

Significant accounting policies

The following particular accounting policies, which materially affect the measurement of financial results and financial position, have been applied.

Revenue recognition

Revenue is measured at the fair value of consideration received or receivable.

Revenue Crown

Revenue from the Crown is measured based on the Ministry's funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised considers any amendments to appropriations approved by the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, the Ministry can only incur expenses within the scopes and limits of its appropriations.

The fair value of Revenue Crown has been determined to be equivalent to the funding entitlement.

Capital charge

The capital charge is recognised as an expense in the period to which the charge relates.

Leases

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to the ownership of an asset. All of the Ministry's leases are operating leases.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Leasehold improvements are capitalised, and the cost is amortised over the unexpired period of the lease or the estimated useful life of the improvements, whichever is shorter.

Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

Cash and cash equivalents

Cash and cash equivalents include cash on hand and deposits held on call with banks.

The Ministry is only permitted to expend cash and cash equivalents within the scopes and limits of its appropriations.

Property, plant and equipment

Property, plant and equipment consist of the following asset classes: leasehold improvements, IT equipment, furniture and office equipment, and motor vehicles.

All asset classes are measured at cost, less accumulated depreciation, and impairment losses.

Additions

The cost of an item of property, plant and equipment is recognised as an asset only when it is probable that the future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value at the date of acquisition.

Disposals

Gains and losses on disposal are determined by comparing the proceeds of disposal with the carrying amount of the asset. Gains and losses on disposal are charged to the surplus or deficit in the period in which the asset is disposed of.

Subsequent costs

Costs incurred after the initial acquisition are capitalised only when it is probable that the future economic benefits or service potential associated with the item will flow to the Ministry and the cost of the item can be measured reliably.

Asset capitalisation

Property, plant, and equipment are initially recorded at cost of purchase. These are capitalised:

- if purchased individually and the cost price is greater than \$3,000
- if purchased as a group and the combined value is greater than \$3,000.

Laptops and similar computing devices may be capitalised even if their cost price is less than \$3,000.

Capital work in progress is recognised as costs are incurred. Depreciation is not recorded until the asset is fully acceptance tested, operational and capitalised.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment, other than land, at rates that will write off the cost of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of property, plant and equipment have been estimated as follows:

Asset category	Asset life
Furniture and buildings	8 years
Office equipment	3—5 years
Motor vehicles	4—5 years
EDP equipment	3—4 years

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated remaining useful lives of the improvements, whichever is shorter.

The residual value and useful life of an asset are reviewed, and adjusted if applicable, at each financial year-end.

Intangible assets

Acquired computer software and licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

All maintenance and training costs associated with intangible assets are expensed when incurred.

Intangible assets with finite lives are recorded at cost, less any amortisation and impairment losses. Amortisation is charged to the surplus or deficit on a straight-line basis over the useful life of the asset.

Estimated useful lives are:

Asset category	Asset life
Acquired software	7 years

Impairment of property, plant and equipment and intangible assets

The Ministry does not hold any cash-generating assets. Assets are considered cash-generating where their primary objective is to generate a commercial return.

Property, plant and equipment and intangible assets are reviewed for impairment whenever events or changes in circumstances indicate the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable service amount is the higher of an asset's fair value less costs to sell and its value in use.

Value in use is determined using either a depreciated replacement cost approach, a restoration cost approach, or a service units approach. The most appropriate approach for measuring value in use depends on the nature of the impairment and the availability of information.

If an asset's carrying amount exceeds its recoverable service amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The reversal of an impairment loss is recognised in surplus or deficit.

Creditors and other payables

Creditors and other payables are measured at the amount payable.

Employee entitlements

Short-term employee entitlements

The Ministry sets aside money for employee leave it expects to pay within 12 months. This includes unpaid wages, annual leave not yet taken, and some types of special leave. It also covers retiring leave, and long service leave.

The Ministry recognises a liability and an expense for performance payments where it is contractually obliged to pay them, or where there is a past practice that has created a constructive obligation.

Long-term employee entitlements

Entitlements due to be settled beyond 12 months after the end of the reporting period in which the employee renders the related service, such as long service leave and retiring leave, have been calculated on an actuarial basis using a model provided by the Treasury. The calculations are based on:

- likely future entitlements accrued to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, contractual entitlements information
- the present value of the estimated future cash flows.

The following discount rates were used:

30 June 2024	Discount rate	30 June 2025
5.30%	Year 1	3.14%
4.49%	Year 2	3.47%
4.25%	Year 3	3.96%

A salary inflation factor of 3.14% (2024: 2.32%) was also used. The discount rates were advised by the Treasury and are based on the weighted average of government bonds with terms to maturity similar to those of the relevant liabilities. The inflation factor is based on the expected long-term increase in remuneration for employees.

Presentation of employee entitlements

Sick leave, annual leave, vested and non-vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as current liabilities. All other employee entitlements are classified as non-current liabilities.

Superannuation schemes

Obligations for contributions to the State Sector Retirement Savings Scheme, KiwiSaver and the government Superannuation Fund are accounted for as defined contribution schemes and are recognised as an expense in the surplus or deficit as incurred.

Provisions

The Ministry records a provision when it expects to spend money in the future, but the exact amount or timing is uncertain. This happens when there is a current obligation due to a past event, and it's likely that payment will be needed. The Ministry must also be able to reasonably estimate how much the obligation will cost.

Provisions are not recorded for expected future operating losses.

The value of each provision is based on the present cost of settling the obligation.

Equity

Equity is the Crown's investment in the Ministry and is measured as the difference between total assets and total liabilities. Equity is classified as taxpayers' funds.

Grant expenditure

Non-discretionary grants are those grants awarded if the grant application meets the required criteria. They are recognised as an expense when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the Ministry has no obligation to award on receipt of the grant application. They are recognised as an expense when approved by the Ministry's Secretary, relevant Deputy Secretary or Grants Approval Committee and the approval has been communicated to the applicant.

Operating costs

Operating costs are recognised as goods and services are received.

Goods and services tax (GST)

All items in the financial statements, including the appropriation statements, are stated exclusive of GST except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as an input tax, it is recognised as part of the related asset or expense.

The net amount of GST owed to or from the Inland Revenue Department (IRD) at balance date is shown as a current asset or current liability in the Statement of Financial Position.

The net GST paid to or received from the IRD, including GST relating to investing activities, is classified as a net operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

The Ministry is a public authority and consequently is exempt from income tax. Accordingly, no provision has been made for income tax.

Statement of cost allocation policies

The Ministry derives the costs of outputs using a cost allocation system outlined below.

Direct costs are those costs that can be directly attributed to an output. Indirect costs are those costs that cannot be identified in an economically feasible manner with a specific output.

Direct costs are charged directly to output classes. Indirect costs are allocated to output classes based on cost drivers, and related activity or usage information.

Personnel costs are charged on a team-by-team basis, with teams being designated either Direct or Indirect. Other indirect costs are assigned to outputs based on the proportion of direct staff costs for each output.

There have been no changes in cost accounting policies since the date of the last audited financial statements.

Critical accounting estimates and assumptions

In preparing these financial statements the Ministry has made estimates and assumptions about the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events believed to be reasonable under the circumstances.

There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Critical judgements in applying the Ministry's accounting budget and forecast figures

Basis of the budget and forecast figures

The 2025 budget figures are for the year ended 30 June 2025. They are consistent with the Ministry's best estimate financial forecast information submitted to the Treasury for the Budget Economic and Fiscal Update (BEFU) for the year ended 30 June 2025.

The 2026 forecast figures are for the year ending 30 June 2026 and are consistent with the best estimate financial forecast information submitted to the Treasury for BEFU for the year ending 30 June 2026.

The forecast financial statements have been prepared as required by the PFA to communicate forecast financial information for accountability purposes.

The 30 June 2025 forecast figures have been prepared in accordance with, and comply with, PBE FRS 42.

Prospective Financial Statements

The forecast financial statements were approved for issue by the Chief Executive on 15 April 2025. The Chief Executive is responsible for the forecast financial statements, including the appropriateness of the assumptions made in their preparation and all other required disclosures.

While the Ministry regularly updates its forecasts, updated financial statements for the year ending 30 June 2025 will not be published.

Significant assumptions used in preparing the forecast financial statements

The forecast figures used in these financial statements reflect the Ministry’s purpose and activities and are based on assumptions on what may occur during the 2024/25 year. The forecast figures have been compiled on the basis of existing government policies and Ministerial expectations at the time the main Estimates were finalised.

The main assumptions, which were adopted at 15 April 2024, were as follows:

- The activities and output expectations of the Ministry will remain substantially the same as for the previous year.
- Personnel costs were based on 99 full-time equivalent staff, which considers staff turnover.
- Remuneration rates are based on current wages and salary costs, adjusted for anticipated remuneration changes.
- Operating costs varied due to potential efficiencies in property, maintenance, and information technology infrastructure.
- Year-end information for 2023/24 and the outcome of the Government’s 2024 Budget process was used for the 2024/25 budget and forecast.

The actual financial results achieved for the year ending 30 June 2025 are likely to vary from the forecast information provided, and the variations may be material.

Since the approval of the forecasts, there has been no significant change or event that would have a material effect on the forecasts at 30 June 2025.

Note 2: Other revenue (exchange transactions)

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
420	Revenue from other agencies	0
0	Other revenue	0
0	Gain on disposal of assets	0

Note 3: Personnel costs

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
18,347	Salaries and wages	12,840
510	Employer contributions to defined contribution plans	361
(383)	Increase/(decrease) in employee entitlements	(339)
79	Other	71
18,553	Total personnel costs	12,933

Note 4: Operating costs

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
133	Audit fees for financial statements audit	162
-	Other fees paid to the Ministry's auditors	0
933	Operating lease payments	929
4	Maintenance and minor capital purchases	(26)
372	Travel	253
133	Conferences and training	109
1,719	Consultancy and professional fees	732
187	Legal fees	30
122	Office operating costs	49
3,501	Language funding grants	5,204
10	COVID-19 funding grants	0
550	Dawn Raids funding grants	230
12,405	Other operating costs	8,364
20,069	Total operating expenses	16,036

Note 5: Capital charge

The Ministry pays a capital charge to the Crown on its equity at 31 December and 30 June each year. The capital charge rate for the financial year ended 30 June 2025 was 5.00% (2024: 5.00%).

Note 6: Cash and cash equivalents

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
9,186	Cash at bank and on hand	3,820
9,186	Total cash and cash equivalents	3,820

Cash and cash equivalents include cash on hand, deposits held on call with banks, and other short-term, highly liquid investments with original maturities of three months or less. While cash and cash equivalents at 30 June 2025 are subject to the expected loss requirements of PBE IFRS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial. Cash at bank and on hand is not subject to restrictions.

Note 7: Debtors and other receivables

Actual 30 June 2024 \$000	Actual 30 June 2025 \$000
2 Other receivables	352
2 Total debtors and other receivables	352

While debtors and other receivables at 30 June 2025 are subject to the expected loss requirements of PBE IFRS 41, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

A debt of nil was written off during the financial year ended 30 June 2025 (2024: \$0).

Note 8: Property, plant and equipment

	Leasehold Improvements \$000	IT equipment \$000	Furniture / Office equipment \$000	Motor Vehicles \$000	Total \$000
Cost					
Balance at 1 July 2023	1,208	595	264	209	2,276
Additions	(8)	350	0	0	342
Disposals	0	(191)	0	0	(191)
Balance at 30 June 2024	1,200	754	264	209	2,427
Balance at 1 July 2024	1,200	754	264	209	2,427
Additions	4	8	1	0	13
Disposals	(1,204)	(177)	(52)	0	(1,433)
Balance at 30 June 2025	0	585	213	209	1,007
Accumulated depreciation					
Balance at 1 July 2023	808	433	152	197	1,590
Depreciation expense	208	135	44	8	395
Depreciation on disposal	0	(175)	0	0	(175)
Balance at 30 June 2024	1,016	393	196	205	1,810
Balance at 1 July 2024	1,016	393	196	205	1,810
Depreciation expense	80	137	37	4	258
Depreciation on disposal	(1,096)	(173)	(50)	0	(1,319)
Balance at 30 June 2025	0	357	183	209	749
Carrying amount					
At 1 July 2023	400	162	112	12	686
At 30 June and 1 July 2024	184	361	68	4	617
At 30 June 2025	0	228	30	0	258

Work in progress

Leasehold improvements in the course of construction total of nil (2024: \$0). No other asset classes have assets in the course of construction.

Note 9: Intangible assets

	Total \$000
Cost	
Balance at 1 July 2023	509
Additions	0
Disposals	0
Balance at 30 June 2024	509
Balance at 1 July 2024	509
Additions	0
Disposals	0
Balance at 30 June 2025	509
Accumulated amortisation	
Balance at 1 July 2023	509
Amortisation expense	0
Disposals	0
Balance at 20 June 2024	509
Balance at 1 July 2024	509
Amortisation expense	0
Disposals	0
Balance at 30 June 2025	509
Carrying amount	
At 1 July 2023	0
At 30 June and 1 July 2025	0
At 30 June 2025	0

There are no restrictions over the title of the Ministry's intangible assets, nor are any intangible assets pledged as security for liabilities.

Note 10: Creditors and other payables

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
Current liabilities under exchange transactions		
712	Creditors	677
2,234	Accrued expenses	1,172
Current liabilities under non-exchange transactions		
243	Taxes payable	217
0	Deferred revenue	0
3,189	Total creditors and other payables	2,066

Creditors and other payables are non-interest bearing and are normally settled on 30-day terms. The carrying value of creditors and other payables approximates their fair value.

Note 11: Employee entitlements

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
Current liabilities		
765	Annual leave	653
1,602	Accrued salaries and wages	439
65	Sick leave	0
116	Long-service and retiring leave	51
2,548	Total current liabilities	1,143
Non-current liabilities		
158	Long service and retiring leave	91
158	Total non-current liabilities	91
2,706	Total provision for employee entitlements	1,234

Annual leave has been calculated on an actual entitlement basis at current rates of pay.

Provisions for long service leave and retiring leave are calculated on an actuarial basis based on the present value of expected future entitlements. The rates are advised to the Ministry from the Treasury. Refer to Note 1 for details of these rates.

Change in the liability due to changes in rates are outlined below:

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
(115)	Re-measurement	(25)

Note 12: Categories of financial instruments

The carrying amounts of financial assets and financial liabilities are as follows:

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
Financial assets measured at amortised cost		
9,186	Cash and cash equivalents	3,820
2	Debtors and other receivables (note 6)	352
9,188	Total loans and receivables	4,172
Financial liabilities measured at amortised cost		
2,946	Creditors and other payables (excluding deferred revenue and GST (note 9))	1,849
2,946	Total financial liabilities measured at amortised cost	1,849

Note 13: Related-Party transactions

The Ministry is a wholly-owned entity of the Crown.

The Ministry does not disclose transactions with related parties when they occur under normal business terms. This applies when the terms are similar to what the Ministry would offer any other supplier or client. In these cases, the transactions are treated as if they were with unrelated parties.

Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related-party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Related-party transactions involving key management personnel or their close family members

'Key management personnel' includes the Minister for Pacific Peoples, the Secretary/Chief Executive and the five (2024: seven) managerial positions that form the senior leadership team.

The Ministry has not purchased goods and services from key management personnel or their close family members (2024: nil).

No provision has been required nor any expense recognised for impairment of receivables from related parties.

Actual 30 June 2024 \$000		Actual 30 June 2025 \$000
1,975	Salaries and other short-term employee benefits	1,731
55	Contributions to Defined Contribution Superannuation Plan	40
553	Termination benefits	0
2,583	Total key management personnel compensation	1,771

The key management personnel compensation above excludes the remuneration and other benefits that the Minister for Pacific Peoples receives. Ministers' remuneration and other benefits are not received only for their role as members of key management personnel of the Ministry. Ministers' remuneration and other benefits are set by the Members of Parliament (Remuneration and Services) Act 2013 and are paid under Permanent Legislative Authority, but not by the Ministry for Pacific Peoples. There were no related-party transactions with the Minister for Pacific Peoples.

Note 14: Explanation of major variances against budget

Explanations for major variances from the Ministry's budgeted figures in the Information Supporting the Estimates of Appropriations are as follows:

Statement of Comprehensive Revenue and Expense

Crown revenue was equal to the budget amount. The Ministry is no longer in multi-year appropriation.

Expenses were \$0.005 million less than the budget. Favourable variances in personnel were primarily due to vacancies following the organisational change process that went live on 1 July 2024. This enabled the extension of the healthy homes initiative and the exploration work of AI enablement in the Ministry.

Statement of Financial Position

Cash and cash equivalents were \$2.325 million less than the budget amount. This was mainly due to the 2023/24 surplus repayment back to the Treasury, for the amount of \$2.918 million.

Creditors and other payables and deferred revenue was \$1.1197 million less than the budgeted amount. This was mainly due to lesser accruals recorded for the healthy homes initiative this financial year compared to prior year.

Employee entitlements were \$1.252 million below budget. This variance is primarily due to the absence of redundancy costs in 2024/25, which were incurred in 2023/24 as part of the Ministry's two organisational changes.

Statement of Cash Flows

Receipts from the Crown was equal to the budget amount.

Payments to employees and suppliers were \$2.663 million more than budget, mainly due to higher grant payments compared to budget, however consistent to prior year.

Note 15: Events after the balance sheet date

There have been no significant events after balance date.

Appropriation Statements

The following statements report information about the expenses and capital expenditure incurred against each appropriation administered by the Ministry for the year ended 30 June 2025.

In these statements:

- Remeasurements are movements in the value of an asset or liability that are outside the control of the Ministry, as defined in the Public Finance Act 1989. Remeasurements do not require an appropriation.
- Appropriation voted figures are from the 2024/25 Supplementary Estimates of Appropriations for Vote Pacific peoples.
- Location of end-of-year performance information discloses where end-of-year performance information is reported for each appropriation administered by the Ministry for Pacific Peoples, as detailed below:
 1. Annual Report of the Ministry for Pacific Peoples (this report)
 2. Non-departmental Appropriations Report for Vote Pacific peoples (presented in this report, see page 146)
 3. No reporting required due to an exemption obtained under section 15D of the Public Finance Act 1989.

Statement of budgeted and actual expenses and expenses and capital expenditure incurred against appropriations

For the year ended 30 June 2025

Annual and permanent appropriations for the Ministry for Pacific Peoples

	Expenditure after remeasurement 30 June 2024 \$000	Expenditure before remeasurement 30 June 2025 \$000	Remeasurements 30 June 2025 \$000	Expenditure after remeasurement 30 June 2025 \$000	Approved appropriation 30 June 2025 \$000	Location of end-of- year performance information 30 June 2025 \$000
Departmental output expenses						
Policy advice and ministerial servicing MCA						
Communications, projects and relationships	28,673	24,561	22	24,583	27,188	(1)
Policy advice	10,400	4,697	3	4,700	2,100	(1)
Total departmental output expenses	39,073	29,258	25	29,283	29,288	
Departmental capital expenditure						
Ministry for Pacific Peoples – capital expenditure PLA	350	8	0	8	144	(1)
Total departmental capital expenditure	350	8	0	8	144	
Non-departmental output expenses						
Promotions – business development	7,364	9,947	0	9,947	11,142	(2)
Skills training and employment appropriation	17,732	9,783	0	9,783	12,482	(2)
Total non-departmental output expenses	25,096	19,730	0	19,730	23,624	
Benefit and other related expenses						
Study and training awards for business development	976	1,221	0	1,221	1,222	(3)
Total non-departmental benefits and other related expenses	976	1,221	0	1,221	1,222	
Non-departmental other expenses						
Housing Pacific families	42,472	34,242	0	34,242	35,923	(2)
Total non-departmental other expenses	42,472	34,242	0	34,242	35,923	

Statement of expenses and capital expenditure incurred without, or in excess of, appropriation or other authority

For the year ended 30 June 2025.

Transfers approved under section 26A of the Public Finance Act 1989

No section 26A transfers were authorised in the year ended 30 June 2025.

Transfers under section 26B of the Public Finance Act

No section 26B transfers were authorised in the year ended 30 June 2025.

Expenses and capital expenditure incurred in excess of appropriation

No expenses or capital expenditure were incurred in excess of appropriation in the year ended 30 June 2025.

Expenses and capital expenditure incurred without appropriation or outside scope or period of appropriation

No expenses or capital expenditure were incurred without appropriation or outside the scope or period of appropriation in the year ended 30 June 2025.

Non-departmental Schedule

This section reports on the Non-Departmental Financial Schedules in the form of revenue and capital receipts, expenses, assets and liabilities, commitments, contingent liabilities, and contingent assets that the Ministry manages on behalf of the Crown.

Schedule of non-departmental revenue

For the year ended 30 June 2025

There is no revenue at 30 June 2025 (2024: nil).

Schedule of non-departmental capital receipts

For the year ended 30 June 2025

There are no capital receipts at 30 June 2025 (2024: nil).

Schedule of non-departmental expenses

What are non-departmental expenses?

A category (class) of outputs can be supplied either by a department (in which case it is labelled a departmental output expense) or to, or on behalf of, the Crown (in which case it is labelled a non-departmental output expense). Definitions of 'departmental' and 'non-departmental' are in section 2 of the Public Finance Act 1989.

Non-Departmental expense appropriations are where Ministers have decided to use a supplier other than a department to provide an output.

For the year ended 30 June 2025

Non-departmental expenses	Actual 30 June 2024 \$000	Actual 30 June 2025 \$000	Unaudited Budget 30 June 2025 \$000
Grants paid to 3 rd parties	67,568	53,972	59,547
Social assistance benefits	976	1,221	1,222
GST on Crown expenses	8,065	8,953	8,931
Total non-departmental expenses	76,609	64,146	69,700

Schedule of non-departmental assets

For the year ended 30 June 2025

Non-departmental assets	Actual 30 June 2024 \$000	Actual 30 June 2025 \$000	Unaudited Budget 30 June 2025 \$000
Bank	10,419	24,843	-5,767

Explanations of major variances against budget are detailed in Note 2.

Schedule of non-departmental liabilities

For the year ended 30 June 2025

Non-departmental liabilities	Actual 30 June 2024 \$000	Actual 30 June 2025 \$000	Unaudited Budget 30 June 2025 \$000
Due to providers	24,219	11,689	8,033

Explanations of major variances against budget are detailed in Note 2.

Schedule of non-departmental commitments

For the year ended 30 June 2025

There are no non-departmental commitments as at 30 June 2025 (2024: nil).

Schedule of non-departmental contingent liabilities and contingent assets

For the year ended 30 June 2025

There are no contingent liabilities or assets as at 30 June 2025 (2024: nil).

For a full understanding of the Crown’s financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the government for the year ended 30 June 2025.

Notes to the Non-departmental Schedule

Note 1: Statement of accounting policies for the year ended 30 June 2025

Reporting entity

These non-departmental schedules present financial information on public funds managed by the Ministry on behalf of the Crown.

These non-departmental balances are consolidated into the Financial Statements of the government for the year ended 30 June 2025. For a full understanding of the Crown's financial position, results of operations and cash flows for the year, readers should refer to the Financial Statements of the government.

Basis of preparation

The non-departmental statements and schedules have been prepared in accordance with the accounting policies of the consolidated Financial Statements of the government, Treasury Instructions and Treasury Circulars.

Measurement and recognition rules applied in the preparation of these non-departmental statements and schedules are consistent with New Zealand Generally Accepted Accounting Practice (Public Sector Benefit Entity Accounting Standards) as appropriate for public benefit entities.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars (\$000). The functional currency of the Ministry is the New Zealand dollar.

Measurement base

The financial statements have been prepared on a historical cost basis.

Significant accounting policies

The non-departmental schedules have been prepared using the same significant accounting policies as outlined in Note 1 to the departmental financial statements.

Note 2: Explanation of major variances against budget

Explanations for major variances from the Ministry's non-departmental figures in the main Estimates are as follows:

Schedule of non-departmental expenses

Grants paid to third parties was \$5.073 million less than the budget amount.

This was because of a delay in implementation of programme initiatives.

Schedules of non-departmental assets and liabilities

The variance to budget is the result of the timing of payments made to suppliers at year end, and lesser grants paid over time.

Appendices

Appendix 1: Strategic Indicators

This Annual Report marks the final time the Ministry will report on the Lalanga Fou goals, which have guided the Ministry’s work since 2018. They have now been replaced by the [Strategic Intentions 2025–2029](#), which came into effect in March 2025 and were formally presented to Parliament in June 2025.

While the Ministry began monitoring Lalanga Fou indicators in 2020, it is important to note that many of these indicators rely on data sources that are updated in multi-year cycles, such as the Census and national household surveys. This means that updated data is not available to track and report results on an annual basis. Additionally, the small size of Pacific population groups can limit the statistical reliability of the data.

Disclosures: Data tables

Important Note on Data Limitations

The available data has significant limitations that affect its reliability for trend analysis. These include:

- Pacific samples in many surveys are small, and sample designs often do not reflect the diversity and social realities of Pacific communities, which can lead to inaccurate estimates.
- Barriers to accessing public services affect the completeness and quality of administrative data for Pacific peoples.
- Methodological changes between consecutive censuses and household surveys make comparisons across time periods unreliable.
- Survey results are presented without confidence intervals. This is partly due to a lack of consistency in how household survey data is reported by government agencies. Including confidence intervals would support clearer interpretation and improve transparency.

Due to these limitations, any apparent differences between time points should be interpreted with caution. The Ministry’s inaugural *Long Term Insights Briefing: Improving Pacific Data Equity* provides further detail on these challenges and opportunities for improvement.

Note reference	Caveat statement
1	The GSS results are for adults aged 15 years and over.
2	This data appears to represent sexual orientation rather than people who identify as MVPFAFF+/Rainbow+. The data is for adults aged 15 years and over.
3	This data is based on a subjective question about housing affordability.
4	This does not take inflation into account.
5	According to Health NZ, a review found that since at least 2016, children aged over 4 years but less than 5 years with certain respiratory diagnoses (wheeze and lower respiratory infection) have been excluded from the ASH calculation for ages 0-4 years. Children with any other ASH conditions between 4 and 5 years were included. It is estimated that the total number of ASH events for children aged 0-4 has been undercounted by between 1.9 and 3.1% annually over the last five years. Source: Information ASH Undercount Ages 0-4 years: Issued March 2023
6	This appears to represent the proportion of children living in households where food runs out often or sometimes in the past year.
7	The annual figures are more robust than the figures for one quarter.
8	These rates are based on very small numbers and the changes over time are not significant.

Goal One: Thriving Pacific cultures, languages and identities

The goal of thriving Pacific languages, cultures and identities remains a central aspiration for Pacific wellbeing and for Aotearoa New Zealand as a whole. Data in this section provides a snapshot of selected indicators that relate to this goal. These statistics are intended to inform understanding rather than to suggest reliable changes over time, as differences between periods may reflect variations in data collection methods, survey design and other confounding factors.

Statistics are provided for reference. Caution is advised when interpreting differences between time periods. Apparent changes may reflect variations in data collection methods, survey design, and other confounding factors rather than actual shifts in outcomes.

Goal 1: Thriving Pacific languages, cultures and identities														
	Source	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Notes
Impact One: All Pacific identities are understood														
Sense of belonging for Pacific people	[1]				90.1%					85.4%			83.1%	1
Impact Two: Diverse Pacific identities are accepted, recognised, and celebrated in Aotearoa														
Ability to express identity easily or very easily	[1]		70.0%		86.4%		85.2%			75.3%			70.8%	
Experienced discrimination	[1]		19.9%		17.8%		16.0%			23.4%			26.9%	
Impact Three: Pacific languages are spoken, and cultures are fostered														
Proportions of Pacific language speakers ^{29,30}	Samoan	[2] [#]	57.4%					52.3%					50.3%	
	Tongan		55.4%					41.9%					38.2%	
	Cook Islands Māori		13.3%					9.3%					8.2%	
	Niuean		19.2%					12.7%					11.3%	
	Fijian		28.5%					24.6%					25.0%	
	Tokelauan		33.1%					24.3%					22.3%	

²⁹ The figures proportion of language speakers quoted in this report differ from information in reports previously published by the Ministry. During 2024/25, the Ministry identified an error in how these figures were calculated. Specifically, the data used to determine the proportion of language speakers included zero-language speakers (for example, those too young to talk) in the denominator when it should not have. We have since undertaken an analysis of the census data through Stats NZ's Integrated Data Infrastructure (IDI), resulting in the figures disclosed here.

³⁰ Disclaimer: These results are not official statistics. They have been created for research purposes from the IDI which is carefully managed by Stats NZ. For more information about the IDI please visit stats.govt.nz/integrated-data/. Access to the data used in this study was provided by Stats NZ under conditions designed to give effect to the security and confidentiality provisions of the Data and Statistics Act 2022. The results presented in this study are the work of the author, not Stats NZ or individual data suppliers.

Goal 1: Thriving Pacific languages, cultures and identities															
		Source	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Notes
	Tuvaluan		65.9%					51.5%					48.2%		
	Kiribati		60.8%					53.6%					54.0%		
	Rotuman		31.0%					25.2%					23.2%		
	Solomon Islander		11.2%					20.8%					21.9%		
	Ni Vanuatu		33.1%					34.6%					38.7%		
	Papua New Guinea		6.6%					9.1%					10.2%		
Number of students involved in Pacific language in education		[3]		10,382	8,310	9,216	9,718	8,036	8,083	12,244	10,565	9,524	11,333	11,485	
Impact Four: More Pacific peoples participate in their cultural activities															
Participation in a religious/spiritual group, club or organisation		[1]						53.1%					58.2%		
Impact Five: Pacific MVPFAFF+/Rainbow+ communities are supported															
Proportion who identify as MVPFAFF+ / Rainbow+		[4]			1.9%	3.6%	2.9%	3.4%	2.2%	3.9%	6.9%	5.0%	3.6%		2

Goal Two: Prosperous Pacific Communities

Statistics on Pacific prosperity are provided to give a snapshot of selected indicators, including homeownership, employment, labour force participation, and pathways to residence. These figures should be interpreted with caution. Differences between time periods may reflect changes in data collection methods, survey design, and other confounding factors rather than actual shifts in outcomes.

Goal 2: Prosperous Pacific communities															
	Source	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Notes
Impact One: Affordable and suitable housing															
Home ownership rate in Pacific peoples	[2] ⁺	18.5%					21.0%					19.9%			
Housing quality measures for Pacific peoples	Always or often colder than they would like	[1]		42.5%		41.9%		41.1%		32.2%		33.0%			
	Always has a problem with dampness	[1]								8.9%		8.6%			
Housing affordability for Pacific peoples ³¹	[1]									37.3%		33.5%			3
Impact Two: Contribution of Pacific Peoples to Aotearoa valued															
Volunteer rate in Pacific peoples	[1]				48.6%					53.7%		52.3%			
Proportion of Pacific peoples who are 'satisfied' or 'very satisfied' with their job	[1]		85.1%		86.0%		73.3%			78.2%		75.3%			

³¹ This value is calculated as the percentage of Pacific peoples who rated housing the affordability of house or flat as 7-10, with 0 being very unaffordable and 10 being very affordable.

Impact Three: Improved labour market participation																
Labour market statistics	Employed	[5]		54.8%	56.3%	57.5%	60.6%	61.1%	60.4%	60.5%	60.4%	63.3%	65.2%	62.8%	61.0%	
	Unemployed			13.0%	11.1%	10.0%	10.2%	8.5%	8.1%	7.2%	9.0%	5.8%	6.2%	8.0%	10.9%	
	Labour force participation rate			63.0%	63.3%	63.8%	67.5%	66.8%	65.7%	65.2%	66.3%	67.1%	69.5%	68.3%	68.4%	
	Underutilisation	[5] [#]		21.6%	20.6%	18.7%	18.9%	17.3%	15.5%	13.8%	14.4%	10.9%	13.1%	16.7%	20.3%	
Impact Four: Wealth and business ownership																
Median income of Pacific peoples	15-29 years	[6]	\$7,900					\$13,500					\$22,100			4
	30-64 years		\$31,100					\$37,200					\$49,100			
	65 years and over		\$16,300					\$19,700					\$24,400			
Impact Five: Improved pathways to residence																
Workers granted residence visas ³²	Pacific Access Category	[7]			684	654	654	651	234	111	30	807	1,242	939		
	Samoan Quota				903	1,134	1,116	1,101	621	11	12	603	1335	1443		

³² Visa data is for a given financial year, such that 2014 = 2014/15, 2015 = 2015/16... 2024 = 2024/25. Data extracted from MBIE Migration Data Explorer on 19 September 2025. MBIE notes the data will generally be updated on the second Monday of each month. This is to ensure all the datasets the Data Explorer draws on are up-to-date with the previous month's data.

Goal Three: Resilient and healthy Pacific peoples

Statistics on access to healthcare and health outcomes for Pacific peoples are provided as a snapshot of selected indicators for children and adults. These figures should be interpreted with caution. Differences between time periods may reflect variations in data collection methods, survey design, and other confounding factors rather than actual changes in outcomes.

Indicators include measures of unmet need for primary healthcare, Ambulatory Sensitive Hospitalisation (ASH) rates for children aged 0 to 4 years, food security, and access to mental health services. Workforce representation is also included, showing the proportion of Pacific doctors and nurses relative to the total health workforce.

Goal 3: Resilient and healthy Pacific peoples														
	Source	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Notes	
Impact One: Pacific peoples’ values and experiences leading the design and delivery of health and wellness services														
New Zealand’s Pacific Doctors and Nurses	Doctors	[8]			1.82%	1.90%	1.85%	1.78%	1.94%	2.06%	2.12%	2.20%	2.37%	
	Nurses	[9]						3.67%	3.75%	3.70%	3.92%	3.91%	4.00%	
Impact Two: Integrated prevention														
No indicator declared. No suitable indicator has been obtained for integrated prevention.														
Impact Three: Improved health for Pacific peoples														
Ambulatory Sensitive Hospitalisations (ASH) (per 100,000)	Children (0-4 years)	[10]					12,890	13,318	9,782	9,868	10,368	14,805	13,790	5
	Adults (45-64 years)						8,061	8,485	7,544	7,493	6,916	7,788	8,025	
Unmet need for primary healthcare due to cost	Children	[4]	6.9%	7.1%	4.2%	3.3%	5.4%	2.2%	0.9%	1.6%	2.4%	1.5%		
	Adults		20.2%	21.5%	17.7%	18.3%	19.4%	16.1%	15.2%	11.0%	17.6%	22.3%		
Food insecurity experienced by children		[4]	49.6%	43.7%				45.4%	37.3%	41.6%	39.6%	54.8%		6
Impact Four: Improved mental health and wellbeing for Pacific peoples														
Unmet need for professional help for their mental health (in the past 12 months) in Pacific adults		[4]			5.1%					11.7%	4.9%	12.7%		

Goal Four: Confident, thriving and resilient Pacific young people

Statistics on Pacific young people are provided as a snapshot of selected indicators, including mental health support, suspected and confirmed suicide rates, and participation in education, employment or training. These figures should be interpreted with caution. Differences between time periods may reflect variations in data collection methods, survey design, and other confounding factors rather than actual changes in outcomes. In some cases, small numbers make interpretation difficult and may lead to volatility in the data.

Goal 4: Confident, thriving and resilient Pacific young people															
		Source	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Notes
Impact One: Pacific young people are supported, confident and thriving															
Young respondents (15-24 years) who report it is easy to be themselves		Not a valid indicator as the General Social Survey does not differentiate age brackets for respondents by ethnic group.													
Young respondents (15-24 years) who were discriminated against at school (12 months)		Not a valid indicator as the General Social Survey does not differentiate age brackets for respondents by ethnic group.													
Impact Two: Pacific young people have better pathways available to them, from education to employment in a broad range of careers															
Proportion of Pacific young people (15-24 years) not in education, employment or training		[5]		20.0%	16.0%	15.4%	18.7%	14.2%	16.0%	18.4%	16.6%	14.3%	17.3%	17.5%	7
Young people who have consulted someone for their mental health (12 months)	Family, whānau and/or friends	[4]				6.8%					10.2%	9.2%	8.3%		
	GP/Nurse	[4]				6.5%					5.9%	6.3%	6.2%		
	Psychologist, counsellor, or psychotherapist	[4]				2.4%					3.2%	1.8%	4.9%		
	Teacher	[4]				6.3%					8.1%	3.0%	7.7%		

Impact Three: Pacific young people have improved mental health and wellbeing															
Psychological distress (K-10) in young people		Not a valid indicator as the Annual Health Survey does not categorise psychological distress (K-10) in young people (aged 15-24).													
Suicide rate (per 100,000) in young people (15-24 years)	Confirmed	[11]	20.3	24.9	17.2	10	9.8	0	22	12.3	-	-	-	-	8
	Suspected		20.3	28.5	18.9	10	11.4	0	23.5	12.3	16.8	15.1	0	14.6	8

Reference	Source
[1]	Stats NZ General Social Survey: Wellbeing Statistics. stats.govt.nz/information-releases/wellbeing-statistics-2023/
[2]	Stats NZ. Census (2013, 2018, 2023 data). More information on the Census available at stats.govt.nz/topics/census/ # = Data analysed using Stats NZ's Integrated Data Infrastructure. See stats.govt.nz/integrated-data/integrated-data-infrastructure/ + = Data obtained from Stats NZ's Ethnic Group Summaries. Available at tools.summaries.stats.govt.nz/ethnic-group/pacific-peoples
[3]	Ministry of Education. Time Series Data: Pacific Language Learning 2000-2024. Available at: educationcounts.govt.nz/statistics/pacific-language-in-schooling
[4]	Ministry of Health. Annual Health Surveys. Available at health.govt.nz/nz-health-statistics/surveys/new-zealand-health-survey
[5]	Stats NZ. Labour Market Statistics (June quarters). Available at stats.govt.nz/information-releases/labour-market-statistics-june-2025-quarter/ # = Data obtained from Indicators Aotearoa – Wellbeing Data for New Zealanders (June quarters). Available at statisticsnz.shinyapps.io/wellbeingindicators/
[6]	Stats NZ. Ethnic Group Summaries. Available at tools.summaries.stats.govt.nz/ethnic-group/pacific-peoples#total-income
[7]	Ministry of Business, Innovation and Employment. Resident Decisions by Financial Year. Available at immigration.govt.nz/about-us/research-and-statistics/statistics/ & Migration Data Explorer
[8]	New Zealand Medical Council. Workforce Survey. Available at mcnz.org.nz/about-us/what-we-do/workforce-survey/
[9]	Nursing Council of New Zealand. Workforce Statistics. Available at nursingcouncil.org.nz/Public/News_Media/Publications
[10]	Te Whatu Ora. Ambulance Sensitive Hospitalisations. Available at health.govt.nz/statistics-research/system-monitoring/planning-and-performance-data/ambulatory-sensitive-hospital-admissions-ash
[11]	Te Whatu Ora. Suicide trends by ethnicity by financial year. Available at: tewhatuora.shinyapps.io/suicide-web-tool/

Appendix 2: Budget significant initiatives

Programme	Initiative	Appropriation	First funding year	Total funding	2024/25	2025/26	For more info
Priority: Education, training, and employment							
Tupu Aotearoa	Continuing Tupu Aotearoa to support Pacific Peoples into employment, training, and education opportunities	Skills, Training and Employment	2021/22	\$17.782m	\$4.594m		Pages 88 - 90
	Continuing delivery of employment and training services through Tupu Aotearoa		2022/23	\$8.000m	\$2.000m	\$2.000m	
Toloa	Building Pacific Science, Technology, Engineering, Arts and Mathematics (STEM) Futures for Toloa	Study and Training Awards for Business Development	2022/23	\$3.456m	\$0.864m	\$0.864m	Pages 91 - 92
Priority: Pacific business development							
Accelerating Pacific businesses and social enterprises	Supporting economic development for Pacific communities	Promotions and Business Development	2021/22	\$15.690m	\$3.390m		Pages 83 - 87
	Pacific Economic Development – Accelerating Pacific businesses and Social Enterprise		2021/22	\$9.992m	\$2.498m	\$2.498m	
Growth, resilience, and sustainability of Pacific businesses	Supporting the Growth, Resilience and Sustainability of Pacific businesses		2023/24	\$3.150m	\$1.350m		
Priority: Protecting and promoting Pacific languages							
Pacific Languages Strategy: fostering languages and wellbeing in media, education, government and communities	Pacific Languages Strategy – fostering languages and wellbeing in media, education, government and communication	Policy Advice and Ministerial Servicing MCA	2023/24	\$13.315m	\$4.648m	\$3.767m	Pages 93 - 102

Appendix 3: Māori language events

Date of event	Description of Māori language event
17 July 2024	PGA partnership Te Tiriti workshop, Ōtara Music Arts Centre, Ōtara, 80
29 July 2024	PGA partnership Te Tiriti workshop, Pātaka Museum, Porirua, Wellington, 20
15 August 2024	PGA partnership Te Tiriti workshop, Māngere Arts Centre, 100 in person and 20 online PGA partnership Marae protocol workshop preparation for Pacific specific people's poukai at Tuurangawaewae Marae on 20 August, 80 in person and 25 online
18 August 2024	PGA partnership Te Tiriti and waiata workshop, 15 in person in Auckland
19 August 2024	PGA partnership Te Tiriti and waiata workshop, 40 in person at Ngaaruawaahia
20 August 2024	Cultural preparation leadership influence (waiata, imene, pese; whaikōrero and marae protocol) for the 100+ representatives of the PGA who were welcomed in a pōwhiri by te Kiingitanga for a Pacific peoples specific Poukai, Tuurangawaewae Marae. First-time honour for Pacific peoples
3-4 September 2024	Cultural preparation leadership influence (waiata, imene, pese; whaikōrero and marae protocol) for the 200+ representatives of the PGA who were welcomed at a pōwhiri at the Tangihanga of Kiingi Tuuheitia, at Tuurangawaewae Marae
16 September 2024	Coordinated the blessing and Herewini Ammunson to bless the new MPP Head Office premises at 44 the Terrace, Wellington
19 September 2024	Whakanui te Wiki o te reo Māori: ACC colleagues from the Māori directorate ran an interactive workshop sharing their reo Māori journeys for MPP, 73 people in attendance online
5 October 2024	PGA partnership Te Tiriti o Waitangi workshop, 38 online
9 November 2024	Manukau PACIFICA Inc Te Tiriti o Waitangi workshop, 15 in person and 5 online
9 November 2024	PGA partnership Te Tiriti o Waitangi workshop, 22 online
10 November 2024	PGA partnership Te Tiriti o Waitangi workshop, 15 online
18 November 2024	PGA partnership Te Tiriti o Waitangi workshop, 23 online
30 November 2024	Te Tiriti o Waitangi Pacific lens kōrero at Hui Takatāpui, Wellington at Maraeroa Marae, 25 in person
8 December 2024	PGA partnership Te Tiriti o Waitangi workshop, 16 online
9 December 2024	PGA partnership Te Tiriti o Waitangi workshop, 14 online
17 December 2024	Te Tiriti o Waitangi understanding the Treaty Principles Bill for MPP staff, 45 online
15 January 2025	PGA partnership Te Tiriti o Waitangi workshop, 17 online

Date of event	Description of Māori language event
3 February 2025	PGA partnership marae protocol and waiata prep, Rāwhitiroa Marae, Northland, 45 in person
4 February 2025	Cultural preparation leadership influence (waiata, imene, lologo, pese; whaikōrero and marae protocol) for the 200+ PGA representatives welcomed in a pōwhiri into Upper Marae, Te Tii, Waitangi by Ngā Puhi nui tonu. First-time honour for Pacific peoples
14 March 2025	Boost Pasifika young disabled leaders' Te Tiriti workshop, Manukau, 45 in person
3 April 2025	Talanoa Ako young Pacific IT leaders' Te Tiriti workshop, 10 online
7 and 15 April 2025	Talanoa with Sina Mulitalo giving expert advice on Te Tiriti resources for Christchurch City Council
13 June 2025	Boost Pasifika and PHAB Pasifika Matariki workshop, Manukau, Auckland, 41 in person
17 June	Vaka Tautua staff Matariki training, Manukau, Auckland, 39 in person
19 June	Pou Tangata Moana – Pacific Public Servants' Network Matariki workshop, 27 online
19 June	Vaka Tautua Samoan elders' Matariki workshop, Manukau, Auckland, 44 in person
29 June	PGA partnership Te Tiriti o Waitangi workshop for the Whau Pasifika Festival, 20 online
TOTAL NUMBER OF ATTENDEES	NAME OF EVENT
1354	Attendees at Te Tiriti o Waitangi training provided for Pacific people in external organisations
151	Attendees at Matariki training provided for Pacific people in external organisations
1505	TOTAL EXTERNAL ATTENDEES AT TE TIRITI O WAITANGI AND MATARIKI TRAINING

Appendix 4: Honours and Awards

King's Birthday Honour Recipients 2024/25

Honorary King's Service Medal

Seisina Latu

Honorary King's Service Medal for services to the Pacific community.

Seve Eteuati Fa'avae

Honorary King's Service Medal for services to the Pacific community.

Honorary Member of the New Zealand Order of Merit

Viliani Teumohenga

Honorary Member of the New Zealand Order of Merit for services to education and the Pacific community.

King's Service Medal

Berry Jane Rangi

King's Service Medal for services to the Pacific community.

Zora Estelle Feilo-Makapa

King's Service Medal for services to the Niue community and the arts.

Member of the New Zealand Order of Merit

Annie Burma Teina Tangata Esita Scoon

Member of the New Zealand Order of Merit for services to softball and the Pacific community.

Eugene Meredith

Member of the New Zealand Order of Merit for services to American football.

Johnny Kimutau

Member of the New Zealand Order of Merit for services to the Pacific community.

Meleua Enda Ikiua

Member of the New Zealand Order of Merit for services to Vagahau Niue Language and education.

Okesene Uili Galo

Member of the New Zealand Order of Merit for services to the Tokelau community.

Pauline-Jean Luyten

Member of the New Zealand Order of Merit for services to rugby and the Pacific community.

Appendix 5: Asset Performance Indicators

Under direction from the Cabinet Office in 2023, agencies must report on relevant asset performance indicators for service-critical assets in their annual reports. Agencies are required to identify as a 'service-critical asset' any asset which, if damaged or destroyed, would be likely to have a significantly adverse impact on the delivery of the agency's services.

The Ministry for Pacific Peoples has identified no service-critical assets in line with the reporting requirements in CO (23) 9.

Appendix 6: Delegations

Under Schedule 2 of the Public Service Act 2020, a department chief executive can delegate a specific function or power to someone outside the Public Service. This can only happen with the Minister's approval and if the chief executive is confident that any conflicts of interest will be avoided or managed.

Departments must describe in their annual report how effectively any such delegation was performed or exercised.

The Secretary for Pacific Peoples has not made any delegations under this statute.



Te Kāwanatanga o Aotearoa
New Zealand Government

Minister for Pacific Peoples' Non-departmental Appropriations Report

For the year ended 30 June 2025

Presented to the House of Representatives pursuant to section 19B of the Public Finance Act 1989.

Introduction

In accordance with section 19B of the Public Finance Act 1989 (the Act), and as the Minister responsible for non-departmental appropriations within Vote Pacific Peoples during 2024/25, I submit this report on appropriations that were not granted an exemption from reporting under section 15D of the Act for the 2024/25 financial year.

This report outlines what was intended to be achieved by each of the appropriations, and results delivered by third-party service providers funded by the Ministry for Pacific Peoples that do not report to Parliament through other reporting mechanisms.

This report provides year-end non-financial and financial performance for the relevant non-departmental appropriations for the period 1 July 2024 to 30 June 2025.



Hon Dr Shane Reti
Minister for Pacific Peoples

Hon Dr Shane Reti
Minister for Pacific Peoples
11 September 2025

Overview

This report presents the performance results for three non-departmental appropriations, as outlined in the 2024/25 Estimates and Supplementary Estimates of Appropriations for Vote Pacific Peoples. These results are reported in accordance with section 15D of the Public Finance Act 1989, which requires end-of-year performance reporting for specified categories of expenditure.

- Non-departmental output expenses
 - Promotions - Business Development
 - Skills training and employment
- Non-department other expenses
 - Housing Pacific Families.

All initiatives included in this report are delivered by the Ministry for Pacific Peoples on behalf of the Minister for Pacific Peoples.

Summary

All nine measures were achieved. During 2024/25, five new performance measures were introduced, and three existing measures were amended to better demonstrate both short-term impact and long-term value. The Ministry, on behalf of the Minister, will continue to review measures to ensure they demonstrate the value of funded initiative, as part of its integrated planning, monitoring, and reporting system. Disclosures can be found in the Ministry's Annual Report in Part 6 Our Performance.

Statements of Performance

Non-departmental Output Expenses

Promotions – business development

Scope of appropriation

This output class involves the purchase of a range of services that will provide opportunities for Pacific peoples to gain the information and skills necessary to succeed in business.

What is intended to be achieved with this Appropriation

This appropriation is intended to achieve the development of skills necessary for Pacific peoples to succeed in business.

Non-financial performance

Supporting Pacific businesses to create new jobs and extending support and advisory services to the Pacific business sector.

	2024/25 Result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Number of new jobs created in Pacific owned businesses every year (see Note 1)	At least 130	484	✓	149
Note 1: This measure was amended to clarify the definition of 'new jobs', meaning new, filled roles/positions created by businesses that can be attributed to the support they received through Pacific Business Village initiatives.				
Number of businesses supported and advised (see Note 2)	At least 350	778	✓	New measure
Note 2: This measures the coverage and reach of Pacific business networks and providers in terms of advisory services and business development support to the Pacific business sector.				

Financial performance

Actual 2023/24	Financial performance (excludes GST)	Unaudited estimates 2024/25	Unaudited supplementary estimates 2024/25	Actual 2024/25	Unaudited forecast 2025/26
\$000	\$000	\$000	\$000	\$000	\$000
\$7,364	Total expenses	\$11,142	\$11,142	\$9,947	\$11,142

Skills training and employment

Scope of Appropriation

This output class involves the purchase of a range of services that will provide opportunities for Pacific peoples to gain the information and skills necessary to succeed in business.

What is intended to be achieved with this Appropriation

This appropriation is intended to achieve sustainable employment and educational outcomes for Pacific youth.

Non-financial performance

A regionalised approach to supporting Pacific peoples who are identified as not in employment, education, or training (NEET) to access training, education, and employment opportunities. This aims to contribute towards reducing the proportion of Pacific peoples who are unemployed or underemployed in the New Zealand labour market.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Number of placements to support Pacific peoples who are NEET to start employment, education, or training through the Tupu Aotearoa programme (see Note 1)	At least 7,500 between 1 July 2021 - 30 June 2025	10,381	✓	2,938 (2023/24) 7,645 (cumulative from 1 July 2021 to 30 June 2024)
Note 1: This measure was amended to improve wording. This measures placements of eligible Pacific peoples into employment, education, and/or training, where the placement is held for at least 31 days since 1 July 2021.				
Case study: Improved education, training, and employment outcomes (see Note 2)	-	See page 90 of the Ministry's annual report for this case study	✓	New measure

Note 2: This measure demonstrates the success of the Ministry's long-term strategic goal to improve education, training, and employment for Tupu Aotearoa programme participants.

Providing financial capability training and mentoring for Pacific peoples who are ready to purchase their own homes.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Number of Pacific peoples who completed the Pacific Financial Capability programme	At least 494	674	✓	New measure
Number of Pacific peoples who developed a Home Ownership plan with support from the Pacific Financial Capability programme	At least 174	266	✓	New measure

Supporting the Centre for Pacific Languages (CPL) to deliver language learning courses and develop digital platforms to support language learning.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Number of enrolments in free Pacific languages courses through the CPL (see Note 3)	At least 2,500	2,680	✓	2,333

Note 3: This measure was amended to improve wording.

Financial performance

Actual 2023/24	Financial performance (excludes GST)	Unaudited estimates 2024/25	Unaudited supplementary estimates 2024/25	Actual 2024/25	Unaudited forecast 2025/26
\$000	\$000	\$000	\$000	\$000	\$000
\$17,732	Total expenses	\$12,482	\$12,482	\$9,783	\$12,482

Non-departmental benefits or related expenses

Study and Training Awards for Business Development

Scope of Appropriation

This is for the promotion of positive role models for young Pacific people in New Zealand and the provision of scholarships for further education.

What is intended to be achieved with this Appropriation

This is for the promotion of positive role models for young Pacific people in New Zealand and the provision of scholarships for further education.

Non-financial performance

An exemption was granted, as the appropriation is one from which resources will be provided to a person or an entity other than a department, a functional chief executive, an Office of Parliament, or a Crown entity, under s15D(2)(b)(iii) of the Public Finance Act 1989, as the amount of this annual appropriation for a non-departmental output expense is less than \$5 million.

Financial performance

Actual 2023/24	Financial performance (excludes GST)	Unaudited estimates 2024/25	Unaudited supplementary estimates 2024/25	Actual 2024/25	Unaudited forecast 2025/26
\$000	\$000	\$000	\$000	\$000	\$000
\$976	Total expenses	\$1,222	\$1,222	\$1,221	\$1,222

Non-departmental other expenses

Housing Pacific Families

Scope of Appropriation

This appropriation is limited to contributions toward the costs of developing new affordable homes for Pacific peoples.

What is intended to be achieved with this Appropriation

This appropriation is intended to provide practical assistance and resources to organisations and Pacific housing providers to improve housing outcomes for Pacific peoples.

Non-financial performance

Contributing to the supply of affordable, fit-for-purpose homes to enable more Pacific families to own a home, which can serve as a foundation for building intergenerational wealth.

	2024/25 result			Previous result
Measure	Standard	Actual	At a glance	2023/24
Collaborate to have affordable, fit-for-purpose homes built for Pacific families (see Note 1)	Between 10 and 25	22	✓	18
Note 1: This is an aggregated measure combining homes delivered to Pacific peoples through the Pacific Affordable Homes, and Our Where our Fale Programmes. The combined target is up to 85 homes by December 2026.				
Case study: Increased homeownership and financial security see Note 2)	-	See pages 77-78 of the Ministry's annual report for this case study	✓	New measure
Note 2: This measure demonstrates the success of the Ministry's long-term strategic goal to increase financial security for Pacific peoples through homeownership.				

Financial performance

Actual 2023/24	Financial performance (excludes GST)	Unaudited estimates 2024/25	Unaudited supplementary estimates 2024/25	Actual 2024/25	Unaudited forecast 2025/26
\$000	\$000	\$000	\$000	\$000	\$000
\$42,472	Total expenses	\$35,923	\$35,923	\$34,242	\$35,923