

STATEMENT OF INTENT



2015-2019



Ministry of Pacific Island Affairs

Our vision

- *SUCCESSFUL PACIFIC PEOPLES*

Our mission

- *EFFECTING POSITIVE CHANGE FOR PACIFIC PEOPLES*

Our overall outcomes

- *IMPROVED ECONOMIC WELLBEING AND LIVING STANDARDS*
- *STRENGTHENED PACIFIC FAMILIES AND COMMUNITIES*

Our values

- *RESPECT – Treat others the way you want to be treated*
- *EXCELLENCE – Achieve your best and strive for better*
- *LEADERSHIP – Serve and lead by example*

Ministry of Pacific Island Affairs

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2015–2019



New Zealand Government

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Part One: Overview

Foreword from the Minister for Pacific Peoples

Pacific People are at the heart of the Government’s vision for a proud and prosperous nation. As our youngest and fastest growing population group, our achievements and successes will increasingly shape our future, help define what it means to be a New Zealander, and reinforce our identity as a proud Pacific nation.

The Ministry of Pacific Island Affairs has an important role to play. As the Crown’s lead advisor on Pacific expertise, the Ministry is well placed to shape the policies and interventions that lead to better outcomes for Pacific peoples – and for New Zealand. With strong connections across Government and communities, the Ministry can connect Pacific peoples with public services, and provide the expertise to identify where further improvements can be made. In doing so, the Ministry contributes to this Government’s priorities for better public services, and for economic and social wellbeing.

Education, employment and entrepreneurship, and improved living conditions are fundamental to this wellbeing and will continue to form the basis of the Ministry’s priorities. Education is fundamental for Pacific people to obtain higher living standards. It gives us access to a wider range of employment opportunities, higher-paying jobs, and the ability to choose and shape our future pathways. Innovation, entrepreneurialism, and business ownership are essential to New Zealand’s business growth. Aligning Pacific skills and qualifications to future demand for jobs contributes to our economic success. Ensuring better living conditions, including improved access to social housing, establishes a foundation for a better and more self-sustaining lifestyle for Pacific families and communities.

I expect the Ministry to continue to make a contribution to these priorities by working closely with Government agencies and with the community. Already we are seeing progress. As we work towards our Better Public Service targets, we are seeing more Pacific children participate in early childhood learning, a greater number of teaching staff who identify as Pacific, improved Pacific achievement at National Certificate of Educational Achievement Level 2, and more Pacific language services. Nationally we are

seeing more Pacific people move to paid employment, and an increase in Pacific business ownership. This progress highlights the valuable contribution that the Ministry has made through initiatives such as Pasifika Power Up programmes, and Pacific Early Learning Mobile Outreach services.

I also look forward to further working with community groups to foster and celebrate Pacific languages and cultures. The vibrancy of our cultures, preservation of our languages, youthful population and strong community spirit will help shape our future and continue to reinforce New Zealand’s identity as a proud Pacific nation.

This Statement of Intent sets out an integrated set of priorities for the period 2015–19. Together, these priorities highlight how our work will increase employment, entrepreneurship, education and skills - unlocking the potential of Pacific peoples to create jobs and prosperity.

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



A handwritten signature in black ink, which appears to read 'Sam Lotu-iga'. The signature is fluid and cursive.

Hon Peseta Sam Lotu-iga
Minister for Pacific Peoples

Ministerial Statement of Responsibility

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



Hon Peseta Sam Lotu-liga
Responsible Minister for Pacific Peoples

Introduction from the Chief Executive

This Statement of Intent sets out the expectations of the Government covering the period 2015 to 2019. It outlines how we can make a difference for our people, through influencing better education, higher paid jobs, and the ability to sustain a more comfortable lifestyle for our families and communities. Our aim to improve the lives of New Zealand Pacific peoples is reflected in our vision of ‘Successful Pacific Peoples’.

Investing in the success of our Pacific people has significant benefits for all New Zealanders – both economically and in social wellbeing. The Pacific Island population in New Zealand is fast out-growing that of all other population groups. It is also a youthful population. In 15 to 20 years, one in five New Zealand children will be Pacific, and one in eight workers under 39 will be Pacific. This means that not only will Pacific peoples give new meaning to what it means to be a New Zealander, but creating stronger pathways for success will create new opportunities and help power the economy.

This highlights the importance of maintaining our focus on our key result areas of:

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

Improving access to education, and Pacific educational achievement, will improve Pacific people’s ability to obtain employment and to get higher paying jobs. Connecting our skilled workers to where there is future demand for jobs creates additional successful pathways, leading to innovation and growth, and a more self-sustaining lifestyle. Preserving our language, culture, and heritage, reinforces our identity and the pride we have as a Pacific nation. Each of these key areas, contribute significantly to our Government’s priorities, our targets for Better Public Services, and to our Business Growth Agenda.

The Ministry of Pacific Island Affairs can make a contribution to these result areas in a way that no other agency can. With a wealth of knowledge and expertise in Pacific matters, and with strong connections to Government and to the community, the Ministry is well positioned to take Government to communities – and bring Pacific communities into policy development.

This approach relies on working closely with others to attain the results that we seek. In the next four years we will continue to actively increase our focus on partnerships, seek greater integration between the Ministry’s work with communities and its central office-based work, and promote direct and smarter engagement with Pacific communities.

Our work programmes in the coming years reflect this collaborative approach. Through the work that we do, and in partnership with others, we will seek to:

- Identify, develop, and promote future Pacific leaders – and highlight Pacific success;
- Co-design and deliver innovative programmes that bring benefits to the communities and to businesses; and
- Identify valuable insights about Pacific success – and use and gather this intelligence to provide expert policy advice to Ministers and partnering agencies.

We have used our new operating model to help support this work. In recent years we have positioned more of our resources where they needed to be – closer to the community.

The changes were intended to improve our visibility and effectiveness in our engagements with Pacific communities and conversely with our key government partners at local and national levels. This has allowed us to better serve Pacific communities directly, and to better leverage off our relationships and community presence to contribute to wider government policy development.

To follow up this work, we will be focusing on building our capability – so that we are more agile and nimble, proactive, outward facing, and better connected. This will include the design of monitoring and evaluation frameworks, and the build of an integrated system to help harness the knowledge and expertise. We will also promote innovative approaches to accessing a more diverse community, such as exploring new channels for engagement.

In the medium term we will further invest in our people, developing the skills to work closely with the community, with businesses, and with Government. We will also need to continue to develop the skills to provide critical thinking, and ensure we keep a policy lens over the work that we do.

Alongside this, we will continue to strengthen our focus on organisational culture, communication, organisational performance and staff management practices to ensure consistency of information, agility of thought and response in a climate of continuous improvement across the organisation.

Finally, the Ministry will continue to grow Pacific leadership capacity and celebrate the successes of our people – both in Government, in business, and in the community. I am determined that our organisation will reflect a Ministry that fosters Pacific success and demonstrates the contribution that Pacific People can and will make to all New Zealand.



Pauline A Winter

Pauline A Winter
Chief Executive

Chief Executive statement of responsibility

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

Pauline A Winter

Pauline A Winter
Chief Executive

Greg Hanlen

Greg Hanlen
Chief Financial Officer

A Snapshot of Pacific New Zealand

Pacific People in New Zealand

344,000

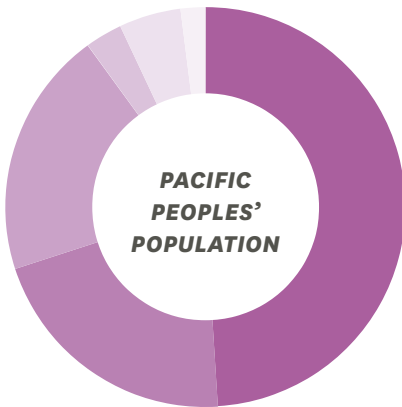
Pacific people living in New Zealand

60%

born in New Zealand

Growing 3x faster
than overall population

Population



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

22.1
YEARS OLD

Median age of NZ's Pacific population

37.3
YEARS OLD

Median age of NZ's population

1 in 13

New Zealanders is of Pacific origin



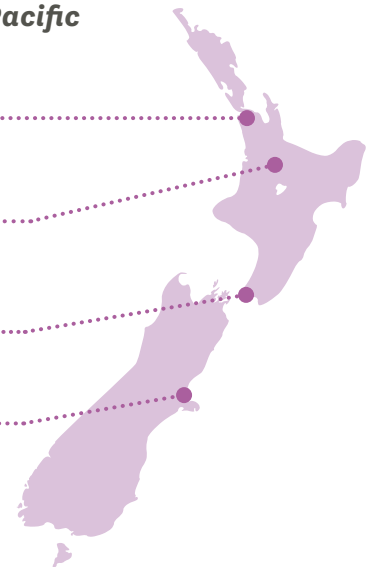
Where do Pacific People live?

65.9%
AUCKLAND

5.0%
WAIKATO

12.2%
WELLINGTON

4.3%
CANTERBURY



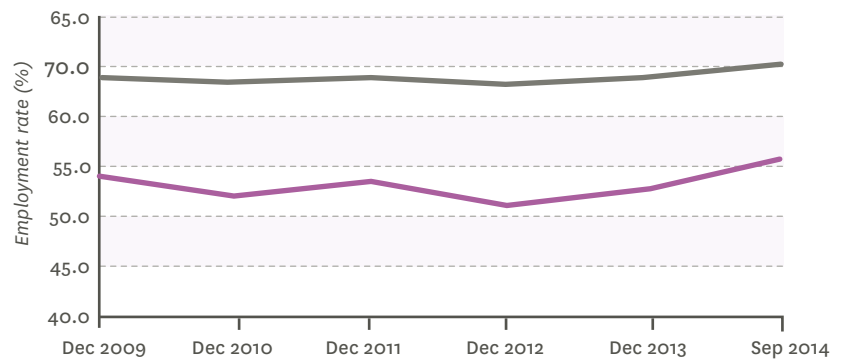
Employment rate

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

— Total Population — Pacific Peoples

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

Pacific Peoples' Employment Rate



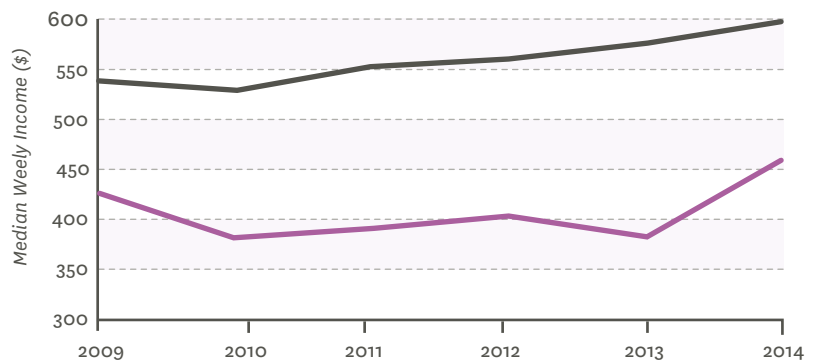
Income

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

— Total Population — Pacific Peoples

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

Pacific Peoples' Income

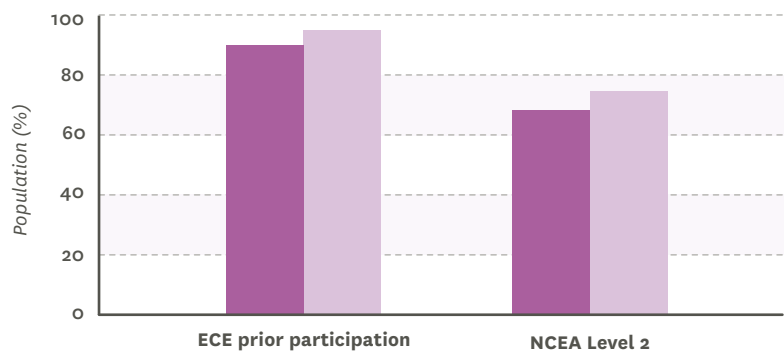


Education

● Pacific People
● Total NZ Population

Source: Ministry of Education, Education Counts

Pacific Education



Our Role, Functions & Approach

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

What we do

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

Policy Advice

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

Innovation

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

Pacific Knowledge & Expertise

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

Partnerships & Leadership

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

How we do it

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

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

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

Part Two: Strategic Direction

Vision

Our vision. “Successful Pacific Peoples”, places the community and its people at the heart of the work. It focuses attention on Pacific peoples achieving success - and New Zealand realising the social and economic benefits of that success.

Realising our vision is critical not only for Pacific peoples, but as an investment in New Zealand’s future wellbeing and prosperity. Our work; and the changes we are making, will help us to enable and foster this vision.

Strategy

The Ministry’s strategic direction aims to generate opportunities for Pacific peoples in New Zealand to prosper, by delivering robust policy and interventions that receive widespread support from stakeholders and the confidence of the government.

Because of the increasing diversity of our Pacific peoples in New Zealand and the flexibility with which we must operate, no one-size-fits-all approach or strategy will realise success. As such, our approach is about harnessing our relationships, knowledge and expertise – to better connect Pacific peoples and government.

A key part of the strategy, therefore, is unlocking the ability to collect community and business intelligence, harnessing it to enable well-informed policy advice, and using our strong connections to influence the policy agendas of central and local government. We will use the knowledge and expertise, and our strong connections, to tailor interventions and policies to the community – and to promote further business success.

Adopting a value-for-money approach is also a critical part of the strategy. To help realise success for our Pacific peoples, and connect Pacific peoples and government, we will underpin the strategy by:

- focusing our work programmes, policies, and interventions on the areas of greatest impact.
- increasing collaboration, including adopting partnership approaches to our work; and
- building an operating model which can help us to better align Pacific knowledge and networks with those agency resources focused on improving Pacific outcomes.

As a small department, the Ministry has limited resources. By focusing our resources and interventions into areas that make the greatest difference, by working through others, by using a partnership approach, and by facilitating knowledge and expertise between groups, the Ministry can provide more value from the government’s investment.

Focusing the Work Programme – Our Key Result Areas

In working towards its vision of ‘Successful Pacific Peoples’, the Ministry is focusing on result areas that contribute to the economic development and empowerment of Pacific communities in general and youth in particular. For this reason, our work programme priorities for 2015-2019 will focus on:

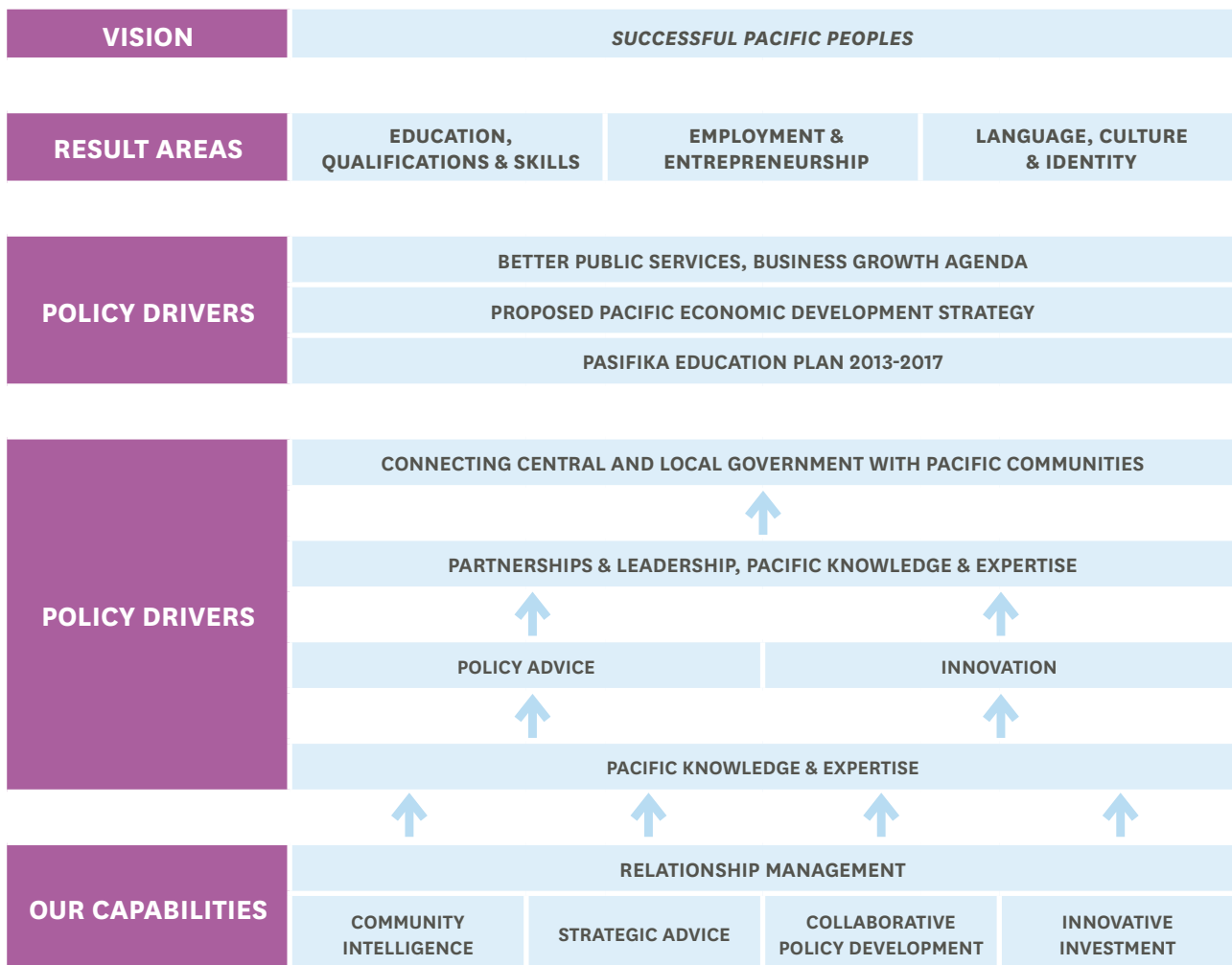
- Education, qualifications & skills;
- Employment & entrepreneurship; and
- Language, culture and identity.

The priorities for the work programmes have received the widespread support of our stakeholders and the confidence of government. By focusing on the learning journey of an individual, their progression into areas of employment and innovation, and their identity through families and communities of interest, we can influence a better and more self-sustaining lifestyle for our Pacific peoples.

The priorities will be supported by:

- innovative programmes that bring the school framework and community together, with the learner being the common denominator;
- communication and participation in ground-breaking projects that have an impact on the individual and their communities, the government and our responsible Minister, and Pacific people living in New Zealand; and
- information sharing and collaboration with other government agencies that are aligned to increasing economic wealth and prosperity that is specifically Pacific for Pacific.

Outcomes Framework



Result Areas

Result Area 1: Education, Qualifications & Skills

Improved outcomes for Pacific people in education

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

Result Area 2: Employment & Entrepreneurship

Higher Pacific employment and increasing participation in higher paying jobs and business ownership

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

Result Area 3: Language, Culture & Identity

Promoting a strong sense of the New Zealand-Pacific identity

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



Part Three: Making It Happen

Transforming our Organisational Culture & Capability

To help Pacific people and communities achieve their aspirations, and ensure that they are placed at the heart of everything we do, we must continue to transform our organisational capacity and capability.

Our goal is to be the agency that others look to for our knowledge and expertise on key issues affecting Pacific peoples in New Zealand. We have a unique market 'niche' in the area of Pacific information; to increase our engagement and help connect Pacific peoples and government policies and interventions. However, we will need to become more visible and effective in our engagements with Pacific communities and our key government partners at local and national level.

A review of the operating model in 2014 identified a number of improvements that the Ministry could make to attain this goal. As an organisation we had to be more agile, more proactive, more outward facing, and better connected. We also had to make a number of structural changes so that we could position more resources in areas where they needed to be - closer to the community, as well as changes to the way that we work. Now, and in the coming years, the Ministry will develop its organisational and workforce capabilities to support the improvements made to our policy, communications and regional information gathering activities. In particular, we will focus on developing the necessary systems, processes, and capabilities that will help us create enduring partnerships, facilitate knowledge and expertise between groups, and continue to focus resources into those areas that need it.

Our people, and the knowledge and expertise that they hold, are our key assets. We will therefore focus our professional development on ensuring staff are outcome focused, critical thinkers, competent communicators, well-networked, technologically adept, flexible, and comfortable working with local communities. We want to ensure that staff in the regions can apply a policy lens to their community work, with those working closer to Government applying a community lens to theirs.

We will also develop a supporting infrastructure systems, processes, and technology, so that staff can improve agility, and better harness the knowledge and expertise.

Contributing to Better Public Services

In pursuit of our vision of ‘Successful Pacific Peoples’, we intend to continue to contribute to the Government’s Better Public Services program. The work program outlined in this Statement of Intent represents an affirmation of previous work towards

primarily education-related Better Public Services targets. It also expands the focus to include impact areas more directly related to economic development, employment and innovation.

Working Together

We recognise that our value is already derived from our strong relationships with government agencies and with Pacific communities across New Zealand. To achieve even greater success for our Pacific people, however, we will need to develop a proactive agenda, working closely with partners across the wider state sector, non-profit organisations and private enterprise.

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

The approach recognises that the knowledge, capability, and relationships required to sustain solutions exists in Pacific communities and businesses. To open up new channels for engagement, we must be able to connect to individuals, community groups, and businesses, through their preferred channels and in their preferred locations.

We also aim to broaden our market reach within four years to include national and international employers, philanthropic funders for innovative business and economic opportunities and providers of research and educational scholarships. Our strengthened Pacific networks and knowledge support our targeted two-way information sharing with church leaders, community leaders, businesses, and other Pacific interest groups and organisations.

