

Auckland Pacific Strategy

Successful Pacific Peoples

2009-2014



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Executive summary

This *Auckland Pacific Strategy* lays the foundation for the Ministry of Pacific Island Affairs' (MPIA's) work in the region for the next five years. It sets out the ways in which we can add value to the work of Pacific communities, local government and agencies to improve outcomes for both Auckland Pacific peoples and the Auckland region.

The Ministry's work is designed to enable and foster our vision of successful Pacific peoples. The *Auckland Pacific Strategy* applies that vision and our responsibility for promoting the social, economic and cultural wellbeing of Pacific New Zealanders to the region where most Pacific people live.

Successful Pacific peoples are essential for New Zealand's ongoing economic and social development. As New Zealand's 'baby-boomer' generation hits retirement age Maori and Pacific young people are making up an increasing proportion of the labour market. Increasing Pacific people's skill levels is therefore essential for the economic growth required to support New Zealand's ageing population. Nowhere is this more important than in Auckland, home to two-thirds of the Pacific peoples in New Zealand.

The Ministry in Auckland

We have a regional office in Counties Manukau, reflecting the importance of the Auckland region for Pacific development. Staff at the Auckland office includes three with policy roles, a senior research analyst, four in our communications and relationships team and an administrator.

The communications and relationships team provides the vital link between Pacific communities, central and local government agencies and business by:

- advising government agencies on ways to communicate effectively with Pacific peoples
- liaising with Pacific communities to ensure that they know about government policies and services of relevance to them, and to foster greater participation by Pacific peoples in decision-making, and
- facilitating public meetings and community Fono to enable Pacific people's input into government policy.

The Ministry's policy and monitoring team provides advice and information about Pacific communities to other agencies to contribute to policy development, research and the successful implementation of programmes.

Five strategic priorities

The *Auckland Pacific Strategy* sets out five strategic priorities that will underpin our Auckland work.

These strategic priorities build on the important gains made for and by Pacific peoples in the Auckland region. More detailed information about each priority is provided later in this document.

These five priorities are to:

- **Improve co-ordination in Auckland**
- **Celebrate Pacific cultures**
- **Strengthen Pacific leadership and influence decision-making**
- **Strengthen Pacific economic development**
- **Improve Pacific employment opportunities with a focus on Pacific youth.**

Our work within the priority areas above will increasingly focus on projects with demonstrable outcomes for Pacific youth.

Collective responsibility

Our priorities are underpinned by concepts of collective responsibility for change. A relevant and ancient Samoan saying is *‘O le pulupululima faatasi, e mafai ai ni suiga lelei’* which means ‘if we work together, we will achieve positive changes or results.’

Collective responsibility encompasses Pacific communities, local and central government agencies. MPIA’s role is to foster and maintain collective responsibility through our relationships and our linking role between agencies and the Pacific communities they serve.

The best way to make a positive impact on the lives of Pacific peoples is by bringing Pacific perspectives to the work of central and local government agencies responsible for making, implementing and communicating policies that affect the lives of Pacific peoples.

How we work

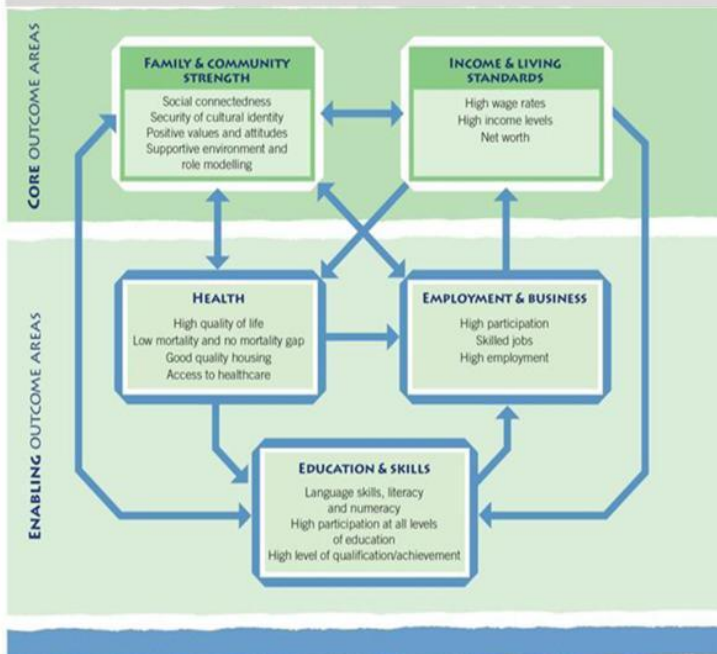
The Ministry will work towards achieving its strategic priorities and objectives in the Auckland region by:

- being the premier advisers to central and local government on Auckland Pacific issues
- being a source of credible and reliable information about Pacific communities
- promoting, facilitating and influencing Auckland regional activities that will improve the wellbeing of Pacific peoples
- having well developed communications and relationships, and
- actively monitoring government services.



Auckland MPIA Pacific Strategy

Our Vision: Successful Pacific People



Achieving the Vision

- Premier advisers to central and local government on Auckland Pacific issues
- A source of credible and reliable information about Pacific communities
- Promoting, facilitating, and influencing Auckland regional projects
- Communicating and managing relationships
- Actively monitoring government services

Strategic Priorities

(all of equal importance)

Improve co-ordination

- Improve sector co-ordination
- Ensure communities are well informed and well connected to government programmes
- Make knowledge available by presenting it in a useful way
- Improve co-ordination within the Pacific region
- Build partnerships with Auckland Iwi

Celebrate Pacific cultures

- Promote Pacific languages
- Support community development
- Support Pacific festivals and other events

Strengthen Pacific leadership and influence decision-making

- Increase Pacific representation in decision making forums across Auckland
- Increase Pacific leadership in business and community enterprises

Strengthen Pacific economic development

- Pacific peoples achieving their economic potential
- Support the development of Pacific businesses in Auckland

Improve employment opportunities with a focus on Pacific youth

- Assist the Ministry of Education to improve educational outcomes through the Pasifika Education Plan
- Identify emerging occupations/industries and promote to Pacific young people
- Improve employment opportunities for Pacific youth

Strategic Objectives

Examples of Actions

KEY RESULT: IMPLEMENT STAKEHOLDER ENGAGEMENT FRAMEWORK

- Bring agencies together to focus on common problems
- Build Pacific relationships and networks
- Increase Pacific communities' access to assistance

KEY RESULT: PACIFIC LANGUAGES STRATEGY IMPLEMENTED

- Strengthen Pacific community compacts/networks
- Pasifika Cultural Centre
- Mobilise community wealth to achieve community priorities

KEY RESULT: LEADERSHIP AND GOVERNANCE TRAINING DEVELOPED

- Identify key Boards and ensure strong Pacific nominations
- Develop strategies to promote Pacific leadership, identify and mentor emerging leaders
- Support the development of business and management skills amongst Pacific community organisations

KEY RESULT: STRENGTHEN AND REFOCUS THE PACIFIC BUSINESS TRUST

- Identify business and employment opportunities provided by regional projects
- Facilitate the formation of an Auckland Pacific Economic Development Task Force

KEY RESULT: IMPLEMENT COMMUNITY MAX

- Assist with the successful implementation of the Pasifika Education Plan
- Strengthen links between career pathways and future occupations
- Promote skills and training

Auckland - The largest Pacific city in the world
 A population increasingly identifying with NZ as home – A young population – A growing blend of cultures

The Ministry's vision

Our vision is Successful Pacific Peoples.

Successful Pacific peoples: a view from 2026

The year is 2026 and Auckland and New Zealand have seen major changes. Pacific peoples have a quality of life equal to that of other prosperous New Zealanders and are no longer over-represented in negative statistics.

Pacific communities are growing and have credible input into decision-making at all levels in the region. Leadership and governance from within Pacific communities is having a real impact on decision-making in bodies across Auckland from school Boards of Trustees, local government community boards, and District Health Boards through to the Council.

Elections are currently underway for the Auckland mayoralty. The three front-runners are all successful and prosperous individuals. Each brings a story of a blended culture, and can trace strong ancestral ties to Pacific, Mana Whenua, European and Asian heritage. All are proud of and can reflect accurately their personal and collective history. With a rich and diverse tapestry of experiences each candidate personifies the dreams of many people. Pacific youth are continuing to perform well. Evaluation has shown a marked increase in participation and achievement in secondary school, and Pacific pupils are leaving with qualifications the same as or better than other New Zealanders. These qualifications enable more Pacific young people to enjoy high-value employment than in the past.

Pacific business and employment flourishes and there has been a reduction in unemployment. Many Pacific families own their homes. These strong and prosperous Pacific families understand and celebrate their Pacific heritage, which enhances the cultural diversity of the Auckland region. They are proud of their contribution to New Zealand's economy.

Achieving the vision

A Pacific Outcomes Framework

The Ministry's *Pacific Outcomes Framework* presents a way of identifying priority areas for the development of Pacific people in New Zealand, and the key issues and points of leverage for government in pursuing that development.

In our Auckland office we focus on those priorities as a way of achieving our vision through our work with Pacific youth. If we improve outcomes for Pacific young people we will improve outcomes for the Pacific community as a whole.

Providing the focus

Our *Pacific Outcomes Framework* helps to identify those issues we will focus on in our day-to-day work, chosen on the basis of:

- the proportion of Pacific peoples significantly affected by the issue
- the degree of progress being achieved by other agencies on the issue
- the likelihood of responsiveness of the issue to policy or communications intervention, and
- the alignment of the issue to current government priorities.

The *Pacific Outcomes Framework* describes two core outcome areas and three enabling outcome areas that are particularly important for the wellbeing of Pacific people in New Zealand:

- core outcome areas are: income and living standards, and family and community strength.
- enabling outcome areas are: health, education and skills, and employment and business.



Auckland

Auckland is a unique part of New Zealand and the Pacific region. It is New Zealand's largest urban area and also the economic centre of the country. Approximately one-third of New Zealand's population, almost 1.4 million people, lives in Auckland. This population is youthful and more than one-third of them - more than the entire population in the Wellington region – are under 25.

The Auckland region has experienced constant and steady growth for many decades and continues to be one of the fastest-growing regions in New Zealand. It accounts for half of national population growth. A higher projected rate of growth than the national growth rate will increase Auckland's share of the national population from 32 percent to 37 percent (table 1). More detail is provided in Appendix 1.

Population trends 1991 to 2026¹

	Growth rates				Share of population	
	1991 - 96	1996 - 01	2001 - 06	2001 - 26	2006	2026
New Zealand	7 %	3 %	8 %	27 %	100 %	100 %
Auckland Region	13 %	8 %	12 %	53 %	32 %	37 %

Pacific Peoples of Auckland

Auckland has more than 190 cultures and is home to the largest Pacific population in the world. Two-thirds of the Pacific peoples in New Zealand live in Auckland, and in 2006 they made up 13.7 percent of Auckland's regional population.

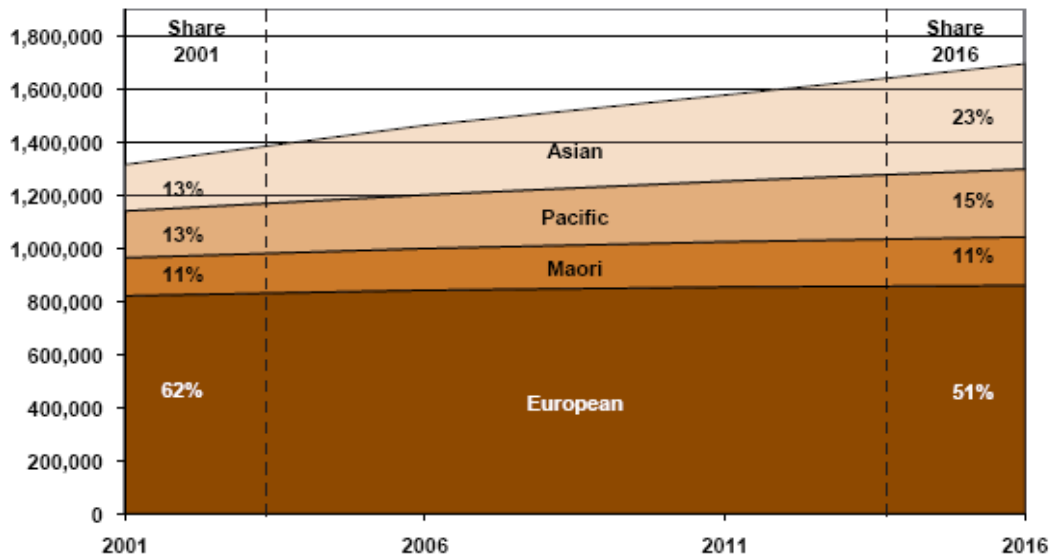
At least one in three babies born now in Auckland is Pacific. These babies will grow up to represent 30 percent of new job entrants in Auckland in twenty years and by 2050 will be one of the largest consumer and voting groups in Auckland.² Successful Pacific peoples in Auckland are therefore essential for the ongoing economic and social development of the Auckland region.

Pacific peoples are concentrated in a few Auckland localities. The largest groups live in Manukau City (86,616 persons, or 48.7 percent of all Pacific peoples in the region), and Auckland City (50,166 or 28.2 percent).

¹ This table is derived from: Table 1 Annual In depth regional report – Auckland region, Department of Labour 2007, pg 10

² Statistics New Zealand – The Future for New Zealanders: Pacific People

Projected ethnic structure of Auckland region, 2016



Key issues facing Pacific peoples

The key issues facing Pacific peoples in the Auckland region include:

- the young population structure and associated issues as Pacific youth are currently over-represented in unemployment statistics
- a younger population that increasingly identifies New Zealand as home and an older population who are more likely to have been born outside New Zealand
- a growing blend of cultures and identities with almost 50 percent of Pacific babies born today also identifying with another ethnic group
- a population with less financial wealth than other Aucklanders, and
- a population under-represented in the leadership and governance of Auckland.

More details are provided in Appendix 2.

Auckland's regional strategic direction

The many challenges and opportunities for the Auckland region are being addressed through regional plans and strategies.

The Auckland Regional Council's *Auckland One Plan* is a strategic framework to improve social, economic, environmental and cultural wellbeing and to strengthen the links between national and regional strategy, planning and action. The *Auckland One Plan (Version 1)* is designed around infrastructure issues and projects to move Auckland towards becoming an "internationally competitive, inclusive, dynamic and vibrant city". It builds on existing strategy and decision-making arrangements that include the *Auckland Sustainable Framework, Regional*

Growth Strategy, Regional Land Transport Strategy, Auckland Regional Policy Statement reviews, and Triennial Agreements.

Version 2 of the plan widens the scope of the original plan to encompass additional priorities that include Pacific prosperity, Mana Whenua aspirations, energy and climate change, and social development.

Agencies in Auckland are developing their strategic goals and objectives for their work with Pacific communities. Some of these plans include the Ministry of Education's *Auckland Pacific Education Plan*, the Housing Corporation of New Zealand's *Auckland Housing Strategy* and the Waitakere City Council's *Pacific Plan*.

The Auckland Pacific Forum (consisting of the PacificBiz, Pacific Island Board of Auckland City and others) has developed a *Pacific Economic and Social Transformation Agenda*. Some of the issues under the agenda are closely related to the issues under the Ministry's *Auckland Pacific Strategy*.

The Ministry is working with the Auckland Pacific forum to bring the various Pacific strategic plans together under one unifying set of priorities. This *Joint Auckland Pacific Strategic Plan* will provide the foundation for agencies and organisations in the region to work together to improve outcomes for Pacific peoples in the region. Organisation-specific strategic plans sit under the *Joint Auckland Pacific Strategic Plan* and continue to provide the focus for the work of those organisations.

These frameworks provide the environmental and strategic context for developing the Ministry of Pacific Island Affairs' *Auckland Pacific Strategy*.

Developing the Ministry's *Auckland Pacific Strategy*

Our strategic plan will provide a foundation for us to work effectively with agencies, central and local government, and communities to improve outcomes for Pacific people in Auckland.

In developing our *Auckland Pacific Strategy* we prepared a *Strategic Consultation Paper* which outlined key issues for Pacific communities in Auckland and suggested priorities.

We then met with key Auckland Pacific leaders to discuss the suggested priorities and to hear their views about important issues for Pacific communities in Auckland. These Pacific leaders represented a cross-section of community, professional and business groups from the education sector, local government, Pacific business, researchers, front line workers, communities, and churches. The discussions were instrumental in finalising the priorities we included in the *Auckland Pacific Strategy* and the range of possible actions.

We then agreed the priorities with our Minister and developed a work programme based on the priorities. Our strategic plan and work programme will be reviewed annually.

Five strategic priorities

Our five strategic priorities build on the important gains made by Pacific peoples in the Auckland region and continue to address the challenges facing Pacific peoples.

These five priorities areas are:

- **Improve co-ordination**

Opportunities exist for strategic and policy alliances with local government, agencies and Mana Whenua peoples to support Pacific communities. Improving co-operation, co-ordination and access to shared knowledge and expertise, and capitalising on areas of mutual benefit and assistance will increase the effectiveness of Auckland agencies. We are well-placed to play a major role in co-ordination as we are able to take a cross-agency view of issues and assist other agencies to link to Pacific communities in Auckland.

- **Celebrate Pacific cultures**

Dynamic Pacific cultures add value to Auckland's and New Zealand's economy through economic development, tourism and cultural experiences. Pacific languages, cultural practices and customs contribute to Auckland's unique identity. Pacific festivals and cultural events range from small local community events to the extraordinarily large and successful international festivals *Pasifika* and *Polyfest*. The Ministry will be involved in enhancing opportunities to celebrate Pacific cultures. We will have a focus on Pacific youth and language retention.

- **Strengthen Pacific leadership and influence decision-making**

Pacific peoples are currently under-represented in leadership and governance positions in Auckland both in the public and private sectors. Any sustained change to outcomes for Pacific people requires Pacific representation at all levels in decision-making. Community ownership of the social and economic problems facing Pacific communities is more likely to result in the sustained changes required.

- **Strengthen Pacific economic development**

Enhancing Auckland's Pacific economic and workforce development will improve the living standards and incomes of Pacific peoples in the Auckland region. In 2006 the Ministry of Pacific Island Affairs developed a *Pacific Economic Action Plan (PEAP)* to promote and enhance opportunities for economic development and employment activities, projects and initiatives for Pacific peoples. The PEAP was revised in 2009 and now places a greater focus on Pacific communities in the Auckland area and sits alongside the *Auckland Pacific Strategy*. The PEAP will ensure that the economic potential of Pacific peoples is recognised, developed and realised through a series of targeted initiatives.

- **Improve Pacific employment opportunities with a focus on Pacific youth**

There are exciting opportunities for developing a skilled Pacific workforce that will contribute to Auckland's future. Understanding market demands for skills now and into the

future is essential and will help identify employment opportunities that can lead to increasing incomes for Pacific people. Improving educational outcomes for Pacific young people to at least the same levels as other New Zealanders is key to workforce development and increased employment opportunities.

Our Statement of Intent

Our Auckland strategic priorities fit into the MPIA strategic plan which governs all our activities. They are reviewed annually, as part of the development of our *Statement of Intent*, and agreed with our Minister.

As part of our ongoing strategic review we have identified the need to focus increasingly on Pacific youth. Improving outcomes for youth will flow through to longer-term sustained improvements for all Pacific peoples.

Objectives

Within each strategic priority we have identified objectives which

- highlight the scope of the issues that need to be addressed, and
- provide the framework for the actions outlined in the following section.

Improve co-ordination

Opportunities exist for strategic and policy alliances with local government, agencies and Mana Whenua peoples to support Pacific communities. Improving co-operation, co-ordination and access to shared knowledge and expertise, and capitalising on areas of mutual benefit and assistance will increase the effectiveness of Auckland agencies. We are well-placed to have a major role in co-ordinating and linking as we are able to take a cross-agency view of issues and assist other agencies to link to Pacific communities in Auckland.

Objectives

Improve sector co-ordination

Strategies, policies and programmes are developed by central and local government agencies to improve Pacific people's lives. Good regional co-ordination to ensure all those with an interest or responsibility are jointly developing and implementing these has the potential to enhance the effectiveness of the products developed. Facilitating regional co-ordination is an important role for us.

Ensuring communities are well informed and well connected to government programmes

Pacific communities' awareness of existing government programmes, entitlements and services increases uptake. Language can be a barrier, leading to low uptake. Making messages appropriate to Pacific audiences is an important consideration for agencies in their engagements and communications with Pacific communities. The use of different Pacific languages, and targeting through different media and forums (churches, Fono etc) will help to effectively deliver messages and government services. We can advise and assist with the distribution of information. We currently have this role in the Tamaki Transformation Project.

Make knowledge available by presenting it in a useful way

We add value by presenting information from statistics, our own research programmes, research carried out by others and information from Pacific communities. We provide this knowledge in forms which are useful to our stakeholders.

Improve co-ordination within the Pacific region

There are many positive benefits that flow from New Zealand to the Pacific region, for example remittances, aid, education and trade. As Auckland is the gateway to the Pacific, there is a role for us in co-ordination, networking and information-sharing about projects in the Pacific.

Build partnerships with Auckland Iwi

Maori organisations in the Auckland region have been growing in range, scale and capacity. They contribute significantly to improvements in Maori participation and achievement in social and economic areas. Their experiences and lessons learnt provide an invaluable source of insight and

learning for Pacific communities. We will be looking for opportunities for Maori and Pacific organisations to work together.

Examples of actions

Key Result: Implement Stakeholder Engagement Framework

We are continually seeking ways to identify the best communication and engagement approaches for diverse audiences. Our *Stakeholder Engagement Framework* provides a set of underlying principles that will guide us in how to engage effectively with diverse Pacific communities. The *Stakeholder Engagement Framework* also equips us to support and advise others who may wish to engage with Pacific communities.

Bring agencies together to focus on common issues

There is a significant amount of goodwill and community spirit among Pacific peoples working in a range of sectors. Harnessing their skills and ideas about common problems Pacific communities face could improve the delivery and implementation of programmes for Pacific peoples.

We will assist in co-ordinating agencies to maximise positive outcomes and to avoid duplicating services for Pacific communities. We will bring a central government perspective to our Auckland work. One way we will do this is by creating action groups and topic-based Fono and workshops.

Build Pacific relationships and networks

There are a small number of Pacific business and enterprise agencies in Auckland that provide services and products to Pacific businesses. These agencies include the Pacific Chamber of Commerce, the Pacific Business Council, the Pacific Economic Development Agency Inc and the Pacific Co-operation Foundation. We will work with these established agencies to assist with co-ordination, linkages and relationships to maximise efficiencies and connections to Pacific communities, and to explore opportunities for us to add value to their work.

Increase Pacific communities' access to assistance

The current economic recession is severely affecting Pacific workers and families. There is a significant need to ensure a focused approach by all government agencies to communicating and delivering government services and products. We will work with agencies and communities to provide the information and support that will allow Pacific communities to receive and take advantage of their entitlements, and also prepare them for future employment and business prospects.

Celebrate Pacific cultures

Dynamic Pacific cultures add value to Auckland's and New Zealand's economy through economic development, tourism and cultural experiences. Pacific languages, cultural practices and customs contribute to Auckland's unique identity. Pacific festivals and cultural events range from small local community events to the extraordinarily large and successful international festivals *Pasifika* and *Polyfest*. We will be involved in enhancing opportunities to celebrate Pacific cultures. We will have a focus on Pacific youth and language retention.

Objectives

Promote Pacific languages

The strength of Pacific culture(s) relies on language skills being retained. The opportunity for children to learn in the language of their forbears has numerous benefits including better educational outcomes, family cohesion and cultural understanding. Language remains a vital social and cultural indicator for self-esteem, identity and cultural knowledge for new generations of Pacific peoples living in New Zealand. It also adds to the cultural diversity of the Auckland region.

Support community development

Building upon Pacific peoples' resilience can provide the basis for community engagement and mobilisation to address the many challenges and opportunities facing Pacific peoples in Auckland. Community links can be maintained through family, church, cultural and language organisations and community enterprises that provide other activities.

Education, health and social services have sprung from Pacific organisations that were initially set up for cultural and social purposes. Now these organisations have evolved into positive forces within their communities and have the potential to further the skills and capability of the people involved with them.

Support Pacific Festivals and other events

Pacific festivals and cultural events showcase the talents and cultures of the various Pacific communities of the city, and can range across contemporary music, visual and performing arts and fashion as well as traditional cultural performances. Continuing to identify opportunities for cultural expression and performances will be an important way forward.

Examples of actions

Key Result: Pacific Languages Strategy implemented

We are developing a *Pacific Languages Strategy* to provide a coherent approach to the development, implementation and maintenance of Pacific languages, policies and practices.

Once agreed by government we will focus on working with agencies and Pacific communities to implement the strategy in Auckland.

Strengthen Pacific community compacts/networks

We will continue to play a key role in co-ordination and support, information sharing and developing Pacific community compacts and networks.

Pasifika Cultural Centre

We will continue to look for opportunities to work with Auckland governance and businesses to progress the concept of an Auckland Pasifika Cultural Centre.

Mobilise community wealth to achieve community priorities

Pacific community wealth, measured in monetary terms, lags behind that of New Zealand as a whole and the gap may be widening. We lead a research project which seeks to understand the nature of wealth collectively held within Pacific communities and identify opportunities for mobilising this wealth. Using collective capital to generate higher net worth has the potential to enable broader and better choices in relation to employment, education, and work/life balance.

Ideas generated for mobilising wealth will be expanded further and their feasibility explored through workshops with senior government officials, experts and the community. The resulting information will provide evidence for partner agencies to develop agency-specific and cross-sector initiatives to enhance collective Pacific strengths.

Strengthen leadership and influence decision-making

Pacific peoples are currently under-represented in leadership and governance positions in Auckland both in the public and private sectors. Any sustained change to outcomes for Pacific people requires Pacific representation at all levels in decision-making. Pacific community ownership of the social and economic problems facing their communities is more likely to result in the sustained changes required to improve outcomes.

Improving leadership requires skills, a stronger professional workforce, increased community resources and capability for management and engagement in civic society. Improved Pacific leadership requires a commitment and focus on Pacific workforce development and leadership development by local and central government agencies.

Objectives

Increase Pacific representation in decision-making forums across Auckland

Pacific people are under-represented in almost all areas of decision-making that affect their lives. This can be the result of inexperience in activities that provide people with opportunities for leadership and decision-making, or a lack of awareness of these opportunities. Pacific people are not well-represented in professional and occupational bodies, are not adequately represented in mainstream networks nor hold senior positions in the public service. We will work with others to develop strategies for Pacific peoples to gain the skills and experience that will equip them for leadership and decision-making roles.

Increase Pacific leadership in business and community enterprises

Very small numbers of Pacific people are self-employed or own their own businesses but a growing number are engaged or employed in “community enterprises” such as churches, early childhood education centres and in health and social services. These roles require governance, management and administration skills which are often learned on the job. The usual educational opportunities in mainstream training are frequently not taken up. There are significant opportunities to up-skill Pacific people in these roles with appropriate training and mentoring.

Examples of actions

Key Result: Leadership and governance training developed

There are existing training opportunities for mainstream skills and leadership development that Pacific organisations can use.. We will work with the Pacific Business Trust and other organisations offering suitable training to develop a leadership and governance training programme for Pacific trustees in both the public and private sectors. We will explore

opportunities to promote this training and encourage providers to offer training with a Pacific focus.

Identify key boards and ensure Pacific nominations

Auckland regional governance structures are undergoing significant change. There are opportunities to promote Pacific leaders to key governance roles on bodies that will make important decisions affecting Pacific peoples' everyday lives. These bodies include territorial authorities, water, economic development, infrastructure, transport and social services agencies, sports organisations, District Health Boards and businesses.

Targeting key regional bodies or boards will be an important way to develop Pacific talent. We will compile a database of names and facilitate appropriate training. Providing additional support for these emerging Pacific leaders, with role models and mentors, will also be part of the work.

Develop strategies to promote leadership, identify and mentor emerging leaders

We will scope existing opportunities for leadership development for Pacific peoples and through our nominations database we will encourage greater participation. We will bring together Pacific leaders to explore ways to develop skills that allow Pacific people to seek leadership roles in all facets of Auckland society. Our focus will be on school Boards of Trustees, NGOs, businesses, sports and politics.

We will work with the Ministry of Education, New Zealand School Trustees Association, teacher and principal organisations and Pacific community organisations to address the low representation of Pacific peoples on school boards. Pacific people need encouragement and skills training to prepare them for undertaking such a role. Our work will focus on increasing Pacific nominations and voter turnout.

The scarcity of Pacific leaders with well-developed skills outside their own communities means emerging leaders need mentoring to enhance their knowledge and confidence. A 'matching' mechanism could be developed, e.g. through a database, that could assist this process.

Support the development of business and management skills amongst Pacific community organisations

The Pacific Business Trust (PBT) has extended the business support programmes it offers to include non-business organisations such as community groups. We will continue to work with PBT to ensure access for community groups to the training PBT provides.

We expect that improving access to training will assist Pacific community groups to gain funding from government and other funding sources by improving their compliance with the financial requirements of sources such as the Community Response Fund.

We will work with the Ministry of Education to consider how they can develop governance and management skills for Pacific Early Childhood Organisations.

Strengthen Pacific economic development

Enhancing Auckland's Pacific economic and workforce development will improve the living standards and incomes of Pacific peoples in the region. In 2006 the Ministry of Pacific Island Affairs developed a *Pacific Economic Action Plan (PEAP)* to promote and enhance opportunities for economic development and employment activities, projects and initiatives for Pacific peoples. The PEAP was revised in 2009 and now places a greater focus on Pacific communities in the Auckland area and sits alongside the *Auckland Pacific Strategy*. Our *PEAP* will ensure that the economic potential of Pacific peoples is recognised, developed and realised through a series of targeted initiatives.

Objectives

Pacific peoples achieving their economic potential

Research indicates³ that the loss to the New Zealand economy through Pacific peoples not achieving their economic potential is in the vicinity of \$4-5 billion dollars. This represents an opportunity cost to both Pacific communities and New Zealand as a whole.

The objective of the *Pacific Economic Action Plan* is to ensure that Pacific peoples have the information, tools, and education to achieve that economic potential in order to contribute effectively to New Zealand's future economic growth and stability. Sixteen initiatives will be delivered in the areas of workforce development, youth, financial awareness, business development, capacity building and leadership.

Support the development of Pacific businesses in Auckland

While only two to three percent of Pacific peoples are in business this could increase with access to good quality start-up advice, ongoing mentoring support and advice. Upskilling of Pacific peoples in governance and management skills is also necessary to ensure new businesses are sustainable.

We will work with the Pacific Business Trust to deliver a broad range of initiatives in the areas of business development, entrepreneurial leadership, upskilling the Pacific workforce and information and awareness.

³ Pacific Peoples' Economic Participation Report: Implications for the New Zealand Economy, 2006

Examples of actions

Strengthen and refocus the Pacific Business Trust

The Pacific Business Trust is strategically positioned to develop strong support networks between the business and community sectors to ensure Pacific businesses thrive and succeed.

The Pacific Business Trust has focused on business start-up activities and mentoring people in small and private enterprises. The Trust will widen its focus to build and strengthen the Pacific not for profit sector by co-ordinating the delivery of effective services and training in business management, governance, financial systems and accountability.

Ongoing mentoring and support of Pacific businesses by Pacific economic agencies such as the Pacific Business Trust is crucial during the economic recession, to ensure the survival of those businesses. In line with this the Pacific Business Trust will develop and deliver a series of workshops designed to give Pacific business the tools, systems and knowledge to survive the current recession.

Identify business and employment opportunities provided by the Rugby World Cup 2011, Tamaki Transformation Programme and regional infrastructure projects

Pacific peoples are highly represented in the manufacturing, building and construction sector. Auckland's growth requires major investment in regional infrastructure, international sporting and housing developments. Opportunity exists to maximise employment opportunities through workforce planning involving infrastructure funders, the construction industry and tertiary training providers to ensure Pacific workers are well-placed to gain employment.

The Rugby World Cup 2011 offers unique business and employment opportunities in the building of the infrastructure base used before and during the tournament e.g. Eden Park, Queens Wharf, fan zones etc. Business and employment opportunities will flow from larger visitor numbers offering work in hospitality and tourism. Pacific businesses must be developed to capitalise on Auckland's reputation as the biggest Polynesian city in the world. We will co-ordinate agency responses to promote appropriate training to Pacific peoples so they can take advantage of new jobs that are created.

Facilitate the formation of an Auckland Pacific Economic Development Task Force

The recession and subsequent job losses requires a focused response to minimise the impact on Pacific peoples. Large infrastructure projects and events like the Rugby World Cup 2011 will provide opportunities for employment and skills development.

An Auckland Pacific Economic Development Taskforce could ensure maximum results for Pacific people by developing and assisting in the co-ordination of plans and projects.

Improve employment opportunities with a focus on Pacific youth

In the Auckland region there are 32,010 Pacific 15 to 24 year olds, approximately 16 percent of all 15 to 24 year olds in the region.

The continued weakening in the labour market has hit all youth hard, with an annual rise in the number of 15 to 24 year olds unemployed and a fall in employment. In Auckland, at the end of March 2009, 1075 Pacific young people aged 18 to 24 were receiving an unemployment benefit and 34.9 percent of those receiving a benefit had been doing so for more than three months. By the end of the June quarter a total of 2,032 Pacific young people were unemployed nationally.

Māori and Pacific workers are being disproportionately affected by the downturn partly because they have a greater proportion of young people relative to Europeans, and they are more likely to be employed in low-skilled and semi-skilled occupations. Only 15 percent of Pacific workers are in high-skill occupations compared to 19 percent of Māori and the overall average of 30 percent.⁴ In the year to March 2008, 76 percent of Pacific peoples were employed in either semi-skilled or low-skilled occupations compared to 70 percent for Maori and the overall average of 58 percent.⁵ Many were in sectors which are the most vulnerable to changing economic conditions.

There are exciting opportunities for ensuring a skilled Pacific workforce is developed that will contribute to Auckland's future. Understanding market demands for skills now and into the future is essential and will contribute to identifying employment opportunities that can increase incomes for Pacific people. Improving educational outcomes for Pacific young people to at least the same levels as other New Zealanders is key to workforce development and increased employment opportunities.

Objectives

Assist the Ministry of Education to improve educational outcomes through the Pasifika Education Plan.

The *Pasifika Education Plan* aims to lift the educational achievement of Pacific peoples from early childhood education through to tertiary education. The three goals of the *Pasifika Education Plan* are to:

- build strong learning foundations
- lift Pasifika literacy and numeracy achievement in schools, and

⁴ Labour Market Statistics, year ending March 2008, Statistics New Zealand. High-skill occupations are defined as Legislators, administrators and managers and Professionals.

⁵ Semi-skilled occupations are defined as Clerks; Services and Sales Workers; Agriculture and fishery workers and Trades workers. Low-skilled occupations are defined as Plant and machine operators and assemblers and Elementary occupations.

- increase the number of Pasifika students achieving and leaving school with qualifications, enabling them to enter the workforce or go into further education and training.

Identify emerging occupations and industries and promote to Pacific young people.

More highly-skilled and paid employment in all sectors of business, enterprise and industries requires career planning, assistance and promotion. Many Pacific young people are already moving into the creative industries of music, arts and film. Other areas such as trades training and information technology should be promoted as opportunities for future development.

Improve employment opportunities for Pacific youth

Unemployment, combined with other social deprivation risk factors, can lead to negative outcomes and consequences for youth, families and the community at large. A targeted approach to address the employment needs and abilities of Pacific youth will be socially and economically beneficial to Pacific communities and the Auckland region.

Examples of actions

Key result: Implement Community Max

Community Max is part of a suite of opportunities which provide training, support and job readiness for unemployed youth. Community Max provides a wage subsidy for six months to complete community-based projects such as renovating public buildings or public spaces, parks and reserves. This will provide youth with opportunities to build skills and work experience while contributing in the community. We will assist Pacific community organisations and Pacific youth to take advantage of this opportunity.

Assist with the successful implementation of the Pasifika Education Plan

Key areas of focus for us in Auckland will be building networks and linking stakeholders, assisting with increasing access to early childhood education and improving Pacific participation in school Boards of Trustees. We will also continue our focus on career pathways including work on forecasting future employment opportunities, communicating this information to Pacific families and helping to ensure students are assisted to make appropriate subject choices at secondary school.

Strengthen links between career pathways and future occupations

Pacific people are still under-represented in tertiary training. Without skills and training they are more likely to be unemployed or in low-paid, low-skilled work. Many existing programmes assist young people in moving from school to work via training and education. These need to be assessed to ensure they are reaching Pacific young people, who can drop out of the system and

miss opportunities. Such programmes need to be targeted at Pacific youth and those who are trying to re-enter the system for second chance education.

Promote skills and training

Our actions will include partnerships with employers and the roll-out of work-based literacy and numeracy training through the Pacific Business Trust. This is part of a programme of action aimed at maintaining job security and improving the overall wellbeing of Pacific peoples.

We will continue to work with partner agencies to develop and implement an *Auckland Pacific Skills Plan*. This will lay the foundations for a co-ordinated and informed approach to improving Pacific peoples' work skills thereby increasing the prospects of employment and better pay in skilled occupations.

Ensuring there is a skilled workforce in the trades is essential to the development of the Auckland region. Increasing the uptake of apprenticeship training among Pacific youth and creating awareness about apprenticeship training within Pacific communities are important steps toward this goal. Providing and facilitating expos and information sessions and linking Pacific youth to trade training courses and apprenticeship opportunities will be a key contribution we can make.

The Pacific Business Trust will further enhance cross-government approaches to workforce development in Auckland to improve the literacy and numeracy of Pacific workers.

APPENDIX 1: Auckland

Auckland is a unique part of the Pacific region, home to approximately a third of New Zealand's population (almost 1.4 million people). It is the largest urban area and the economic centre of the country. The Auckland region has experienced constant and steady growth for many decades and continues to be one of the fastest-growing regions in New Zealand.

The Auckland population is also characterised by a group under 25 years that represents over a third of the total population. In real terms this young segment is slightly larger than the entire population of the Wellington region.

The ethnic profile of the Auckland region is relatively diverse compared to the rest of New Zealand, and is becoming more diverse. More than 190 cultures⁶ are present in Auckland including the largest Pacific population in the world. By 2021 up to half of Auckland's workforce will be non-European.⁷

The following table shows the ethnic makeup of the Auckland population compared to the New Zealand population.

Population by ethnicity in 2006⁸

Population composition (percent) in 2006						
	European Ethnic Groups	Maori Ethnic Group	New Zealander	Asian Ethnic Groups	Pacific Ethnic Groups	Other Ethnic Groups
New Zealand	65 %	14 %	11 %	9 %	7 %	5 %
Auckland Region	54 %	11 %	8 %	18 %	14 %	7 %

Migrants from overseas make up a relatively large share of the Auckland population. In 2006, 35 percent of the population was born overseas compared with a national average of 22 percent.⁹ Most migrants live in Auckland City and Manukau City although a significant number also reside in North Shore City and Waitakere City. Auckland migrants have, on average, been in New Zealand for a slightly shorter time than the national average, reflecting the region's importance as a destination for recent migrants.

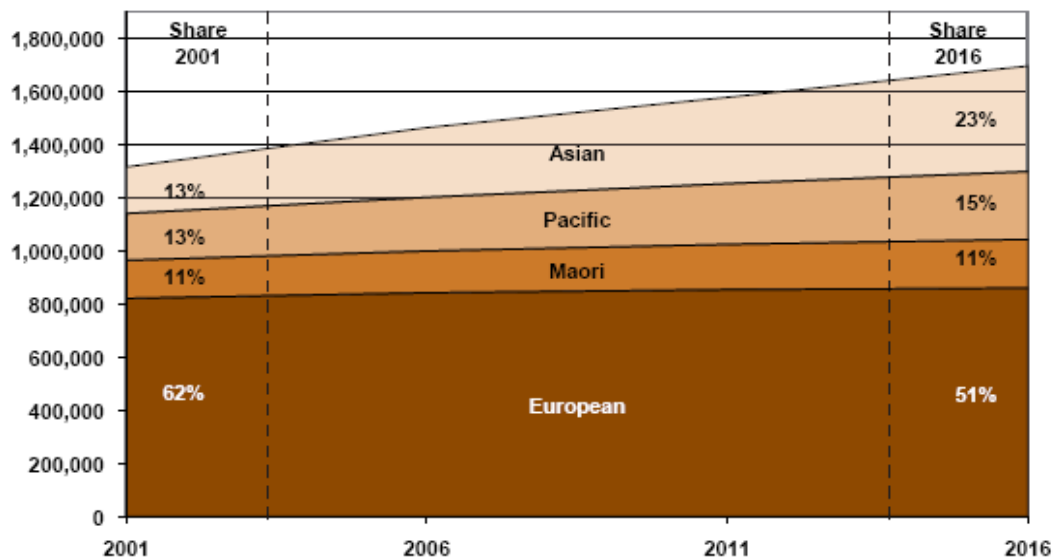
⁶ Information for the Royal Commission on Auckland Governance – The Social Landscape in Auckland Region, Ministry of Social Development, 2008

⁷ The Case for Auckland, pg 21

⁸ This table is derived from Table 3 Annual In depth regional report – Auckland region, Department of Labour 2007, pg 14

⁹ Annual In depth regional report – Auckland region, Department of Labour 2007, pg 14

Projected ethnic structure of Auckland region, 2016



Over time, variations in population growth or decline occur mostly because of migration: natural change tends to be relatively constant. In the Auckland region between 2001 and 2006, natural population change was equivalent to around 44 percent of the total increase in population.

There was a net population loss from inter-regional migration as more people moved out of Auckland than migrated in. Net international migration was therefore the most significant component of population change between 2001 and 2006, equivalent to about two-thirds of the entire population increase.¹⁰

Auckland, as a city-region, competes with other city-regions for skilled migrants and needs to ensure that the skills of migrants are well used.

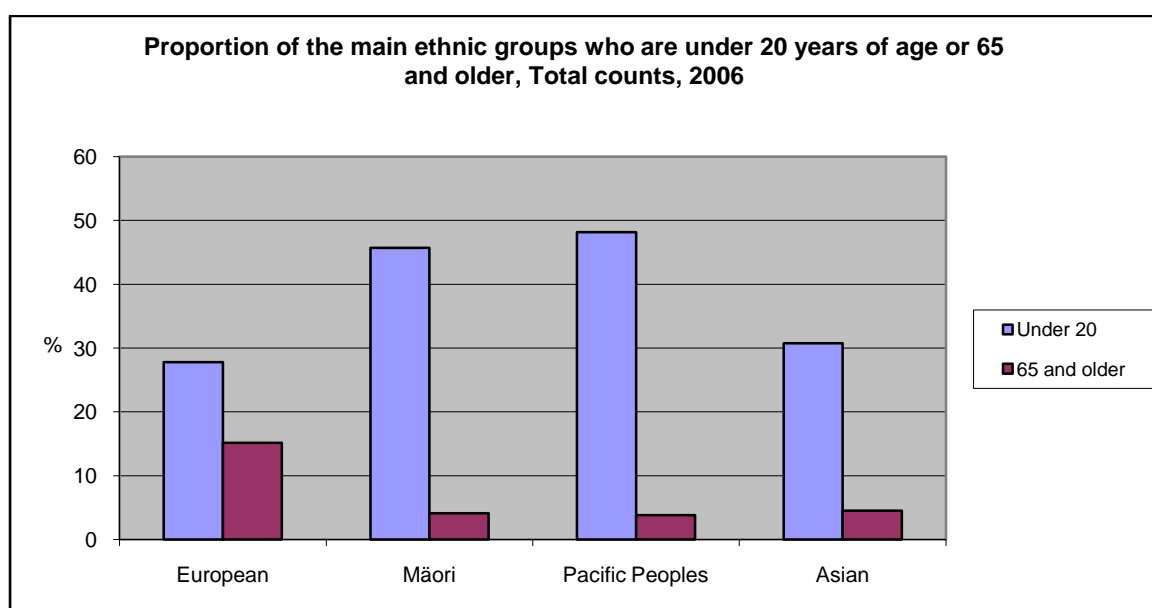
¹⁰ Derived from Figure 1: Sources of population change in Auckland region (2001 to 2006), in Growth of Auckland Region: Dynamics of Population Change 2001 to 2006. Results from the 2006 Census of Population and Dwellings.

APPENDIX 2: Emerging features of Pacific communities

Some interesting features of Pacific populations need to be taken into account in planning and development.¹¹

A young population

The Pacific population is younger than the population of New Zealand as a whole. Over a fifth of all children in the Auckland region (22 percent) have at least one Pacific ethnic identity. A key implication of the younger age structure is the increasing proportion of the younger working - age population who will be Pacific (12 percent by 2026).



Source: Statistics New Zealand.

A population increasingly identifying New Zealand as home

Sixty percent of the Pacific population in New Zealand were born here. While this group may identify with their Pacific ethnicity, New Zealand is their place of birth. The proportion of the different Pacific ethnic groups born in New Zealand varies reflecting the time since first migration to this country.

In 2006 over 70 percent of the Nuiean and Cook Island population were born in New Zealand compared with 43.6 percent of the Fijian population.

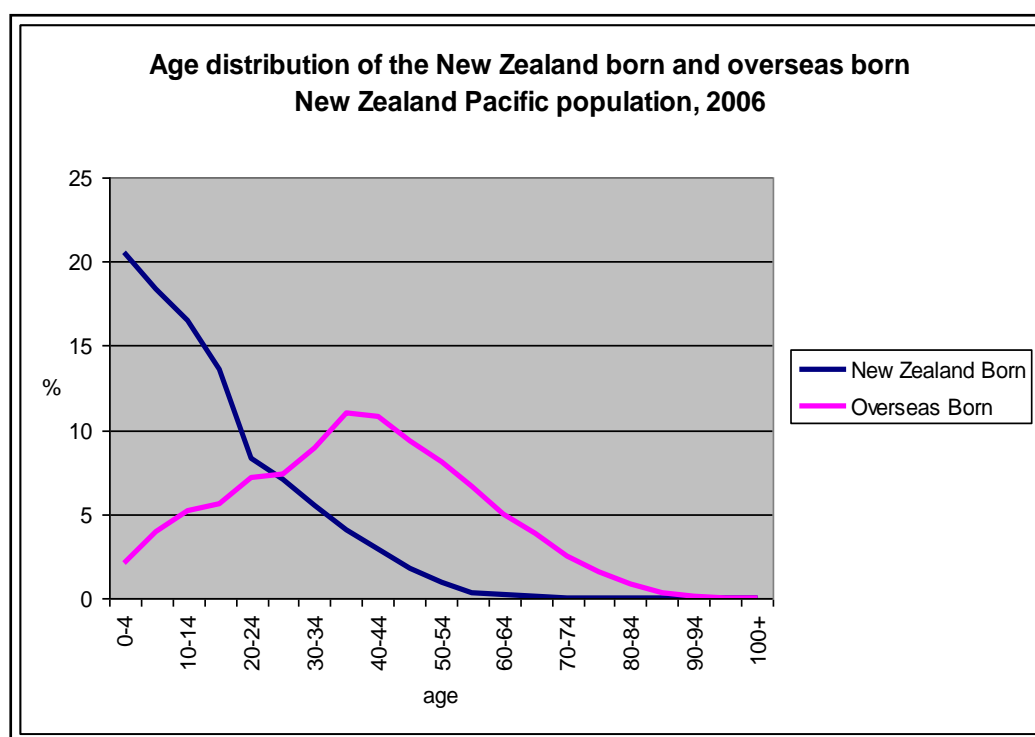
¹¹ Paper, Paul Callister and Robert Didham titled “Some emerging demographic and socio-economic features of the Pacific population in New Zealand” in A Bisley (ed) *Pacific Interactions: Pasifika in New Zealand, New Zealand in Pasifika* [online]. Wellington: Institute of Policy Studies, Victoria University of Wellington. Available from <http://ips.ac.nz/publications/>

Percentage of each Pacific group who were born in New Zealand, 2006, total counts

	percent New Zealand born
Niuean	74.1
Cook Islands Māori	73.4
Tokelauan	68.9
Samoan	59.7
Tongan	56.0
Fijian	43.6
Total Pacific ethnic group	60.0

Source: Statistics New Zealand.

Also of interest is the marked difference in age structures between Pacific people born in New Zealand and those born outside New Zealand. In 2006, just under 70 percent of the New Zealand-born Pacific population were under 20 years old as against 17 percent of those born overseas. However these are not two separate populations. In many households there are parents or grandparents who were born overseas and children or grandchildren born in New Zealand.¹²

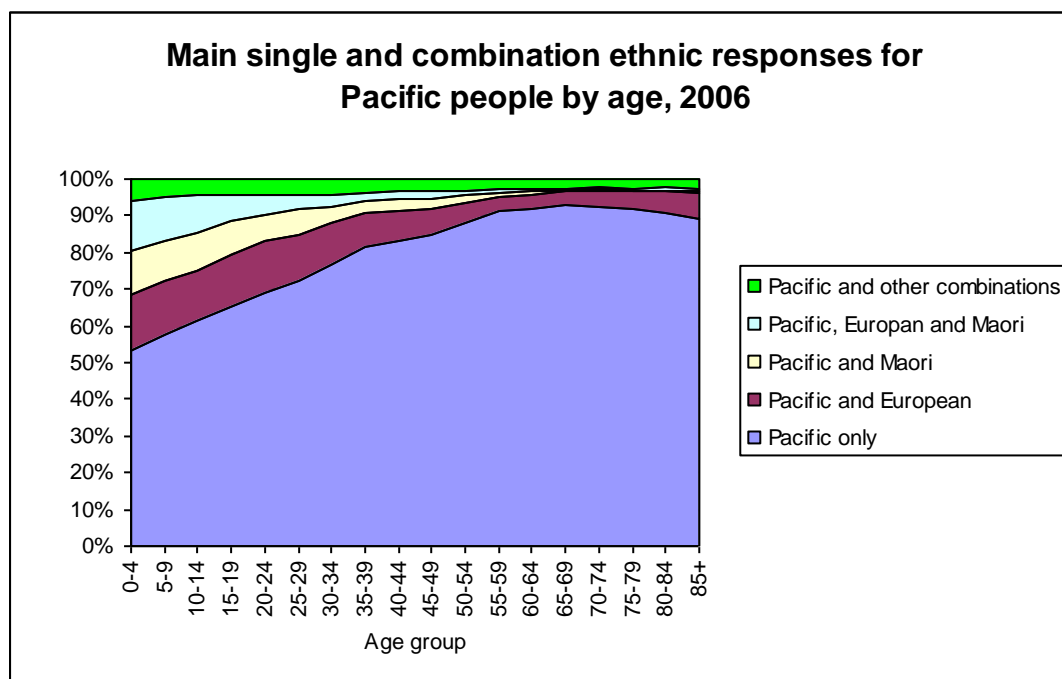


A growing blend of cultures and identities

The Auckland Pacific population reflects the growing blending of cultures and identities in New Zealand. The largest Pacific ethnic group was Samoan (87,834 people), followed by Tongan (40,140), Cook Islands Maori (34,368) and Niuean (17,667). Note that these groups are not necessarily exclusive, as people may have identified with more than one ethnicity.

¹² Paul Callister and Robert Didham¹² titled "Some emerging demographic and socio-economic features of the Pacific population in New Zealand"

The figure below illustrates that although Pacific people of all ages may identify with more than one ethnicity there is increasing likelihood that younger Pacific people will identify with more than one ethnic group. Particularly common amongst young Pacific people is identification with both Maori and Pacific ethnic groups.



A population with less financial wealth

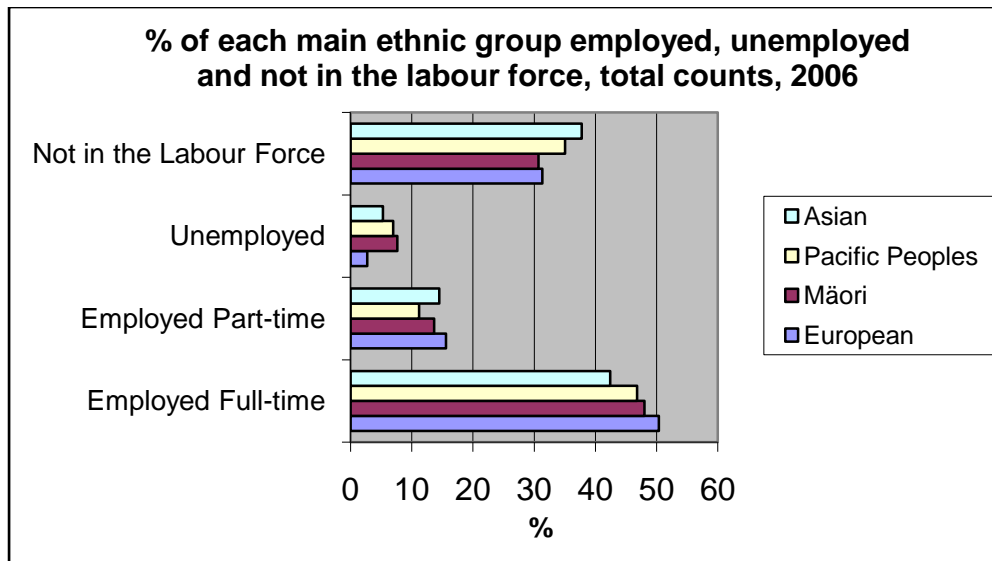
The Pacific population in Auckland is over-represented in the lowest income groups and lives in the most deprived localities in the region.

Pacific peoples, on average, fare less well against the key socio-economic indicators of education, employment, personal income and home ownership than the New Zealand European population although there are some indications that the gap is less marked for the New Zealand-born Pacific population.

Pacific people are over-represented amongst those with no formal educational qualifications. Of all groups, Pacific people have the lowest proportion with degrees or higher qualifications.

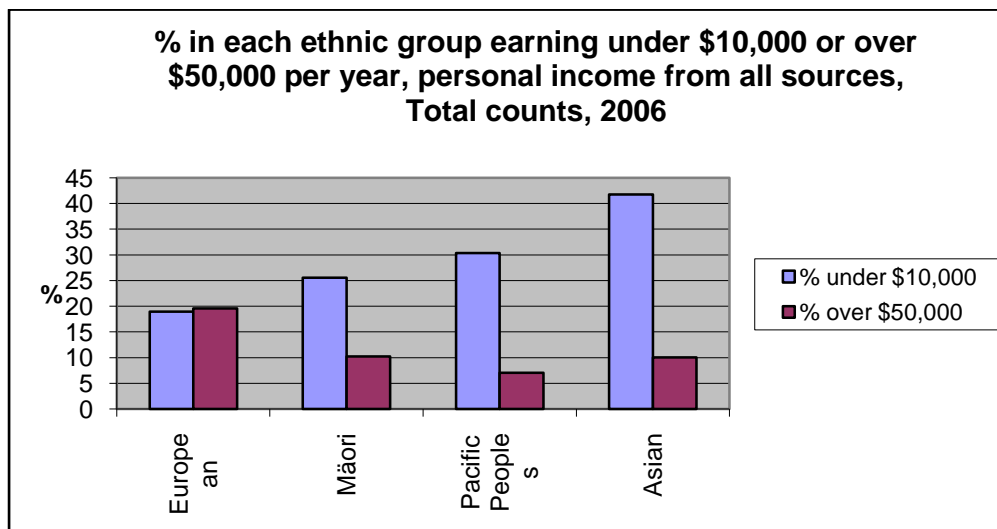
Rates for full-time and part-time work are higher for Europeans and Māori than for Pacific people. For those not in the labour force, including mothers looking after children full-time at home and others who cannot work for various reasons, the Pacific community has higher rates of not being in the work force than Māori or Europeans. Some of the poorer outcomes for Pacific people in the labour market can be linked back to lower levels of qualifications. The overall Pacific employment rate in Auckland is lower than for the region as a whole (56.5 percent compared with 67 percent).

Negative consequences flow from Pacific peoples' low economic and income levels. These include poorer educational and health outcomes and workforce participation.



Source: Statistics New Zealand.

Pacific people are over-represented among New Zealand's lowest income earners. Pacific people have the lowest proportion of all ethnic groups earning more than \$50,000 and the second highest proportion earning under \$10,000 per year.



Source: Statistics New Zealand.

Consistent with lower incomes, of the main ethnic groups shown Pacific people have the lowest rate of home ownership, an important component of personal wealth.

Pacific youth issues

In the Auckland region there are about 32,010 Pacific 15 to 24 year olds, approximately 16 percent of all 15 to 24 year olds in the region.

Pacific school leavers are less likely to leave school with a university entrance qualification (NCEA level 3), although they are more likely to remain in school for longer. Whilst all ethnic groups in the region have improved their level of education since 2004, Pacific youth have improved the least. In 2007, only 20 percent of school leavers left with a NCEA level 3 or higher qualification compared with 30 percent of all leavers. Forty four percent of Pacific children left school without achieving NCEA level 2 compared with 15.8 percent of Asian and 29.4 percent of European children.

Tertiary education

Pacific school leavers are less likely to go direct to a tertiary degree programme than school leavers from other ethnic groups in the region. These Pacific school leavers are likely to be enrolled in, and will graduate with, lower-level certificate courses and diploma programmes. In 2006, Pacific students had the lowest completion rate across all ethnicities in the region (39 percent compared to 47 percent for Maori and 45 percent for all others).

Less than four percent of Pacific students enrolled in tertiary education carry on to a post-graduate programme. In 2007, a third of Pacific students enrolled in commerce. Pacific students are under-represented in the sciences, engineering, agriculture and health.

Employment

In the December 2008 quarter Household Labour Force Survey, Pacific young people (15 to 24 year olds) had the lowest rate of participation in the labour force at a rate of 53 percent compared with 70 percent for European youth and 58 percent for Māori.

The continued weakening in the labour market has hit all youth hard, with an annual rise in the number of 15 to 24 year olds unemployed and a fall in employment. Māori and Pacific workers are being disproportionately affected by the downturn partly because they have a greater proportion of youth relative to Europeans, and they are more likely to be employed in low-skilled and semi-skilled occupations. Only 15 percent of Pacific workers are in high-skill occupations compared to 19 percent of Māori and the overall average of 30 percent.^[1] In the year to March 2008, 76 percent of Pacific peoples were employed in either semi-skilled or low-

^[1] Labour Market Statistics, year ending March 2008, Statistics New Zealand. High-skill occupations are defined as Legislators, administrators and managers and Professionals.

skilled occupations compared to 70 percent for Maori and the overall average of 58 percent.^[2] Many were in sectors which are the most vulnerable to changing economic conditions.

In December 2008, there were high proportions of Pacific young people not engaged in employment, education, training or caregiving (NEET) compared to the number of European youth.

Some social impacts

These Pacific NEET youth are at serious risk of long-term social problems which may include inactivity for prolonged periods of time leading to heightened risk of poor outcomes. These poor outcomes are lower earnings, dependency on social assistance, higher rates of unemployment, criminal offending, substance abuse, teenage pregnancy, suicide, homelessness and mental or physical ill health.

Pacific leadership challenges

At the moment Pacific people are under-represented in a wide range of local government, government and private company and enterprise leadership positions.

The State Services Commissioner in May 2004 said “the public service must reflect the hopes, aspirations and diversity of the people it serves.” Within the public sector Pacific peoples represented 7.6 percent of employees in 2007 but only 1.7 percent of senior management. Improvements have been on a very small scale.

Pacific peoples in the public service

	2002	2003	2004	2005	2006	2007	2006 Census
Pacific Peoples in the Public Service	6.8 %	7.1 %	7.1 %	7.3 %	7.4 %	7.6 %	6.9 %
Pacific Peoples in Public Service Senior Management	1.6 %	1.4 %	1.3 %	1.7 %	1.7 %	1.7 %	

Services which are subject to effective Pacific community scrutiny, advocacy, control and planning and inclusion in design are going to be more effective and appropriate.

^[2] Semi-skilled occupations are defined as Clerks; Services and Sales Workers; Agriculture and fishery workers and Trades workers. Low-skilled occupations are defined as Plant and machine operators and assemblers and Elementary occupations.

The education sector

The education sector is vital for Pacific workforce and leadership development but a similar picture of Pacific engagement in the education workforce and governance also emerges.

Boards of Trustees and Pacific peoples' representation

Organisation	Number	Proportion Pacific	Information Source
Boards of Trustees	654	3.5%	2007 PEP report
Boards of Trustees in schools with high numbers of Pacific students	403	19.3%	2007 PEP report
School Principals	20	0.8%	2004 Secondary Futures, M Durie
Teachers		2.8%	2007 PEP report
Administrative roles		Est 17% of schools	2008 ERO Report

Any sustained changes for positive outcomes for Pacific people require Pacific representation at all levels in decision-making. Pacific community ownership of the social and economic problems facing their communities is more likely to result in the sustained changes required to improve outcomes.

Improving leadership requires upskilling, a greater professional workforce, increased community resources and capability for management and engagement in civil society. Above all, improved Pacific leadership requires a commitment and focus on Pacific workforce development and leadership development by local and central government agencies. Mason Durie writes in the *Future Schools* project that

“Greater representation... will require specific strategies to recruit a culturally diverse workforce and then to retain them in the face of increasing career opportunities.”

Local government

A key aspect of Pacific people's representation in the Auckland region has developed through the establishment of a number of Pacific advisory boards and committees working within local authority structures e.g. the Auckland City Council, Manukau City Council, North Shore City Council and Waitakere City Council. These advisory boards and committees allow Pacific community leaders to assist and influence the work of councils in the delivery of information, services and programmes to local Pacific communities.

Opportunities to nurture Pacific leadership are essential in ensuring that Pacific voices are developed and maintained. It is through leadership development that Pacific issues can continue to be heard and addressed in a collaborative manner.