

## **Statement of Intent 2010 - 2013**



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## **Our vision**

- ✘ Successful Pacific peoples**
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## **Our mission**

- ✘ Provide leadership and enable improved outcomes for Pacific peoples**
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## **Our overall outcomes**

- ✘ Improved economic wellbeing and living standards**
  - ✘ Strengthening Pacific families and communities**
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## **Our values**

- ✘ Respect – treat others the way you want to be treated**
  - ✘ Excellence – achieve your best and strive for better**
  - ✘ Leadership – serve and lead by example**
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# Part One: Overview

## Foreword from the Minister of Pacific Island Affairs

**Since becoming Minister my immediate priority has been to ensure that the Ministry is strongly positioned as a respected and effective conduit between (mainly) central, and local government agencies, and Pacific individuals and communities.**

The two components of this task are expanding and deepening the Ministry's relationships with those stakeholders who impact significantly on the lives of Pacific people, and supporting the development of a strong platform to take Pacific people forward. This latter has included overseeing the Ministry's input into the Government's *Pasifika Education Plan 2009-2012*, *Pacific Health Action Plan 'Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2010-2014* and the Government's *Orama Nui – Housing Strategy for Pacific peoples* as well as achieving greater clarity and progress on the *Pacific Economic Action Plan* and the *Pacific Languages Strategy*.

This Statement of Intent describes the work to be done over the next three years to progress the Government's longer-term priorities for Pacific people. These are:

- Lifting incomes and standards of living for Pacific peoples
- Making progress in Auckland
- Promoting Pacific culture and languages.

Progressing these priorities will require the proactive collaboration of key agencies, private sector interests, and community organisations to achieve important outcomes including:

- Increased participation of Pacific children in early childhood education, higher levels of literacy and numeracy, and more Pacific young people achieving higher education and tertiary qualifications, trades and relevant skills

- Improved access to health services, and increased support for Pacific providers and models of care to support better health outcomes for Pacific individuals and communities
- Expanded Pacific participation in business and enterprise, and skills development
- Progressed ethnic Pacific language initiatives to allow Pacific communities to promote and showcase their heritage language and creativity.

I expect that, in all these priorities, the Ministry will contribute to the Government's wider goal of *better, smarter public services, for less*, by maintaining a focus on cost effectiveness.



**Hon Georgina  
te Heuheu, qso**  
*Minister of Pacific  
Island Affairs*

A handwritten signature in black ink, appearing to read 'Georgina te Heuheu'.

## **Ministerial statement of responsibility**

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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 Georgina te Heuheu, QSO**

*Minister of Pacific Island Affairs*



## Introduction from the Chief Executive

**Over the last three years the Ministry has put considerable effort into shaping our strategic direction and priorities, and defining more clearly where and how we can make the most difference to the social, economic and cultural wellbeing of Pacific people. Over the next three years we will build on the gains that we have made.**

As we are a people-dependent agency, investing in the development and training of our staff will be a priority. We have already made some changes to the way we organise ourselves and our work in order to respond effectively to Government's priorities for Pacific people and to future challenges.

We are reliant on the partnerships we have with key government agencies and other stakeholders in order to achieve our objectives. Our partnerships and working relationships with agencies and communities have improved significantly over the last three years but we see scope for refining and strengthening these in order to make faster progress in critical areas.

As well as working closely with others, we have sought opportunities to lead on projects by redirecting resources from elsewhere within our organisation, and by acting as a catalyst for others to bring knowledge and resources to the table. Good examples include the New Zealand-Pacific Remittances Project and support for Pacific languages. We will continue to seek innovative solutions to the unique challenges facing Pacific communities.

The Government has outlined its priorities for Pacific families and communities over the next three years. These include: lifting incomes and living standards, making progress in Auckland and supporting Pacific languages and cultures. This Statement of Intent sets out how we will advance those priorities.

We will make an extra effort to influence the big agencies to deliver better services and programmes for Pacific people. We will do this by providing credible information and knowledge that will assist with the development of effective policy and service delivery, as well as programmes that will meet the needs of Pacific families and communities in education, health, housing and economic development.

The concentration of Pacific people in Auckland, and major developments such as the creation of an Auckland Super City, have prompted a move to strengthen our presence in that city. We will also expand our economic development activities in Auckland by working with key Pacific and private sector organisations.

Building stakeholder commitment and providing Pacific knowledge to add value to the work of other agencies are two of four strategic priorities identified in our Strategic Plan 2010 – 2015. Enhancing Pacific leadership and acting as catalysts for change are the others. We will focus more on developing and harnessing leadership in a number of settings, including those for youth, community leaders and Pacific public servants.

While the Statement of Intent outlines an extensive programme of work, I believe that we are well placed to play a key role in successful delivery of Government's priorities for Pacific families and communities. This will involve working alongside government agencies, organisations, and Pacific communities which will create opportunities to achieve their own goals and aspirations, thereby contributing further to New Zealand's economy.



**Dr Colin  
Tukuitonga**

*Chief Executive*

A handwritten signature in black ink, appearing to read 'Colin', with a long horizontal stroke underneath.

## Chief Executive statement of responsibility

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In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for the Ministry of Pacific Island Affairs. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriation set out in the Appropriations (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

**Dr Colin Tukuitonga**

*Chief Executive*



**Daile Bramwell**

*Corporate and Organisational  
Development Manager*



## Nature and scope of functions

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***The Ministry is Government’s premier advisor on policies and interventions to promote the social, economic and cultural development of Pacific people in New Zealand. All of our work is designed to enable and foster our vision of successful Pacific peoples.***

We are a small agency, but we are capable of making a positive impact on the lives of Pacific peoples. We bring a Pacific perspective to the work of central and local government agencies responsible for making policy that affects the lives of Pacific peoples, and we ensure effective communication and delivery of services to Pacific communities.

Our main functions are policy and monitoring, and communication and relationships management.

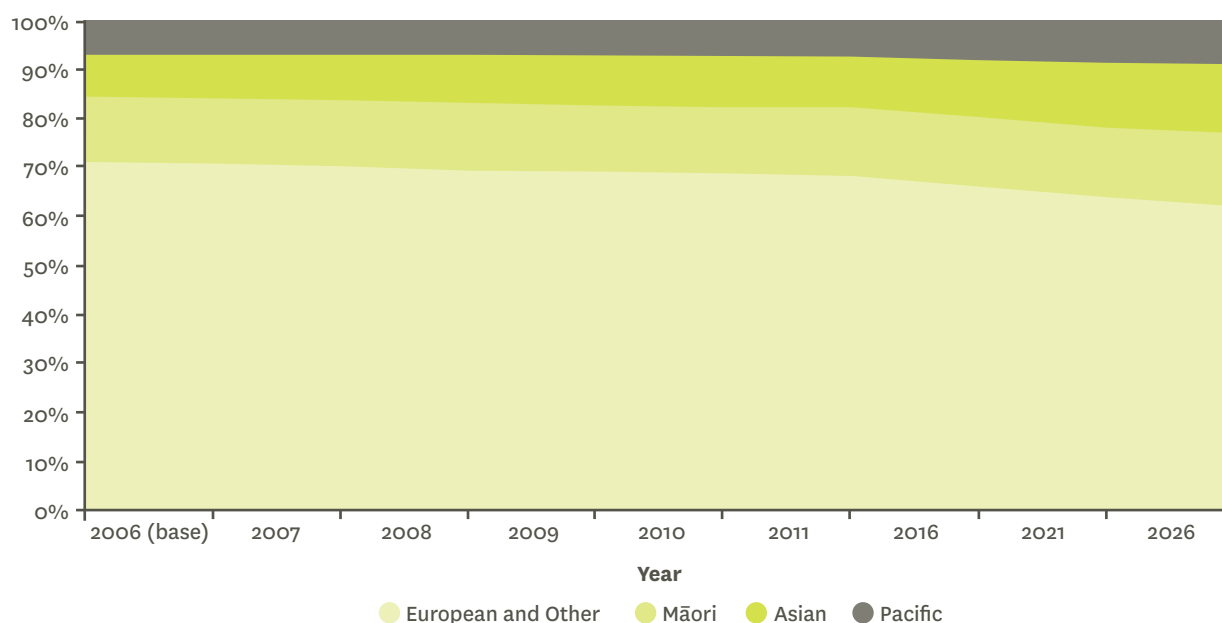
We are mandated to:

- Provide policy advice, information and assistance to the Minister of Pacific Island Affairs, including facilitating contact with Pacific communities in New Zealand and preparing briefings, speech notes and support as required in cabinet committee, select committee and parliament
- Provide advice and information to other public service departments on the context, circumstances, issues and opportunities faced by Pacific communities in New Zealand
- Liaise and communicate with Pacific communities in New Zealand so that they are knowledgeable about government policies, processes and services of relevance to them, to foster greater engagement with, and participation by Pacific people in decision-making
- Provide servicing for the Minister of Pacific Island Affairs’ Advisory Council, draft replies to Ministerial correspondence, Official Information Act 1982 requests, Ombudsman’s enquires, and parliamentary questions addressed to the Minister of Pacific Island Affairs or referred from other Ministers, and
- Undertake such other projects, including from time to time strategic advice, as are within our capability and required by the Minister of Pacific Island Affairs.

## Demographic trends

**New Zealand's Pacific people: a dynamic and diverse group.** By 2026, it is projected that Pacific people will be 10 percent (480,000) of the population, compared to 6.5 percent in 2001.<sup>1</sup> The Pacific population in New Zealand will produce an increasing portion of the nation's births, its student body, workforce, taxpayer base, voters and consumers of both public and private goods and services.

Fig 1. Population projections by ethnic groups 2006 to 2026



The Pacific community in New Zealand, numbering 265,974 at Census 2006, has diverse origins. Migration to New Zealand has been significant since the 1950s. Today more than 60 percent of New Zealanders who define themselves as part of the Pacific community were born in New Zealand and are growing up here. This New Zealand-based Pacific population consists of a number of diverse ethnic communities.<sup>2</sup>

Pacific people live largely in urban centres in the North Island. Two-thirds of Pacific people live in the Auckland region (67 percent), with the next largest Pacific population groups living in the Wellington region (13 percent) and Waikato region (four

percent). In the South Island, four percent of the Pacific population lives within the Canterbury region.

Pacific people here have high rates of inter-marriage with other New Zealanders – including Pakeha and Māori. Pacific communities are not static – they are changing and redefining themselves.

Auckland has the largest Pacific population in the world. The importance of successful Pacific people to the ongoing economic and social development of the Auckland region explains Government's focus on Auckland.

<sup>1</sup> National Ethnic Population Projections, 2006 (base) – 2026. *Statistics New Zealand 2008*.

<sup>2</sup> Samoans are by far the largest group: more than 131,000 people at the time of the 2006 Census, almost half the Pacific population and 3.3 percent of the total New Zealand population. The next largest groups are Cook Islanders (58,011), Tongan (50,478), Niuean (22,476), Fijian (9,864), Tokelauan (6,822) and Tuvaluan (2,625).

## Demographic trends (continued)

Of particular importance is the youthfulness of the Pacific population, with 38 percent (100,344 people) aged under 15 years. Their median age is 21.1 years compared to 35.9 years for the New Zealand population overall. In 15–20 years one in five New Zealand children will be Pacific. In the younger (15–39) workforce Pacific people will be one in eight.<sup>3</sup>

Also worth noting is the important role that churches play in Pacific families. In the 2006 Census, 83 percent of Pacific people stated that they had a religion, compared to 61 percent of the overall population. This reflects the growing need to explore and forge linkages with churches as conduits for effective communication and delivery of some government services to Pacific communities.

### **New Zealand's Pacific people: identifying the challenges**

Despite the substantial contributions New Zealand's Pacific communities make to society and the economy they still face strong demographic, social and economic challenges. Pacific New Zealanders generally have:<sup>4</sup>

- lower living standards
- low net worth
- incomes well below the national average
- poor but improving education outcomes
- sustained higher unemployment rates
- poor health.

### **New Zealand's Pacific people: the potential to increase their contribution to New Zealand's economy**

Increasing Pacific peoples' skill levels will increase New Zealand's economic growth. If by 2021 we can encourage the convergence of Pacific peoples' incomes from wages towards the incomes of non-Pacific New Zealanders we can bring significant benefits to the economy – in the order of \$4–5 billion in 2001 price terms.<sup>5</sup>

The foundation for sustainable change will be through education. By 2026 we hope Pacific children in New Zealand will perform at school at the same level as the general New Zealand population because:

- Pacific children participate in high quality early childhood education that meets their and their families' needs
- Pacific children start school at five with the basic skills required to succeed at school
- Schools and teachers are delivering quality education and parents are positively engaged in their children's learning
- Children have opportunities to learn about Pacific languages and culture with at least 80 percent of Pacific children having a choice of learning a Pacific language in a structured environment, and
- Pacific young people are actively engaged in tertiary education and obtaining higher qualifications.

3 Hot off the Press: National Ethnic Population Projections: 2006 (base) – 2026 update. *Statistics New Zealand* 2010.

4 An outcomes framework for Pacific Peoples in New Zealand. *Report for the Ministry of Pacific Island Affairs by Richard Tait, November 2008.*

5 Pacific Peoples' Economic Participation Report: Implications for the New Zealand Economy (2005). *NZIER* 2005.

## Strategic overview

The diagram below illustrates how the Ministry's work programme supports its strategic priorities and how these, in turn, underpin our vision and advance the Government's priorities for Pacific people.

	<b>GOVERNMENT PRIORITIES FOR PACIFIC PEOPLE</b>	<ul style="list-style-type: none"> <li>• LIFTING INCOMES AND STANDARDS OF LIVING FOR PACIFIC PEOPLE</li> <li>• MAKING PROGRESS IN AUCKLAND</li> <li>• PROMOTING PACIFIC CULTURES AND LANGUAGES</li> </ul>			
	<b>MINISTRY VISION</b>	Successful Pacific peoples			
	<b>MINISTRY MISSION</b>	Provide leadership and enable improved outcomes for Pacific peoples			
	<b>MINISTRY OVERALL OUTCOMES</b>	Improved economic wellbeing and living standards		Strengthening Pacific families and communities	
	<b>PRIORITY OUTCOMES</b>	Lifting incomes and standards of living for Pacific people	Making progress in Auckland	Promoting Pacific cultures and languages	
	<b>KEY MINISTRY OUTPUTS</b>	<p>Develop whole-of-government needs-based approach to build commitment and capability of key agencies to improving Pacific outcomes.</p> <p>Explore opportunities for alignment with existing whole-of-government initiatives such as Whanau Ora.</p> <p>Promote Pacific businesses, skills and enterprise through public and private sector collaborations.</p> <p>Enhance Pacific leadership and representation across the public sector, amongst Pacific youth and through a Pacific taskforce.</p> <p>Further promote New Zealand-Pacific remittances initiative and financial capability awareness programme.</p>	<p>Strengthen Ministry presence and engagement in the Auckland region and support appropriate Pacific representation in Auckland Super City governance structure.</p> <p>Support Rugby World Cup 2011 opportunities for Pacific business and showcasing Pacific cultures.</p> <p>Explore church-bank housing partnerships to enhance home ownership.</p> <p>Strengthen leadership and governance in the Pacific not-for-profit sector, and in Pacific Early Childhood Centres.</p> <p>Deliver a workplace literacy and numeracy training pilot in Auckland.</p>	<p>Develop and implement the Pacific Languages Strategy to support and promote Pacific languages and cultures.</p> <p>Revamp Pacific Starmap, and websites for the Cook Islands, Tokelau and Niue languages.</p> <p>Explore further development of bilingual primary school opportunities in Auckland.</p> <p>Explore opportunities for promoting Pacific languages and cultures on radio and television.</p>	

## Strategic direction

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The Ministry takes a vital linking role across government agencies and between government and Pacific communities. Our knowledge about Pacific communities and the issues facing them enhances community development, government policy and service delivery.

The Ministry will continue to provide quality information, advice and support to government agencies and other stakeholders in order to achieve our vision of Successful Pacific Peoples. We have organised our work programme and focused our resources on supporting the following priorities:

### **Lifting incomes and living standards for Pacific peoples**

Lifting incomes and living standards for Pacific people is essential for personal, family and community wellbeing, and New Zealand's overall economic and social development. Improving achievement in education, through joint efforts to increase early childhood participation, raise literacy and numeracy, and ensure Pacific children leave school with worthwhile qualifications and skills, is a fundamental step in this process. Better health services, improvements in the quality of housing, and the promotion of home ownership are also important.

The Ministry will work towards developing a whole-of-government needs-based approach to build the commitment and capability of key agencies to lift Pacific outcomes through initiatives such as the *Pasifika Education Plan 2009-2012*, *Pacific Health Action Plan 'Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2010-2014*, *Orama Nui: Pacific Housing Strategy* and the *Pacific Economic Action Plan*. We will also explore opportunities for Pacific people within existing whole-of-government initiatives such as Whanau Ora.

Obtaining better value from existing resources by promoting Pacific businesses, skills and enterprise through public and private sector collaborations will provide greater opportunities for training and employment, especially for Pacific young people.

To enhance Pacific leadership the Ministry will work with key government agencies and organisations to develop programmes targeted at building Pacific leadership capability across the public sector. We will also seek to extend work on existing leadership initiatives such as the Pacific Youth and Leadership Transformation project (PYLAT).

Further work will be undertaken by the Ministry to promote the New Zealand-Pacific Remittances Project (which aims to reduce the cost of remittances to Pacific countries) and develop the companion financial capability awareness project.

### **Making progress in Auckland**

Auckland is critical to New Zealand's overall economic performance. It is home to the majority of the country's Pacific population. The Ministry will work with communities and other stakeholders to implement its *Auckland Pacific Strategy* with a focus on the five strategic priorities it identifies. These include: celebrate the diversity of Pacific cultures, strengthen leadership and influence decision-making, strengthen Pacific workforce, improve employment opportunities, and improve co-ordination. Strengthening leadership and providing governance and management support to non-governmental organisations (NGOs) are two important streams of work critical to the Ministry's success in Auckland. We will also contribute to setting up the Pacific Advisory Panel as part of the Auckland Super City governance structure.

The work of the Pacific Business Trust provides leverage to secure further opportunities for existing and new Pacific businesses, and for community groups to showcase Pacific cultures during the Rugby World Cup 2011 and beyond.

The Ministry will continue to promote and support partnerships between banks and selected Pacific churches to assist members of their congregations into their own homes. If the pilot programmes are successful, the model will be promoted to other churches and lending institutions throughout New Zealand.

Pacific NGOs provide important services to the community but require considerable support in governance, management and business development. The Ministry will work with the Pacific Business Trust and key stakeholders to strengthen leadership and governance in the Pacific not-for-profit sector, and in Pacific Early Childhood Centres.

The Ministry will continue to develop a literacy and numeracy training programme to be piloted by a large employer of Pacific people in Auckland. The aim is to assist skills development among Pacific workers and encourage progress towards better paying jobs.

### **Promoting Pacific languages and cultures**

Promoting Pacific languages and cultures through the Pacific Languages Strategy is a critical development for Pacific people in New Zealand. Bilingualism has been shown to be effective in improving academic performance, supporting identity, and promoting social skills and economic prospects. Language revitalisation is essential for three of the most at-risk Pacific languages in New Zealand (Cook Islands Māori, Tokelauan and Niuean). Further development of the three Mind Your Language websites will support the promotion and learning of the Cook Islands Māori, Tokelau and Niue languages in New Zealand.

The Ministry will continue to work with Pacific communities and agencies, and seek resources to implement the key actions identified in the strategy. This includes exploring bilingual opportunities in schools in Auckland.

In addition, we will further explore opportunities for promoting Pacific languages and cultures on radio and television in collaboration with the Ministry of Culture and Heritage and key organisations within the broadcasting sector.

Across all these priorities, the Ministry sees a whole-of-government, needs-based approach as critical to making progress.



## **Performance improvement actions**

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In line with Government's commitment to deliver better, smarter public services for less, the Ministry of Pacific Island Affairs will focus its Performance Improvement Actions (PIAs) on three key areas detailed in Part 2: Operating Intentions:

- a Fostering a whole-of-government, needs-based approach to lifting Pacific outcomes in education, health, housing and economic development.
- b Making progress in Auckland through a range of activities, including additional economic and business development activities with the private sector, lifting educational achievement and supporting cultural events and the new governance structure for city.
- c Encouraging the use of Pacific heritage languages and promoting Pacific cultures.

# Part Two: Operating Intentions

## Our priorities, impacts, and measures of success over the next three years

The Ministry has built a solid platform on which to deliver on the Government's priorities. Our performance improvement actions (PIAs) and measurable outputs from our work programme will enable us to show progress over the next three years. Achieving our priorities will involve intelligent

collaboration with multiple agencies, not-for-profit and other private sector entities i.e. banks (for home lending and remittances) and Pacific communities.

Specific work we intend to focus on in the short- to medium-term is discussed under each priority outcome.

PRIORITY OUTCOME 1	LIFTING INCOMES AND STANDARDS OF LIVING FOR PACIFIC PEOPLE
IMPACTS	<ul style="list-style-type: none"> <li>• <i>Pasifika Education Plan 2009-2012, Ala Mou'i: Pathways to Pacific health and wellbeing 2010-2014, Orama Nui: Housing Strategy for Pacific Peoples</i> and the <i>Pacific Economic Action Plan</i> agreements are implemented successfully and positive change is observed in educational achievements, health status, housing situations and income levels of Pacific people</li> <li>• Pacific youth unemployment rates are slowed and additional training opportunities are available</li> <li>• Additional economic development activities are provided through the private sector.</li> </ul>
MINISTRY CONTRIBUTION	<ul style="list-style-type: none"> <li>• Facilitate and lead the development of a whole-of-government, needs-based approach to lifting Pacific outcomes</li> <li>• Provide information, support and advice to key agencies on implementation of agreed Pacific health, education and housing outcomes</li> <li>• Monitor and report on progress towards the achievement of Ministry targets in the <i>Pasifika Education Plan 2009-12, Ala Mou'i: Pathways to Pacific Health and Wellbeing 2010-2014, Orama Nui: Housing Strategy for Pacific Peoples</i> and the <i>Pacific Economic Action Plan</i></li> <li>• Explore opportunities and options for Pacific people within Whanau Ora</li> <li>• Develop agreements and fund additional economic development activities through the private sector</li> <li>• Continue to work alongside the Pacific Business Trust with regular monitoring of activities within the Purchase Agreement</li> <li>• Harness opportunities for Pacific leadership and influence within the public and youth sector, and through the establishment of a Pacific Taskforce</li> <li>• Establish Prime Minister's Youth Awards</li> <li>• Lead interagency work on remittances and financial literacy and awareness.</li> </ul>

PRIORITY OUTCOME 1	LIFTING INCOMES AND STANDARDS OF LIVING FOR PACIFIC PEOPLE
MEASURES OF SUCCESS	<ul style="list-style-type: none"> <li>• A whole-of-government, needs-based Pacific approach focused on lifting Pacific outcomes is completed</li> <li>• Participation in early childhood education is increased, literacy and numeracy are improved, and more Pacific people achieve worthwhile qualifications</li> <li>• Immunisation uptake is increased, diabetes services are improved, smoking rates reduced and uptake of breast cancer screening is increased</li> <li>• Additional economic development activities with the private sector are agreed and successfully implemented</li> <li>• The Pacific Business Trust delivers on the purchase agreement resulting in an increase in new sustainable business ventures</li> <li>• Public sector leadership training programme is implemented</li> <li>• Pacific representation on public sector boards and the number of Pacific people nominated for New Zealand honours are increased</li> <li>• Youth leadership and mentoring programme is completed</li> <li>• The Prime Minister’s Youth Awards are implemented</li> <li>• A Pacific Taskforce is established</li> <li>• Awareness of remittance products and the financial management skills of Pacific people are improved.</li> </ul>

PRIORITY OUTCOME 2	MAKING PROGRESS IN AUCKLAND
<p>IMPACTS</p>	<ul style="list-style-type: none"> <li>• The Ministry's visibility and presence in the Auckland region is strengthened to ensure effective engagement with central and local government and organisations and with Pacific communities</li> <li>• Pacific aspirations are reflected in the Auckland Super City governance structure</li> <li>• Additional economic development activities are provided through the private sector including business opportunities during the Rugby World Cup 2011</li> <li>• Innovative approaches to improving home ownership options for Pacific families are created through a Church-based partnership</li> <li>• Participation by Pacific not-for profit and early childhood education centres in governance and business management programmes is increased</li> <li>• The literacy and numeracy skill-base of Pacific workers is enhanced.</li> </ul>
<p>MINISTRY CONTRIBUTION</p>	<ul style="list-style-type: none"> <li>• Lead the implementation of the Ministry's Auckland Pacific Strategy</li> <li>• Facilitate the formation of the Pacific Advisory Panel for the Auckland Super City</li> <li>• Explore World Cup 2011 opportunities to showcase Pacific businesses and cultures</li> <li>• Facilitate and encourage a unique Pacific church-bank housing partnership to improve housing options for Pacific people</li> <li>• Strengthen leadership and governance training by Pacific not-for-profit and early childhood centres</li> <li>• Develop and pilot effective approaches to encourage literacy and numeracy development by Pacific workers.</li> </ul>
<p>MEASURES OF SUCCESS</p>	<ul style="list-style-type: none"> <li>• Auckland Pacific Strategy milestones are achieved</li> <li>• Appropriate representation on Auckland Super City governance is established</li> <li>• Opportunities for Pacific businesses and cultures are agreed with relevant stakeholders for Rugby World Cup 2011</li> <li>• Pilot literacy and numeracy training package for Pacific employees is completed</li> <li>• A church-bank housing partnership is established</li> <li>• A governance training pilot for Pacific-owned ECE centres and Pacific not-for-profit organisations in South Auckland is implemented.</li> </ul>

PRIORITY OUTCOME 3	PROMOTING PACIFIC CULTURES AND LANGUAGES
IMPACTS	<ul style="list-style-type: none"> <li>• Revitalisation and sustainability of Pacific languages in New Zealand is supported</li> <li>• Pacific ethnic communities are enabled to nurture, protect and retain their cultural identities and languages</li> <li>• Pacific cultures are supported and celebrated.</li> </ul>
MINISTRY CONTRIBUTION	<ul style="list-style-type: none"> <li>• Consolidate efforts across government and with Pacific communities to implement the Pacific Languages Strategy</li> <li>• Improve Pacific Starmap and other cultural- and language-based resources</li> <li>• Explore the development of bilingual (Samoan and English) primary school opportunities in Auckland.</li> </ul>
MEASURES OF SUCCESS	<ul style="list-style-type: none"> <li>• Pacific Languages Strategy is implemented</li> <li>• The Pacific Starmap website and the online language resources for the Cook Island Māori, Tokelau and Niue languages are revamped</li> <li>• Report on feasibility of a Samoan/English bilingual primary school in Auckland is completed</li> <li>• Language-based activities and resources developed by Pacific community groups are increased and promoted through radio and television.</li> </ul>



# Part Three: Management and the Department

## Adding value in a changing environment

We will continue to add value to the work of other government agencies and focus our resources on influencing key stakeholders. Using evidence and research we will demonstrate the value Pacific communities in New Zealand can provide in economic benefit, health cost savings, social and cultural gains. This will require constant review of our priorities and ensure that resources are re-directed where needed.

We have established an Audit and Risk Committee as a source of independent advice and oversight to assist the Chief Executive discharge his responsibilities effectively. It will focus on systems of internal control, responsible resource management, and risk management in accordance with the Ministry's risk management framework. Regular review and advice on implementation is provided directly to the Chief Executive.

Our challenges will be to:

- engage effectively with our diverse and changing communities
- continue to build our reputation and credibility
- manage unlimited demand for our involvement

- remain focused on our role and purpose, and
- prioritise our activities so we work effectively.

### What we will do

With no expected increase to baseline funding, the Ministry is looking at innovative ways to deliver on outcomes and to maintain efficiency and cost effectiveness.

We will:

- develop a whole-of-government, needs-based approach to lifting Pacific outcomes
- identify ways to share expertise across the public sector, such as joint initiatives ensuring we have the capability to deliver on our outcomes
- look at the efficiencies and cost savings of shared-service arrangements
- identify and mitigate risk.

### Managing risks

The following table explains our identified risks:

RISK	MITIGATION
Resource constraints and capability gaps	<ul style="list-style-type: none"> <li>• Think innovatively about new ways of sharing information and expertise across the public sector</li> <li>• Identify partnerships that are mutually beneficial</li> <li>• Ensure we focus on the 'vital few'.</li> </ul>
Inability to attract and retain the people needed to deliver on our outputs	<ul style="list-style-type: none"> <li>• Increase retention by measuring engagement regularly and implementing a formal process of responsiveness to results</li> <li>• Identify and implement development opportunities for staff.</li> </ul>
Unclear priorities and/ or not delivering on agreed outcomes	<ul style="list-style-type: none"> <li>• Robust strategic planning process</li> <li>• Focus on priorities identified and agreed with the Prime Minister</li> <li>• Work programme is developed and agreed with the Minister</li> <li>• Resources allocated according to agreed priorities.</li> </ul>
Information Management failure	<ul style="list-style-type: none"> <li>• Review our IT systems</li> <li>• Improve our document management system</li> <li>• Explore opportunities to collaborate with other government agencies.</li> </ul>

## Assessing organisational health and capability

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### **Achieving organisational excellence – our team and our structure**

Adding value in a changing environment requires us to achieve organisational excellence and outstanding leadership performance across the Ministry.

Our challenges are:

- maintaining our effectiveness within our existing baseline funding
- ensuring ongoing training and development so staff are outcomes-focused
- improving internal communications
- ensuring we have the right tools and resources.

We will:

- continue to refine our structure and organisation to ensure we have the right people with the right skills in the right places
- improve technical systems and explore shared-service opportunities with other agencies
- develop the organisation's capacity to meet changing needs and ensure skill development mirrors our priorities
- measure staff engagement and commit to a plan of action based on the results
- continue to invest in staff development, training and mentorship
- monitor staff retention through human resource data and results.

## Equal employment opportunities

We are committed to being an equal opportunity employer and we recognise the benefits of diversity in our workforce. We will continue to review our policies and processes to ensure we support the State Services Commission's Equality and Diversity Policy. We do not anticipate any significant changes in our diversity profile over the next year and have maintained the favourable results of our Pay and Employment Equity review.

Our workforce is currently 58 percent female and 42 percent male which is similar to the public service averages of 59 percent and 41 percent.

The majority of employees identified as being of Pacific descent, 78 percent, with 22 percent identifying as non-Pacific.

## Departmental capital and asset management intentions

The Ministry of Pacific Island Affairs is not a capital-intensive organisation. However, it does require some physical assets to operate efficiently and effectively. They include suitably-equipped office accommodation, communications and information systems and software. Some 72 percent of the current total fixed assets are classified as Leasehold Improvements. With the exception of a review of our Auckland regional office location in 2010, and a similar review of Wellington accommodation in 2011, the forecast capital expenditure for the next three years is primarily

for routine activities such as technology and office system upgrades and/or maintenance.

The Ministry will monitor the performance of its physical assets to ensure that they meet acceptable business standards for condition and functionality and will bring in a replacement policy to ensure that these levels are maintained.

### Infrastructure

The Ministry will review our Auckland regional office location to ensure we are a low-cost provider of services.

<i>Departmental Capital Intentions</i>	<i>2008/09</i> <i>(\$000)</i>	<i>2009/10</i> <i>(\$000)</i>	<i>2010/11</i> <i>(\$000)</i>	<i>2011/12</i> <i>(\$000)</i>	<i>2012/13</i> <i>(\$000)</i>
Property Plant and Equipment	210	-	-	10	50
Leasehold Improvements	-	-	80	80	
Computer Hardware and Software	-	40	10	10	50
<b>TOTAL</b>	<b>210</b>	<b>40</b>	<b>90</b>	<b>100</b>	<b>100</b>

## **Contact details**

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