

Statement of Intent 2011-2014



Our vision

- ✦ Successful Pacific peoples**
-

Our mission

- ✦ Provide leadership and enable improved outcomes for Pacific peoples**
-

Our overall outcomes

- ✦ Improved economic wellbeing and living standards**
 - ✦ Strengthened Pacific families and communities**
-

Our values

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

Table of contents

Page

Part One: Overview

2

Foreword from Minister of Pacific Island Affairs

2

Ministerial statement of responsibility

3

Introduction from Chief Executive

4

Chief Executive statement of responsibility

5

Scope and functions

6

Demographic trends

7

Strategic overview

9

Part Two: Operating Intentions

10

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

10

Part Three: Managing the department

14

Adding value in a changeable operating environment

14

• *Right price*

14

• *Right people and equal employment opportunities*

14

• *Right way*

15

Managing risk

15

Departmental capital and asset management intentions

16

Contact details

17

Part One: Overview

Foreword from the Minister of Pacific Island Affairs

New Zealand in the twenty first century is an increasingly multi-cultural nation. To succeed in today's global economy we must ensure that all our constituent populations are supported to make positive contributions to our economy, our culture, and our role in the wider world.

This is no less the case for Pacific New Zealanders who by 2026 will comprise 10 percent of the population and will produce an increasing portion of the nation's births, students, work force and taxpayer base. As a fast growing proportion of New Zealand's population, and with 67 percent of Pacific people living in Auckland, they will be influential in New Zealand's future growth and development.

The Statement of Intent describes a programme of work designed to support and promote Pacific people's aspirations for their own independence and success, as well as their desire to participate in, and contribute to New Zealand's future prosperity.

Underpinning the Ministry's work programme are Government's medium to long term priorities which continue from previously, but which are positioned more directly towards the Government's broader goal of lifting New Zealand's economic performance. These are:

- Lifting incomes and standards of living for Pacific peoples
- Improving outcomes in Auckland; and
- Promoting Pacific cultures and languages.

A key element of all three priorities is the focus on Pacific children, young people, and families. Delivering world class education to Pacific youngsters to boost training, skills, jobs and incomes is critical to growing the economy, building strong and secure families, and creating opportunity for all. Whilst primary responsibility for achieving overall outcomes for Pacific people lies with lead agencies, the Ministry can add value to achieving these outcomes through targeted activities which are outlined in this document.

Other aspects of the Ministry's work will include expanding business and enterprise among Pacific individuals and communities, growing leadership in key areas, particularly among Pacific young people, developing and strengthening the capacity of Pacific providers in housing and health, and promoting languages and cultures.

In the period ahead the Ministry's work will also focus on Christchurch, reflecting the Government's commitment to rebuild not only the city but the lives of its people, following the aftermath of the 22 February earthquake. The earthquake showed not only the power of nature, but the power of individuals, families and communities including Pacific communities, to work together, to care for each other and to overcome loss and tragedy.

I believe the priorities and work programme outlined in this document will constitute a valuable contribution to the Government's broader aspirations for New Zealand.



**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

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
Responsible Minister for the Ministry of Pacific Island Affairs



Introduction from the Chief Executive

Over the past three years the Ministry has continued to support lifting incomes and living standards, making progress in Auckland and supporting Pacific languages and cultures. In the next three years we will continue to focus our efforts in these areas, which are long term and critical to Pacific participation in the New Zealand economy.

As a small agency we are dependent on the relationships we have with key government and non-government agencies, Pacific ethnic communities and other stakeholders including the private sector, to achieve our objectives. Effective relationships will ensure that our inputs are sought after and valued, because they more accurately reflect the needs and aspirations of Pacific people. We aim to be an effective conduit between central and local government agencies, the private sector, and Pacific individuals and communities.

We will work in tandem with key agencies within a whole of government framework to focus on education, skills and training for young people. In particular we will work to identify new opportunities to work jointly with Pacific communities and their young people, educational institutions, industry and related government agencies.

We will continue to build our research capability, to identify and pursue research opportunities, and to publish findings. Our objective is to help inform policy development in our own and other agencies, and to share with Pacific communities information which will support their desire for independence and self-reliance.

Our work is predicated on the belief that Pacific people's success is essential to New Zealand's success. As the Pacific population grows Pacific young people will need to step up and take their place in the future workforce. They will be increasingly visible and important as taxpayers, consumers and voters.

Equipping them for the future is a critical component of our work programme. We will continue to focus on increasing Pacific participation in early childhood education, to ensure Pacific literacy and numeracy rates improve, to ensure the provision of employment and training opportunities for young Pacific people, to showcase success, and nurture leadership.

Logic dictates that much of our work will happen in Auckland, the powerhouse of the New Zealand economy. At least a quarter of the city's workforce will be Pacific in fifteen to twenty years.

The challenge for the Ministry will be to ensure that its *Auckland Pacific Strategy* delivers positive gains and outcomes for Pacific people in the region. Again demographic projections heighten the need to focus on education, skills and training through collaboration with private and not-for-profit sectors, and business and enterprise.

Completion and implementation of the *Pacific Languages Strategy* will be our key contribution to promoting languages and culture. Research shows that there are social, economic, and personal advantages for bilingual speakers. Our strategy aims to coordinate government agency resources, initiatives and services to support Pacific communities to revitalise, promote and maintain the use of Pacific languages in New Zealand. We will also continue to work with Auckland schools to increase and improve their bilingual units, providing young people with better opportunities to learn in a bilingual environment.

As a small Ministry we can be both agile and flexible. We will pursue innovative projects and programmes as opportunities present themselves. We will also continue our work to improve health and housing for Pacific people, and to support Pacific enterprise through the Pacific Business Trust.

This Statement of Intent details how we plan to enhance the opportunities for and wellbeing of Pacific New Zealanders. This will be to the benefit of all New Zealanders.



**Dr Colin
Tukuitonga**
Chief Executive

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

Chief Executive statement of responsibility

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 (2011/12 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 Services and Organisational
Development Manager*



Scope and Functions

The Ministry is the Minister’s premier advisor on policies and interventions to promote the social and economic wellbeing of Pacific people in New Zealand. The main functions we are funded to provide are policy advice, monitoring the impact of policies, and communication and engagement with Pacific people.

Policy (influencing advice to Government)

- Ministerial servicing
- Developing policy advice for government
- Providing advice to other government agencies on the impact of policies on Pacific people including:
 - » leading policy change through strategic projects that test and demonstrate the benefits of alternative approaches to policy and service delivery
 - » improving the knowledge base through sound research and evaluation
 - » using existing knowledge and Ministry expertise to assist other agencies
 - » providing advice on board appointments.

Relationship building with communities (supporting community change)

- Building relationships with Pacific communities through initiating strategic projects and innovative use of technology to assist communities to:
 - » be knowledgeable about government policies, processes and services of relevance to them
 - » have the knowledge and abilities to participate in civic and government decision making processes.
- Selecting and managing contracted service providers to deliver innovative programmes that will enhance Pacific people’s participation in New Zealand’s economy.

These two functions and intervention mechanisms are not mutually exclusive. It is the collective impact of our work that makes a difference with Pacific communities.

Demographic trends

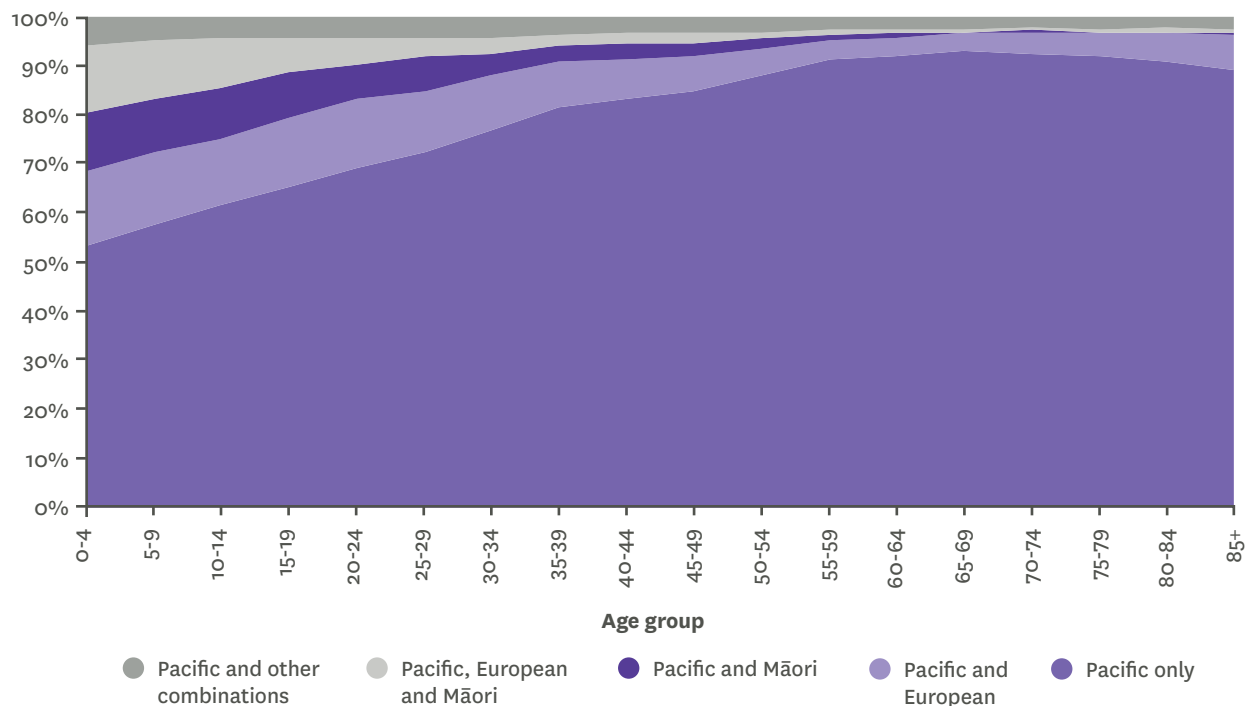
By 2026, Pacific people will be 10 percent of the New Zealand population and will be an increasing portion of the nation's births, its student body, workforce, taxpayer base, voters and consumers of both public and private goods and services. By 2050, they will be one of the largest consumer and voting groups.¹

New Zealand's Pacific people: a dynamic and diverse group

Today, more than 60 percent of New Zealanders who define themselves as part of the Pacific community were born in New Zealand. This New Zealand-based Pacific population consists of a number of diverse ethnic communities.² They are represented by at least 13 distinct languages and cultural groups. This means working with Pacific communities is not only about maintaining cultural heritage, but also ensuring all New Zealand benefits from the diversity and innovation these cultural differences generate.

Pacific people live largely in urban centres in the North Island. Two-thirds of Pacific people (67 percent) live in the Auckland region, the largest Pacific population in the world. This concentration explains why Auckland is so important to the work of the Ministry. The next highest Pacific populations are in the Wellington region (13 percent) and Waikato region (four percent). In the South Island, four percent of the national Pacific population lives within the Canterbury region.

Main single and combination ethnic responses for Pacific people by age – 2006



1. The Future for New Zealanders: Pacific People. Statistics New Zealand

2. Samoans are the largest group, more than 131,000 at Census 2006, (almost half the Pacific population and 3.3 % of the total NZ 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)

New Zealand’s Pacific people: building on the strengths

Pacific communities bring youth and vigour into an ageing New Zealand population and will form an increasingly important part of the future New Zealand workforce. They also bring vibrancy to New Zealand through their talents in areas such as arts, music and sport. Internationally, New Zealand is renowned for being an exciting and diverse destination, which benefits our economy.

Pacific sports people already represent New Zealand with pride, enhancing New Zealand’s international reputation. The collective and family focus of Pacific people also means there is a shared view of wealth, which is currently pooled with the spirit of charity and voluntary work. There are opportunities to build on these strengths, for example establishment of an inter-sectoral model of social housing for Pacific people. The low level of house ownership (and/or low quality housing) amongst Pacific people is one manifestation of low net worth, which has implications for other outcomes including health and access to finance for business enterprises.

The Ministry builds on these strengths, as it works with Pacific communities. Given the Ministry’s scope and functions, there are four main areas where we currently add most value:

- leading and supporting policy change
- facilitating research and creating a shared knowledge base
- supporting community transformation
- influencing advice to Government.

New Zealand’s Pacific people: capitalising on the opportunities

Pacific communities have the ability to add even more value to New Zealand and the economy, if the following challenges are overcome:³

- lower living standards
- lower net worth
- incomes well below the national average
- sustained higher unemployment rates, particularly youth unemployment
- high rates of household overcrowding and low rates of home ownership
- small but inconsistent improvement in education outcomes
- poor health (Pacific people have higher rates of preventable chronic diseases).

Improvements in these areas will be used to determine whether or not New Zealand, as a nation, has made a difference. Increases in the first five areas will suggest improvements in economic wellbeing and living standards, while the last two will be used as indicators for strengthened families and communities. The education indicator is also a key litmus test of likely future trends, as education is fundamental to other forms of personal and economic growth.

It is the Ministry’s hope that by 2021 Pacific people’s incomes will be similar to non-Pacific New Zealanders, benefitting the economy by \$4–5 billion in 2001 price terms.⁴ The next sections identify the Ministry’s medium term contribution to achieving this.

3. An outcomes framework for Pacific Peoples in New Zealand, Report for the Ministry of Pacific Island Affairs, November 2008.

4. Pacific Peoples’ Economic Participation Report: Implications for the New Zealand Economy (2005). NZIER

Strategic overview

MINISTRY VISION	SUCCESSFUL PACIFIC PEOPLES	
MINISTRY MISSION	PROVIDE LEADERSHIP AND ENABLE IMPROVED OUTCOMES FOR PACIFIC PEOPLES	
GOVERNMENT PRIORITIES FOR PACIFIC PEOPLE	<ul style="list-style-type: none"> • LIFTING INCOMES AND STANDARDS OF LIVING • IMPROVING OUTCOMES IN AUCKLAND • PROMOTING PACIFIC CULTURES AND LANGUAGES 	
MINISTRY OUTCOMES	IMPROVED ECONOMIC WELLBEING AND LIVING STANDARDS FOR PACIFIC PEOPLE IN NEW ZEALAND	STRENGTHEN PACIFIC FAMILIES AND COMMUNITIES IN NEW ZEALAND
KEY INTERVENTIONS	<ul style="list-style-type: none"> • SUPPORTING COMMUNITY CHANGE BY: <ul style="list-style-type: none"> - building relationships through programmes - contracting third party services • INFLUENCE ON ADVICE TO GOVERNMENT THROUGH: <ul style="list-style-type: none"> - leading policy change - research - contributing to other agencies policy development 	
IMPACTS	<p>SUPPORTING COMMUNITY CHANGE: Increased skills transfer to community groups through pilot initiatives and research Pacific communities have more skills to effectively use and influence Government policy and services More Pacific people are nominated to decision making roles Bring community views to Government</p> <p>LEADING POLICY CHANGE: Demonstrations of innovative ideas and how they work</p> <p>INFLUENCING ADVICE: Reduced unintended consequences of Government policies Improved effectiveness through better coordination</p> <p>RESEARCH: Knowledge creation that is transferred to other agencies and communities</p> <p><i>The Annual Report will provide commentary on the achievement of these impacts through analysis of the medium term achievements in the next section and Information Supporting the Estimates.</i></p>	

Part Two:

Operating intentions

Outcome 1: Improved economic wellbeing and living standards

What we are seeking:

The Ministry believes that contributing to the improvement of Pacific people’s economic wellbeing and living standards will not only help strengthen Pacific families and communities but is, in fact, essential to New Zealand’s overall economic and social development. The New Zealand economy needs Pacific young people with the skills and knowledge to stimulate economic growth and to lift individual incomes. Young skilled people need to be well-educated, well-housed and healthy.

The Ministry contributes to this outcome by both supporting and leading activities. Our supporting activities include a number of whole of government strategies and their implementation. Examples are *Pasifika Education Plan*, *‘Ala Mo’ui (Pathways to Pacific Health and Wellbeing 2010-2014)*, *Pacific Economic Action Plan* and the *Auckland Pacific Strategy*. In addition, we lead or control the contributions detailed below.

What we are leading to contribute to achieving this:

Key areas of impact demonstrated through our activities are:

- Leading policy change and contract management. We aim to increase and improve bilingual units in schools, increase problem-solving skills, increase confidence and academic and skill-base achievement.

- Contributing to other agencies’ policy advice. We provide expertise to highlight when and how to enhance Pacific people’s participation in skills and employment training, and Pacific people’s social wellbeing outcomes.
- Relationship building through programmes. We facilitate the establishment of programmes to enhance the Pacific Non-Governmental Organisation (NGO) sector so that NGO services meet Pacific needs and provide employment opportunities.
- Leading initiatives that strengthen the foundations for improved economic wellbeing and living standards. We will work with key partners including community organisations (e.g. churches), government agencies and the private sector, to develop a social housing model for Pacific people. We will support implementation and evaluation of the model, and further development for implementation in other priority communities.

How we will demonstrate progress towards achieving this over the next five years:

OUTCOME: IMPROVED ECONOMIC WELLBEING AND LIVING STANDARDS FOR PACIFIC PEOPLE IN NEW ZEALAND					
INTERVENTION TYPE	LEADING POLICY CHANGE	CONTRACT MANAGEMENT		RELATIONSHIP BUILDING THROUGH PROGRAMMES	INFLUENCING OTHER GOVERNMENT AGENCIES
INDICATORS THAT WILL BE USED AS PROXIES OF SUCCESS	<p>An inter-sectoral social housing model is established and implemented</p> <p>Overcrowding rates decrease in target community/ies</p>	<ul style="list-style-type: none"> Numeracy and literacy rates improve Recruitment and retention success rates improve Increased remuneration levels Increased job security Career pathways are created for individuals to move out of precarious and very low-income jobs 		<ul style="list-style-type: none"> More Pacific NGOs comply with governance standards Increased number of successful Pacific NGOs More employment in the NGO sector Pacific NGOs improve quality of services available to Pacific people 	<ul style="list-style-type: none"> The Ministry is used as the 'expert' on work with policies specifically affecting Pacific people Policy proposals inform Government when policies are likely to have different impacts on Pacific communities than intended
INTENDED IMPACTS	<p>Appropriate, quality housing for Pacific people will provide home environments that support better:</p> <ul style="list-style-type: none"> Child and youth development Educational achievement Health and social well-being outcomes Employment and career opportunities 	<p>The students on courses will:</p> <ul style="list-style-type: none"> Be bilingual and cognitively flexible; and have: Improved numeracy and literacy Improved job-search capability Improved communication for interviews Improved sustainable employment opportunities 		<p>The NGOs involved in programmes will have:</p> <ul style="list-style-type: none"> Increased capacity / capability of Pacific NGOs Increased numbers of NGOs Increased employment opportunities for Pacific people from NGOs 	<p>For our substantive initiatives, policies will be:</p> <ul style="list-style-type: none"> Better informed about Pacific issues Have positive consequences for Pacific people
KEY OUTPUTS	Lead the development and implementation of a social housing model for Pacific people, by working with key partners. The model will be developed for wider implementation	Work with schools to increase or improve bilingual units in Auckland schools	The Ministry manages NGOs to provide employment support projects	Development of Pacific NGO sector	Second-opinion policy advice

Outcome 2: Strengthening Pacific families and communities

What we are seeking:

Strong families and communities are important enablers of good education and employment outcomes, which in turn enables higher and more stable incomes. The Ministry has identified opportunities for a stronger focus on community development, as a way to strengthen families and communities, and as a specific lever in certain areas such as engagement with the education system.

Pacific language retention, practice of culture, and security of identity, are strong enablers of broader social and economic outcomes. Bilingualism, for example, has been shown to be effective in improving academic performance, supporting identity and promoting social skills and economic prospects.

The Ministry contributes to this outcome by both supporting and leading activities. Our supporting activities include a number of whole of Government strategies and their implementation. Examples are *Whanau Ora* and the *Auckland Pacific Strategy*. In addition, we lead or control the following contributions.

What we are doing to contribute to achieving this:

Key areas of impact demonstrated through our activities are:

- Leading policy change; the Ministry's *Pacific Languages Strategy* increases bilingualism and slows the decline of Pacific language fluency
- Supporting community change by strengthening Pacific leadership and assisting with whole of Government approaches aimed at increasing community resources and capability.

How we will demonstrate progress towards achieving this:

OUTCOME: STRENGTHENING PACIFIC FAMILIES AND COMMUNITIES IN NEW ZEALAND					
INTERVENTION TYPE	LEADING POLICY CHANGE	SUPPORTING COMMUNITIES TO INFLUENCE OTHER GOVERNMENT AGENCIES	RELATIONSHIP BUILDING THROUGH PROGRAMMES		
INDICATORS THAT WILL BE USED AS PROXIES OF SUCCESS	<ul style="list-style-type: none"> Language retention rates Increased positive recognition of NZ's diversity <p><i>(The Social Report measures this)</i></p>	<ul style="list-style-type: none"> Specific Pacific needs are acknowledged in the Auckland spatial plan and in the Social Policy Forum work programme Delivery of programmes to support Auckland Pacific peoples 	<ul style="list-style-type: none"> More Pacific people with enhanced leadership capability Pacific people taking up more leadership roles within government and communities 	<ul style="list-style-type: none"> Increased number of Pacific people with governance skills Greater Pacific influence within key government boards 	
INTENDED IMPACTS	<ul style="list-style-type: none"> The decline of language fluency is reduced Increased individual confidence 	<ul style="list-style-type: none"> Auckland Pacific Panel has quality representation Pacific perspectives are represented at the Auckland Council and Auckland Social Policy Forum 	<ul style="list-style-type: none"> The Ministry facilitates mechanisms to develop and deliver Pacific leadership programmes across government and within communities More Pacific leaders with skills to support Pacific communities 	<ul style="list-style-type: none"> Enhanced pool of Pacific people able to serve on boards Strengthened governance capability of Pacific people 	
KEY OUTPUTS	Pacific Languages Strategy	Ensuring the Auckland Council and Auckland Social Policy forum has good representation and Pacific perspectives are included	Pacific leadership programmes	Nomination of Pacific people to key government boards	

Monitoring our progress

The *Pacific Progress Reports*, produced by the Ministry, will provide the baseline information against which progress will be measured. Progress reports will be updated after each census. We also monitor our performance using measures outlined in the Performance Information for Appropriations.

The 2010 performance results will become the baseline against which the Ministry's progress will be measured and this progress will be reported in the Ministry's annual report.

Part Three:

Managing the department

Adding value in a changeable operating environment

The Ministry of Pacific Island Affairs strives for continuous improvement. The latest example of improvement is new contract management expectations. The Audit and Risk Committee are satisfied we have responded to this challenge with good quality systems in internal control, resource and risk management.

We also volunteered to have independent assessors measure our performance against the central agencies' Performance Improvement Framework. This assessment is in progress, but we will implement any recommendations very soon. For now, we consider our performance within the three dimensions of the central agency's capability goals:

- right price,
- with the right people, and
- in the right way.

Right price

Fiscal pressures mean we need to do more for less. Being agile is the Ministry's key asset in pursuing efficiency. For example, the Christchurch recovery will be used to (re)organise regional delivery. Effort must go into front line support. To do this, we have reduced our work programme. We are also reviewing procurement and IT. Staff numbers are reviewed as vacancies arise.

Right people and equal employment opportunities

People are our most valuable asset. This year we are implementing a leadership programme to upskill and empower staff. We also encourage skill transfer between policy experts and those with cultural knowledge to predict policy and delivery consequences for Pacific people. Our current focus is on ensuring the right people are in the right jobs.

As a result, our work force is 78 percent Pacific. Fifty-eight percent of our staff and 50 percent of the senior leadership team are female. We compare well with other government departments in our commitment to equal employment opportunities. We also maintain the favourable results of our Pay and Employment Equity review.

Right way – assessing progress

We measure our corporate performance in the following ways:

AREA	INDICATOR	TREND
Right people	Improving engagement scores from staff surveys	2009/10 grand mean 348 ⁵ 2007/08 grand mean 325
	Reducing staff turnover	2009/10 turnover 12% 2008/09 turnover 15%
Right way	Stakeholder satisfaction surveys (This is also used in the Statement of Forecast Service Performance as a quality measure)	This was first implemented in 2009/10 and we intend to maintain and improve these scores
Right price	Performance Improvement Framework scores for efficiency and resource management	To be published in the first quarter of 2011/12 financial year

What risks are we facing?

We will face challenges on our journey of continuous improvement. Below is a chart that outlines how we intend to manage the key risks. In addition, the Senior Management

Team, (in conjunction with the Risk and Audit Committee), regularly discusses strategic and operational risks. This approach is consistent with the Australian/New Zealand Standard for Risk Management (AS/NZS 4360:2004).

RISK	MITIGATION
INWARD LOOKING RISKS	
Fiscal pressure and the Christchurch earthquake	<ul style="list-style-type: none"> • Select projects on their strategic merit • Think innovatively about sharing information and expertise • Build on the partnership model to share costs • Review back office support for potential efficiencies
Inability to attract and retain the people needed to deliver on our outputs	<ul style="list-style-type: none"> • Implement the leadership programme • Measure engagement regularly • Respond to staff feedback • Identify and implement development opportunities for staff
Information management failure	<ul style="list-style-type: none"> • Review our IT systems • Improve our document management system • Explore opportunities to collaborate with other government agencies on information sharing
OUTWARD LOOKING RISK	
The Ministry is unsuccessful in influencing policies and these policies have adverse effects on Pacific people	<ul style="list-style-type: none"> • Robust strategic planning process • Ministry staff have the right knowledge base and skills • Focus on priorities identified and agreed with the Prime Minister and in the Minister's work programme • Resources are allocated according to agreed priorities

5. The grand mean is the overall engagement score for the Ministry. It is the average score on a 5-point scale in the Gallup Q12 survey.

Departmental capital & 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 77 percent of the current total fixed assets are classified as leasehold improvements. 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 introduce a replacement policy to ensure these levels are maintained.

DEPARTMENTAL CAPITAL INTENTIONS	2009/10 (\$000)	2010/11 (\$000)	2011/12 (\$000)	2012/13 (\$000)	2013/14 (\$000)
Property plant and equipment		50	50	60	60
Leasehold improvements			20		
Computer hardware and software		40	30	40	40
Total	0	90	100	100	100

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