



MINISTRY OF PACIFIC ISLAND AFFAIRS
STATEMENT OF INTENT

2009 ✦ 2012

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
- ❖ COHESIVE AND RESILIENT PACIFIC FAMILIES AND COMMUNITIES

OUR VALUES

- ❖ LEADERSHIP – SERVE AND LEAD BY EXAMPLE
- ❖ EXCELLENCE – ACHIEVE YOUR BEST AND STRIVE FOR BETTER
- ❖ RESPECT – TREAT OTHERS THE WAY YOU WANT TO BE TREATED



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FOREWORD FROM THE MINISTER OF PACIFIC ISLAND AFFAIRS

Pacific New Zealanders are a growing part of our population, and are playing an increasing role in New Zealand's society, culture and economy. As the Pacific population grows, so does the importance of the role of the Ministry of Pacific Island Affairs.

In 1990, when the Ministry was established, slightly fewer than one in 20 New Zealanders was a Pacific person. Today that figure is nearly one in 14, and by 2026 it will be one in 10. More important than the numbers though is the age profile. The Pacific population is young – which means that by 2026 they will account for one in every eight people in the younger working age population.

The importance of this to the rest of New Zealand cannot be underestimated: these young Pacific people will play a vitally important role in our future and, in particular, in our economy. It is in all our interests that they are well-educated, well-qualified, gainfully employed and contributing to tax revenue as others of us retire.

Achieving this poses a number of challenges: at present Pacific New Zealanders earn, on average, substantially less than other New Zealanders. They are more likely to leave school with fewer qualifications. They are less likely to own their own homes, have poorer living standards and higher rates of preventable illness and death.

This Government is committed to world-class education and health services, and to strengthening its relationship with Pacific Island nations and Pacific communities. We are determined that the New Zealand of the future will have a strong and competitive economy, and strong and well-valued families and communities. To do this we must pay particular attention to our Pacific New Zealanders.

The vibrancy and creativity of Pacific New Zealanders are fast adding to New Zealand's identity as a strong and proud Pacific nation. Their cultures and heritage bring a unique dimension to ours.



The Ministry's strategic priorities, detailed in this Statement of Intent, are designed to ensure Pacific people are equipped to play their part economically, socially and culturally. Underpinned by a strong focus on education and training, they are a good fit with our aspirations for all New Zealanders.

HON GEORGINA TE HEUHEU, QSO
MINISTER OF PACIFIC ISLAND AFFAIRS

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.

A handwritten signature in dark ink, appearing to read 'Georgina Te Heuheu'. The signature is fluid and cursive.

HON GEORGINA TE HEUHEU, QSO

RESPONSIBLE MINISTER FOR THE MINISTRY OF PACIFIC ISLAND AFFAIRS

APRIL 2009

INTRODUCTION FROM THE CHIEF EXECUTIVE

The three years ahead pose challenges unprecedented in the lifetime of this Ministry, and in the lives of many of our Pacific people. They are all the more difficult because we cannot quantify them. We can know neither the magnitude nor the longevity of the global economic turmoil, and hence can only guess at the impact for New Zealanders. But what we do know is that Pacific people in New Zealand already fare badly against many measures, and existing disparities are likely to be worsened by economic adversity.

The Ministry of Pacific Island Affairs has, in the past year, made significant progress on a restructure and refocus which has clarified our priorities. One aspect of this has seen our vision for “successful Pacific peoples” underpinned by a *Pacific Outcomes Framework* which identifies lifting incomes and living standards and building strong families and communities as key in working towards that success.

The relevance of these priorities is, I believe, even greater now than it was when they were framed. The challenges of a recession bring a greater degree of urgency to our work to raise incomes and living standards, and to strengthen resilience, in order to make a positive difference in the lives of Pacific people.

Nowhere is our contribution more relevant than in the greater Auckland area, home to most of New Zealand’s Pacific people. We are already ensuring a Pacific voice in many Auckland projects and programmes, working with both central and local Government agencies. Over the next three years this will be underpinned and refined in an *Auckland Pacific Strategy* which brings a regional focus to both our *Pacific Outcomes Framework* and our *Strategic Plan*.

Lifting the bar for Pacific people brings benefits not only for them, but for New Zealand as a whole. Our Pacific population is increasingly New Zealand-born, young and fast-growing: our people will be an increasingly important part of the future. As workers and taxpayers young Pacific people will play a significant part in supporting an older population of New Zealanders.

It follows that we should do our best to equip them for this role. As part of our commitment to lifting incomes and living standards we will, in the next three years, sharpen our focus on education and skills training, the all-important foundation on which to build the gains we aspire to for Pacific people. Government’s commitment to quality early childhood education, and improving numeracy and literacy, provide us with some valuable road-signs in this area.

Speaking one’s own language improves educational outcomes, as well as preserving culture, enhancing cultural identity and contributing to the national character of New Zealand. We have identified the development of a *Pacific Languages Strategy* as a priority for the Ministry, enabling Pacific New Zealanders to have pride in their heritage and confidence in their future.

As a small agency we simply cannot hope to cover the whole range of central and local government activity which affects Pacific people. The outcomes we have identified will guide us in our own policy work but will also help

us work in a more focussed way with other, larger agencies - especially in ensuring that Pacific New Zealanders receive world-class education and health services. And we will continue to bring to the table the perceptions and knowledge we nourish through our relationships and engagement with Pacific communities. Through a small research programme we also bring to policymaking a solid evidence base.

While the years ahead pose particular challenges, they also offer us many opportunities. Following a period of review and restructuring, I believe the Ministry of Pacific Island Affairs is fit for purpose, and in good shape to move forward.



This Statement of Intent details how we intend to identify and explore the opportunities ahead, to meet the challenges, and to work for the advancement of Pacific people for the benefit of all New Zealanders.

DR COLIN TUKUITONGA

CHIEF EXECUTIVE

CHIEF EXECUTIVE STATEMENT OF RESPONSIBILITY

In signing this statement, I acknowledge that I am responsible for the information contained in this 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 (2009/10 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.

A handwritten signature in dark ink, appearing to read 'Colin', written over a horizontal line.

DR COLIN TUKUITONGA

CHIEF EXECUTIVE

APRIL 2009

A handwritten signature in dark ink, appearing to read 'Wayne Jack', written over a horizontal line.

WAYNE JACK

DIRECTOR CORPORATE SERVICES

APRIL 2009

NATURE AND SCOPE OF FUNCTIONS

The Ministry of Pacific Island Affairs is responsible for promoting the social, economic and cultural wellbeing of Pacific New Zealanders. All of our work is designed to enable and foster our vision of **successful Pacific peoples**.

We are a small agency with limited resources. Recognising these constraints, we believe the best way we can have a positive impact on the lives of Pacific peoples is by bringing a Pacific perspective to the work of those central and local government agencies responsible for making policy that affects the lives of Pacific peoples; and by communicating these policies to our Pacific communities.

Our main functions are policy and monitoring, and communication and relationships. 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 committees 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.
- Undertake such other projects, including from time to time strategic advice, as are within its capability and required by the Minister of Pacific Island Affairs.

STRATEGIC DIRECTION

Pacific peoples make up an increasing proportion of New Zealand's population and so make an increasing contribution to our society, culture and economy. However, they still face strong demographic, social and economic challenges. Pacific New Zealanders:

- earn on average substantially less than other New Zealanders;
- have lower rates of home ownership, poorer living standards, and higher rates of preventable illness and death; and
- are more often employed in low-skilled and low-paid jobs.

The government recognises these challenges, and has identified two priorities with regard to Pacific peoples:

- improving Pacific education, health and employment indicators;
- promoting Pacific cultures.

OUR OUTCOMES

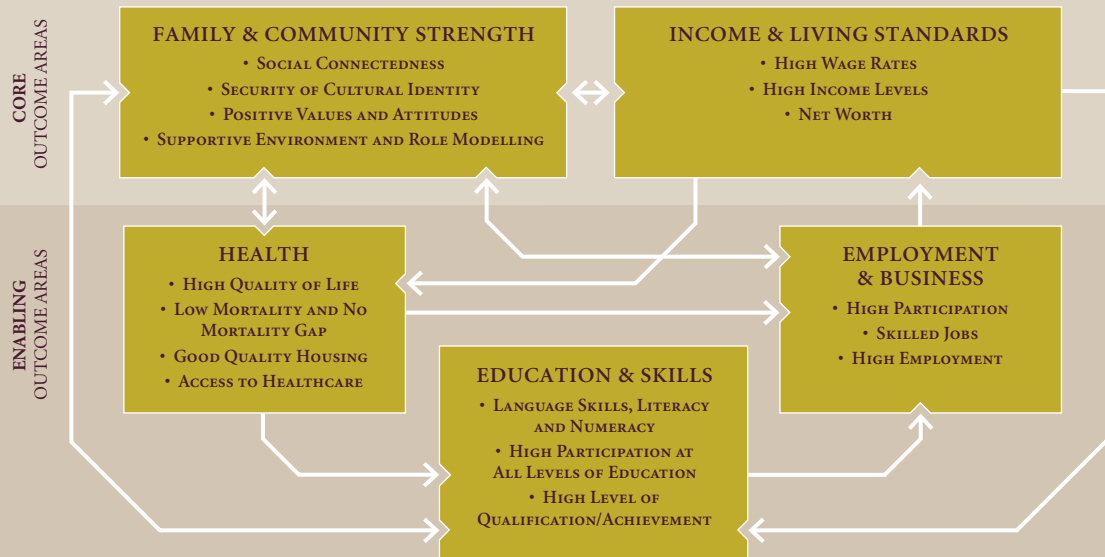
The Ministry's outcomes tell a story about what matters most for the development of Pacific people in New Zealand, and the key issues and points of leverage for government in pursuing that development.

The diagram opposite sets the scene for understanding

- The different points in the system at which government and communities can potentially intervene to improve outcomes; and
- How the different activities of government come together across agencies to improve high level outcomes.

PACIFIC OUTCOMES FRAMEWORK

MINISTRY VISION SUCCESSFUL PACIFIC PEOPLES

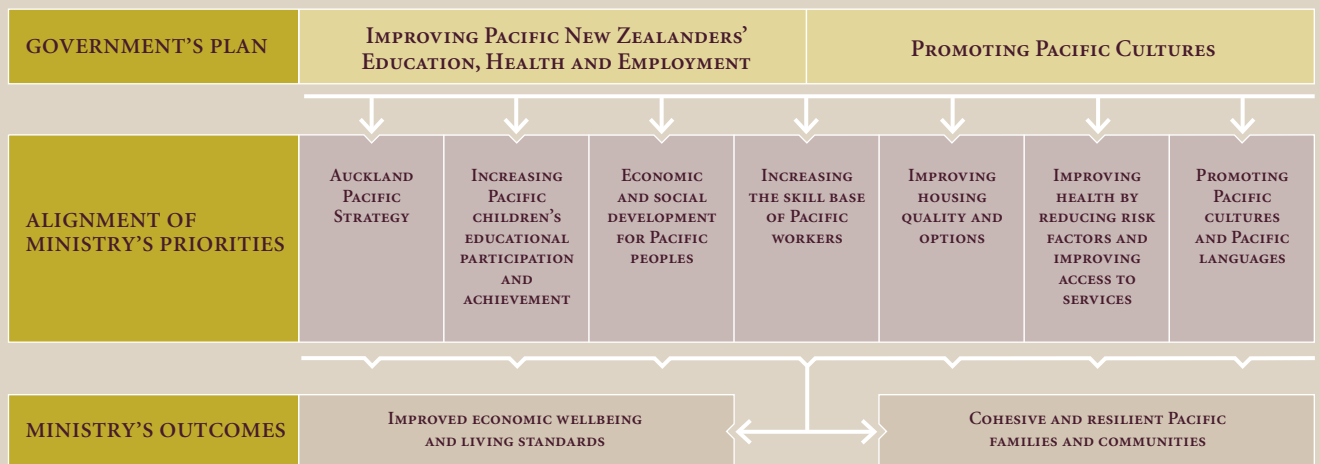


The Ministry contributes to the government’s priorities for Pacific peoples by focusing its policy and communications work on two long-term outcomes:

OUTCOME ONE: IMPROVED ECONOMIC WELLBEING AND LIVING STANDARDS

OUTCOME TWO: COHESIVE AND RESILIENT PACIFIC FAMILIES AND COMMUNITIES

The diagram below illustrates how these outcomes and the Ministry’s priorities align with the government’s plan.



Achievement of these outcomes is not solely determined by the Ministry of Pacific Island Affairs. We provide a link between government and Pacific communities, and through research and consultation with individuals and communities provide superior information and knowledge about Pacific peoples. The Ministry adds value by coordinating and focusing the work of other agencies to ensure that they are aware of the specific needs of Pacific peoples when policies are being developed, and that government services reach them.

PART TWO : OPERATING INTENTIONS

THE AREAS WE FOCUS ON

Our two outcomes provide a direction for our work over the long-term. However, as a small Ministry with limited resources, it is vital that we prioritise the areas we work on in the short-to medium-term. Our *Pacific Outcomes Framework* was developed in 2008 to help us identify the 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 specific issues we intend to work on over the short- to medium-term are discussed below under each outcome.

OUTCOME ONE: IMPROVED ECONOMIC WELLBEING AND LIVING STANDARDS

WHAT ARE WE SEEKING TO ACHIEVE?

Pacific peoples' economic wellbeing is raised through education, skills development and training. Their incomes and living standards are improved and they enjoy the same levels of health and wellbeing as other New Zealanders.

Currently Pacific people, on average, have the lowest economic living standards of all New Zealanders, and in 2004 58% indicated some degree of hardship.

Lifting incomes and standards of living is essential if we are to continue to see increases in the contribution Pacific peoples make to our economy. Increased participation of Pacific peoples in New Zealand's economy not only improves the prosperity of individual Pacific families and communities, but contributes to the country's overall economic prosperity. Improvements in the skills and productivity of Pacific peoples enhance New Zealand's growth, and reduce the fiscal burden of welfare dependency.

A recent NZIER report commissioned by the Ministry outlines projections to 2021. These suggest that if the education and training levels of the current generation of Pacific children can be accelerated to those attained now by non-Pacific, then Pacific wage incomes could be close to 96% of non-Pacific rates. Economic convergence by 2021 would bring significant benefits to the New Zealand economy in the order of \$4 to \$5 billion in 2001 price terms.

OUR INTERMEDIATE OUTCOMES

The intermediate outcomes we are aiming to achieve to improve economic wellbeing and living standards for Pacific people are underpinned by improving the education and training outcomes of Pacific peoples, so they are the same as those of other New Zealanders. Improving education and training outcomes will flow into the same rates and levels of employment for Pacific peoples as for other New Zealanders. Improved employment and incomes will improve the health and wellbeing of Pacific peoples, and as illustrated in the *Pacific Outcomes Framework*, improvements in health and wellbeing will facilitate improved educational and employment outcomes.

WHAT WILL WE DO TO ACHIEVE THIS?

Auckland: As home to 67% of New Zealand's Pacific population, Auckland is a major focus for our work. We are developing an *Auckland Pacific Strategy*, which will provide an overarching framework for the work of central and local government agencies, and will incorporate the:

- Manukau early childhood education project;
- Auckland interagency Skills Strategy;
- Tamaki Transformation Programme aimed at increasing the opportunities for Pacific peoples' employment; and
- Rugby World Cup preparations, in particular identifying opportunities to engage Pacific business and communities.

Education and skills: Our focus will be on increasing Pacific children's participation in quality early childhood education, and improving their attainment in the compulsory education sector. Priority will be given to meeting the Government's new literacy and numeracy expectations, and reducing numbers who leave school without qualifications. For school leavers the focus will be on tertiary education including the uptake of apprenticeships.

Employment: Our focus will be on increasing the skill base of Pacific workers through increasing access to skills and training including literacy, language and numeracy skills, trade skills, technical skills, and degree level qualifications, as well as specific management and leadership skills.

Economic development: We will work to update the *Pacific Economic Action Plan*. We will also develop a joint work programme with Te Puni Kokiri and work towards closer collaboration with Maori, enhancing existing cultural connections to encourage partnerships, business development and commercial opportunities within New Zealand and the Asia-Pacific region. We will build on the New Zealand Pacific Remittances and Financial Capability project to increase awareness of remittance costs, and enhance financial capability.

Business: Our focus will be on strengthening the capability of the Pacific Business Trust to deliver programmes aimed at improving the relevant skill base of potential Pacific entrepreneurs, equipping them to start and sustain new and existing businesses. We will also extend access to the governance and management training opportunities the Pacific Business Trust offers.

Health: Through the joint *Pacific Health Action Plan* our focus will be on improving child health, reducing obesity and smoking rates, and improving access to appropriate health service for Pacific peoples, as well as strengthening current Pacific health providers.

Housing: Our focus will be on ensuring that Pacific families benefit from the Government's programmes to improve existing state housing stock, and to make home ownership more affordable, including exploring the feasibility of a multi-borrower facility.

HOW WILL WE DEMONSTRATE SUCCESS IN ACHIEVING THIS?

We will know we have achieved when we see changes such as:

- Analysis from the *Pacific Report* identifies key levers to increase economic wellbeing and living standards;
- A revised *Pasifika Education Plan* is in place;
- A pilot ECE governance programme is established in Manukau;
- A review of barriers to ECE participation will assist in increased participation in ECE in Manukau;
- Our work alongside the Ministry of Education results in an increase in the number of Pacific Board of Trustee members;
- The Pacific Business Trust develops a strategy to assist in skills and training;
- The number of Pacific modern apprenticeships increases;
- An updated *Pacific Economic Action Plan* is completed, with interagency agreement on goals and measures of success defined for each goal;
- A report on Pacific women's labour market participation provides a foundation for workforce development for Pacific women;
- Pacific and Maori partnerships are developed and lead to increased economic development for Pacific;
- The *Pacific Housing Strategy* is agreed to by Ministers;
- Interagency participation in a multi-borrower policy development workshop leads to commitment to policy development;
- A joint *Pacific Health Plan* is completed and agreed by Ministers;
- The Tamaki Transformation Programme encompasses a Pacific perspective and meets the needs of the Pacific community in Tamaki; and
- A financial capability programme increases uptake of lower cost remittances services.

OUTCOME TWO: COHESIVE AND RESILIENT PACIFIC FAMILIES AND COMMUNITIES

WHAT ARE WE SEEKING TO ACHIEVE?

Pacific peoples are supported and actively participate in New Zealand society, their languages and cultures are encouraged and supported, and they are well informed and connected to appropriate services.

Healthy and strong families are the basis for successful Pacific communities in which individuals can grow and develop. Social connectedness is fostered within this environment. These links create resilience for Pacific peoples in New Zealand against the negative long-term effects of persistent income disparities. Security of cultural identity can help strengthen families and communities by promoting social connections and participation in social and economic life more generally. Strong families and communities are the building blocks of a strong nation and key to mitigating the effects of recession. They support decisions about educational participation and achievement, and workforce participation.

OUR INTERMEDIATE OUTCOMES

The cohesiveness and resilience of Pacific families will be improved by ensuring that families are well supported to actively participate in New Zealand society. Pacific languages and culture are fundamental to cohesive and resilient families and in addition retention of languages and cultures benefits New Zealand as a whole by adding a unique dimension to the character of New Zealand society.

WHAT WILL WE DO TO ACHIEVE THIS?

Languages: We will build upon the work we have already done to develop and evaluate language websites and other resources for the learning of Tokelauan, Cook Island Maori and Niuean. We will also develop a *Pacific Languages Strategy* that is supported across government and is responsive to meeting Pacific language needs. We will continue to support Pacific language nests, the National Pacific Radio Trust, and will work with the Ministry of Culture and Heritage on the feasibility of a Pacific television network.

Cultures: The Ministry will continue to promote and facilitate effective communications on government agency programmes and services that promote cultural development. This will include ongoing work with the Ministry of Culture and Heritage, and supporting Pacific cultural projects and events.

Family and sexual violence: One of the barriers to full and effective participation in society is the effects of family violence and sexual violence. The Ministry will build on its work with partner agencies to develop research on key pathways for Pacific people to prevent family and sexual violence in their communities. The Ministry will also continue to work in consultation with justice sector agencies and Pacific leaders to provide policy advice, and identify priorities and options for collaborative initiatives to reduce offending by Pacific peoples.

Pacific NGOs: We recognise the crucial role played by non-governmental organisations in building local services that support individuals and communities. These organisations will assist Pacific families to cushion the effects of job losses and recession. The Ministry will provide support to this sector by ensuring they are fully engaged and informed on relevant areas of policy development.

HOW WILL WE DEMONSTRATE SUCCESS IN ACHIEVING THIS?

We will know we have achieved when we see changes such as:

- Pacific languages are used to communicate messages about government services;
- A *Pacific Languages Strategy* is supported by government and leads to an increase in the retention of Pacific languages;
- Pacific cultures are celebrated through Pasifika festivals;
- Pacific Starmap has a high number of website hits;
- The Development of a Community Engagement Model increases the diversity of Pacific peoples engaging with the Ministry;
- Community meetings are hosted and feedback from attendees is positive;
- The Ministry continues to complete and distribute newsletters that effectively communicate relevant government policy;
- Pacific peoples are increasingly represented on Boards;
- A research report on preventing sexual violence is completed and used by the Task Force on Sexual Violence; and
- The Pacific response rate for the Kiwis Count survey is increased.

HOW WE HAVE AN IMPACT ON THESE ISSUES

As discussed in the 'Nature and Scope of Functions' section, we believe the best way for our policy and monitoring, and communication and relationships work to impact on the above issues is by:

- Bringing a Pacific perspective to the work of those central and local government agencies responsible for making policy that affects the lives of Pacific peoples; and by
- Communicating these policies with Pacific communities, and bringing Pacific concerns to government.

We have an impact on central and local government by:

- Leading and facilitating innovative inter-agency programmes for Pacific peoples;
- Ensuring a Pacific perspective is included in policy initiatives and programmes;
- Strengthening the capacity and capability of agencies to work with Pacific peoples and consider Pacific perspectives;
- Building and maintaining an evidence base which agencies can use to inform their work;
- Monitoring and reporting on outcomes for Pacific peoples; and
- Supporting agencies in their interactions with Pacific communities.

We have an impact on Pacific communities by:

- Ensuring they are well-informed of government policy and programmes, and are well-connected to appropriate government services;
- Liaising with them to ensure their concerns are brought to government; and by
- Nominating Pacific peoples to decision-making roles.

HOW WE MEASURE OUR IMPACT

The Ministry will measure its progress in achieving the impacts it has specified through information from surveys such as stakeholder (Minister, central and local government) surveys and from Statistics NZ surveys. The performance measures for the Ministry are contained in detail in the Information Supporting the Estimates.

The links between our outcomes, intermediate outcomes, impacts and specific outputs are demonstrated in the following framework:

MINISTRY OF PACIFIC ISLAND AFFAIRS OUTCOME FRAMEWORK

MINISTRY VISION **SUCCESSFUL PACIFIC PEOPLES**

OUTCOMES

IMPROVED ECONOMIC WELLBEING AND LIVING STANDARDS

COHESIVE AND RESILIENT PACIFIC FAMILIES AND COMMUNITIES

INTERMEDIATE OUTCOMES

- ✘ PACIFIC PEOPLES HAVE THE SAME EDUCATION AND TRAINING OUTCOMES AS OTHER NEW ZEALANDERS
- ✘ PACIFIC PEOPLES HAVE THE SAME RATES AND LEVELS OF EMPLOYMENT AS OTHER NEW ZEALANDERS
- ✘ PACIFIC PEOPLES HAVE THE SAME LEVELS OF HEALTH AND WELLBEING AS OTHER NEW ZEALANDERS

- ✘ PACIFIC FAMILIES AND COMMUNITIES ARE WELL SUPPORTED AND ACTIVELY PARTICIPATE IN NEW ZEALAND SOCIETY
- ✘ PACIFIC LANGUAGES AND CULTURES ARE RETAINED AND USED
- ✘ PACIFIC CULTURES CONTINUE TO ADD A UNIQUE DIMENSION TO THE CHARACTER OF NEW ZEALAND SOCIETY

IMPACTS

- ✘ THE MINISTRY CONTRIBUTES TO THE ABOVE OUTCOMES THROUGH THOUGHT LEADERSHIP AND INNOVATION IN ITS POLICY AND COMMUNICATIONS WORK WITH CENTRAL AND LOCAL GOVERNMENT, AND WITH PACIFIC COMMUNITIES.
- ✘ CENTRAL AND LOCAL GOVERNMENT:
 - Leading and facilitating innovative inter-agency programmes for Pacific peoples
 - Ensuring a Pacific perspective is included in policy initiatives and programmes
 - Strengthening the capacity and capability of agencies to work with Pacific peoples and consider Pacific perspectives.
 - Building and maintaining an evidence base which agencies can use to inform their work
 - Monitoring and reporting on outcomes for Pacific peoples
 - Supporting agencies in their interactions with Pacific communities
- ✘ PACIFIC COMMUNITIES:
 - Ensuring Pacific communities are well-informed of government policy and programmes, and are well-connected to appropriate government services
 - Ensuring Pacific concerns are brought to government
 - Nominating Pacific peoples to decision-making roles

POLICY

- ✘ CONTRIBUTING EVIDENCE AND POLICY ADVICE ON:
 - Multi-borrower loan facilities
 - Pacific wealth
 - Housing, education, health and economic development
- ✘ DEVELOPING AND MONITORING ECONOMIC ACTION PLANS FOR PACIFIC PEOPLES

- ✘ CONTRIBUTING EVIDENCE AND POLICY ADVICE ON:
 - Promote Pacific languages and cultures
 - Strengthen engagement with Pacific NGO's
 - Contribution by Pacific families and communities to migrant settlement
 - Prevention of sexual and family violence

- Policy advice on the *Auckland Pacific Strategy*
- Research
- Monitoring status of Pacific peoples: *Pacific Report*

OUTPUTS

- ✘ ENGAGING WITH PACIFIC COMMUNITIES ON:
 - Pacific Modern Apprenticeship scheme
 - Housing, education, health and financial capability

- ✘ PILOTING INNOVATIVE PROJECTS, INCLUDING:
 - *Pacific Star-Map* and *Mind Your Language* websites
 - Community compacts
 - Sponsoring and supporting Pacific cultural events

- Engaging with Pacific communities on the *Auckland Pacific Strategy*
- Ministerial servicing and Nominations service
- Developing a *Community Engagement Framework*

STAKEHOLDERS

MINISTER CENTRAL GOVERNMENT LOCAL GOVERNMENT
PACIFIC COMMUNITIES COMMUNITY GROUPS AND NGO'S
ACADEMICS AND RESEARCHERS PACIFIC ADVISORY GROUPS

PART THREE : MANAGING THE DEPARTMENT

MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT

The operating environment will be difficult. The scope and duration of the economic challenges facing us are unknown, but the demographics and socio-economic standing of Pacific people, as well as evidence from past recessions, suggest they will be hard hit.

We will work with central and local government agencies to ensure resources are aligned, interagency responsiveness increased, and to identify key points of leverage which will help in achieving Government's priorities. We will do our best to ensure that initiatives are accessible to and appropriate for Pacific peoples. Our success will depend on effective collaboration within the State Sector and responsive stakeholder engagement.

We will continue to monitor the changeable operating environment throughout the period of this Statement of Intent by:

- Periodically reviewing the effectiveness of our risk management activities and dealing with new strategic risks as they arise;
- Ensuring we are responsive to key stakeholders such as state sector agencies, and Pacific communities; and
- Phasing the business planning processes throughout the year so that changes to priorities can occur.

A business-wide risk management framework underpins our commitment to best practice in the risk management aspect of our work, and is overseen by the Strategic Leadership Team. The framework enables the identification, analysis, assessment and management of risks which could have an impact on our objectives and outcomes. It ensures we then address them consistently and systematically at both strategic and project/programme level. The risks we have identified are explained in the following table:

KEY RISK	MITIGATION
Ability to attract, retain and develop staff in order to meet agreed outputs.	<ul style="list-style-type: none"> • Complete the development of a performance measurement framework. • Implement a business improvement programme to create a high-performing organisation. Undertake external evaluation to identify opportunities for improvement. • Implement a change management system. • Demonstrate efficiency and effectiveness in work systems and processes.
Information management failure	<ul style="list-style-type: none"> • Undertake audit of current IT system and identify where improvement is required. • Establish business continuity plan for IT failure. • Review document management practices and implement a policy and process for document management.
Competing priorities within agencies can create risks to progressing initiatives for Pacific communities.	<ul style="list-style-type: none"> • Relationship management with key agencies we work with. • Establish Memoranda of Understanding and performance measures to ensure monitoring of key outcomes.
Recession effects on Government's finances could limit or decrease resources	<ul style="list-style-type: none"> • Close working relationships with other central government agencies • Shared services with other agencies

ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

The Ministry of Pacific Island Affairs in 2009 is a significantly different organisation, following a substantial review and restructure in 2007/08. In the years ahead we intend to consolidate these changes through developing our leadership capability, strengthening the professional development of staff, sustaining a culture that enables the delivery of outcomes, and developing strong relationships with our stakeholders.

We intend to do this through a business improvement programme focussed on organisational performance and development of a continuous improvement culture. We aspire to becoming “world class”, demonstrating credibility and value for money to all stakeholders.

DEVELOPING OUR PEOPLE: We aim to be amongst the top performers in the public sector by developing and implementing highly effective employment practices, promoting a strong commitment to a positive culture and ensuring the right people for the right jobs through coaching and development. We use a wide range of tools to assess and improve capability, and contribute strongly to the following development goals set for the state services.

EMPLOYER OF CHOICE AND EXCELLENT STATE SERVANTS: We are committed to being recognised as a professionally rewarding and desirable place to work, where high performing state servants are committed to achieving results. We will achieve this through leadership and management, culture, and performance and development.

(a) Leadership and management

Leadership capability and effective management skills are important to sustain a market reputation as an employer of choice. In order for staff across the Ministry to reach their potential, managers must be skilled in coaching and in providing an environment where motivation and performance can be maximised. We have leadership development programmes to ensure managers and leaders are skilled in their areas of responsibility. Individual performance plans are formally in place to identify and develop leadership and management across the organisation.

(b) Culture

We will continue to ensure a strong alignment between the Ministry’s vision, values and performance. We aspire to a high performance culture, centered on achieving better outcomes. We foster this through a strong commitment to developing staff skills, experience and knowledge through career planning, training and development, and opportunities for different work experiences. We will continue to enhance organisational culture through a genuine valuing of the diversity of skills, experience and perspectives contributed by different staff.

We are committed to being responsive to the results of a staff engagement survey planned for September 2009. We will also incorporate Ministry values as part of the assessment of staff performance in our Capability Management Programme.

(c) Performance and development

We are committed to best performance and retention of our staff by managing their performance well, and offering training and development opportunities to better equip them in their roles. We will use individual performance and development plans to help staff acquire and retain agreed competencies.

TRUSTED STATE SERVICES: The elements essential to support state servants’ trustworthy behavior are in place. We are committed to high standards of ethical behaviour, strong performance management systems, and highly proactive, reliable and responsive external relationships.

EQUAL EMPLOYMENT OPPORTUNITIES: A Pay and Employment Equity Review in July 2007 identified how gender may affect employment. We have responded by addressing gender imbalance at senior management, by improving the capability management process to ensure all staff have access to appropriate training and development, and by re-writing and resizing all roles. EEO is embedded as an active and visible part of our human resource strategy and planning, and all human resource systems and practices are non-discriminatory.

We continue to address issues around disability based on individual need.

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. These assets need to be maintained to enable us to achieve our outcomes.

ICT - INFORMATION AND COMMUNICATIONS TECHNOLOGY

The Ministry's ICT capability must support the Ministry's new ways of working – in particular, the integration of regional office operations with head office; and the ability to store, manage and retrieve information.

Priorities for 2009/10 will be to:

- Implement a video conference facility between the three offices; and
- Improve information management processes.

Results will be indicated by reduced levels of domestic travel between offices.

INFRASTRUCTURE

The Ministry will review regional office locations and infrastructure to ensure we are a low-cost provider of services.

DEPARTMENTAL CAPITAL INTENTIONS	2008/09 (\$000)	2009/10 (\$000)	2010/11 (\$000)	2011/12 (\$000)	2012/13 (\$000)
Property Plant and Equipment	210				
Leasehold Improvements			80	90	90
Computer Hardware and Software		40	10	10	10
Total	210	40	90	100	100

MINISTRY CONTACT DETAILS

WELLINGTON OFFICE

Level 2, ASB House
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