

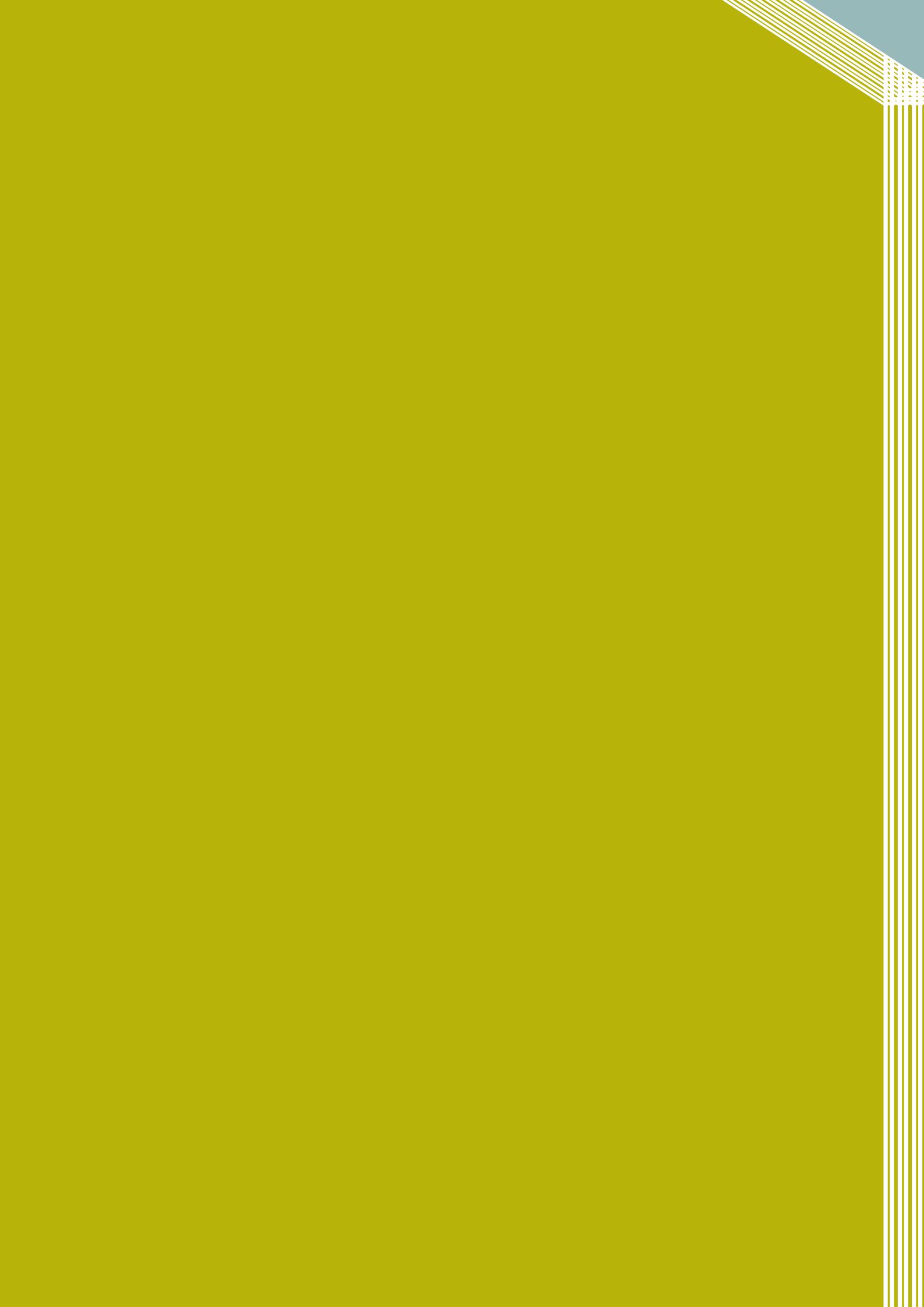
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MINISTRY OF PACIFIC ISLAND AFFAIRS

# STATEMENT OF INTENT

2008-2011



# CONTENTS

FOREWORD  
PAGE 2

INTRODUCTION  
PAGE 3

NATURE AND SCOPE OF THE MINISTRY'S FUNCTIONS  
PAGE 4

MANAGING IN A CHANGEABLE ENVIRONMENT  
PAGE 5

STRATEGIC DIRECTION  
PAGE 9

THE MINISTRY'S OPERATING INTENTIONS  
PAGE 11

OUR RISKS  
PAGE 16

ORGANISATIONAL HEALTH AND CAPABILITY  
PAGE 17

DEPARTMENTAL CAPITAL INTENTION  
PAGE 19

# FOREWORD

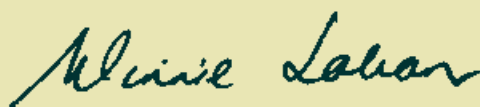
The Ministry of Pacific Island Affairs acknowledges the enormous value and contribution that Pacific peoples add to New Zealand's economy and our social, cultural and sporting achievements.

New Zealand's Pacific population is growing faster than the average population and will become a considerably larger proportion of the workforce. The Ministry's strategic focus is to support and enhance the economic prosperity, social wellbeing and diverse cultures of Pacific peoples, aligning well with the government themes of Economic Transformation, Families Young and Old, and National Identity.

Implementation of the *Pacific Economic Action Plan* and the *Pacific Women's Economic Development Plan* is a key piece of work for the Ministry that focuses on lifting economic potential and prosperity. The Ministry will be contributing to achieving better outcomes for Pacific peoples in early childhood education, compulsory education, and tertiary education. They will also focus on increasing participation in the Modern Apprenticeship programme, raising awareness of entitlements under government initiatives such as Working for Families, and a variety of programmes that aim to improve the health of Pacific peoples.

The new strategic direction of the Ministry, together with the resulting organisational change, is described in this Statement of Intent. A strong Ministry will have a positive effect by providing leadership and improved outcomes for Pacific peoples, not just in their own initiatives, but across government.

Outcomes and priorities outlined in this Statement of Intent focus on promoting the economic participation, social wellbeing, and cultural development of Pacific peoples. The Ministry's whole-of-government approach, alongside both the private sector and communities, aims to ensure that Pacific peoples are equipped to contribute fully to, and share in, the future success of New Zealand.



HON LUAMANUVAO WINNIE LABAN

MINISTER OF PACIFIC ISLAND AFFAIRS



# INTRODUCTION

The next three years will be an exciting and challenging time of revitalization for the Ministry. During this time we will be focusing our efforts on those areas where we can make the greatest difference to the lives of Pacific peoples in New Zealand.

A review in 2007 showed that the Ministry was covering a wide range of issues where its involvement had once, but no longer, added significant value. As a small agency, our resources have been stretched thin. With the agreement of the government and the support of central agencies we are now significantly changing what we do, and how we do it.

Over the early part of the 2008/09 year, the Ministry will complete the transformation of its role and operations to reflect its commitment to a new strategic direction. There will be significant changes in our team and in our planning and business processes as we re-position the Ministry's role within the state sector.

I intend the Ministry to be a strong bridge between Pacific peoples in New Zealand and government to ensure that good information flows both ways. Pacific communities benefit from knowing what the government has to offer. Likewise, government can make better decisions to improve Pacific lives when it has good information from community perspectives.

We will also be focusing our policy advice efforts so that we will have a greater impact on a smaller number of high priority policy issues. Our advice will be evidence- and research-based, and we will be more responsive to emerging issues.

The Ministry must focus on the "vital few" issues that will deliver the greatest gains for Pacific communities. At the top of our agenda are education and skills development issues, as key pathways to economic independence. Young Pacific people will continue to receive our attention. We must also do more in Auckland.

I know that there are many other issues of significance to Pacific peoples, and we will have close dialogue with communities to identify other high priority issues and projects that can be addressed within our work programme and budget.

We will be significantly upgrading our research capabilities and also our ability to identify and contribute to whole-of-government responses to emerging or future issues for Pacific peoples in New Zealand and in the Pacific region (for example, the possible implications of climate change and evolving economic relationships).

This Statement of Intent explains the Ministry's functions, strategic directions and the outcomes it is seeking to achieve in a new era.



I look forward to this new era for the Ministry making an even greater contribution to improving the lives of Pacific peoples and further enhancing their contribution to New Zealand as a whole.

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

**DR COLIN TUKUITONGA**  
CHIEF EXECUTIVE

# NATURE AND SCOPE OF THE MINISTRY'S FUNCTIONS

## OVERVIEW

The overall purpose of the Ministry is to promote the economic, social, and cultural wellbeing of Pacific peoples. This is achieved through assisting and guiding the work of other agencies, organisations, individuals, and groups. The Ministry does not deliver services directly to Pacific communities. It adds value by providing evidence-based information and advice about both the results that will improve the community's wellbeing, and about possible ways and means of achieving these results.

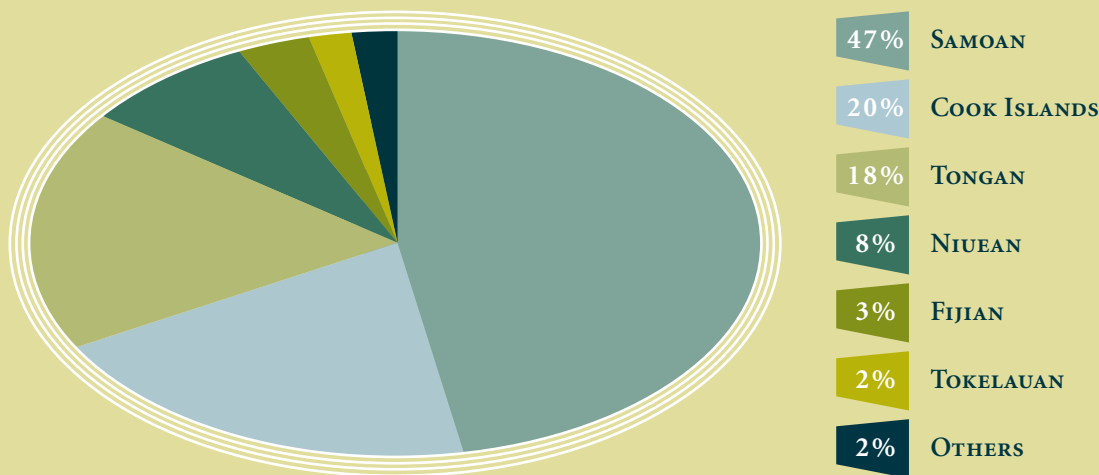
## DEMOGRAPHIC TRENDS

New Zealand's Pacific population is young and diverse, consisting of at least 13 distinct languages and cultural groups. It comprises people born in the Pacific Islands and in New Zealand. The many Pacific ethnicities are represented primarily by Samoan, Cook Islands, Tongan, Niuean, Fijian and Tokelauan groups, with smaller numbers from Tuvalu, Kiribati, Papua New Guinea, Vanuatu, the Solomon Islands and the small island states of Micronesia. Pacific people are concentrated within the regional areas of Auckland (66.9%), Wellington (13.1%), Waikato (4.4%) and Christchurch (4.1%)<sup>1</sup>.

Demographically, Pacific peoples in New Zealand are characterised by high fertility, rapid miscegenation, a high population growth rate and a youthful population, which is generally characteristic of developing nations. Pacific populations are growing at a faster rate, (15.3%) compared to Māori (6.5%) and European (4.5%)<sup>2</sup>. The Pacific population will continue to grow rapidly for some time to come.

Despite inevitable population ageing and a likely drop in fertility, the Pacific age structure will remain more youthful than the total New Zealand population over the next 50 years, and this will have direct implications for its labour market dynamics and New Zealand society as a whole.

### MAJOR GROUPS OF PACIFIC PEOPLES IN NEW ZEALAND



<sup>1</sup> Statistics New Zealand, National Population Estimates June 2007 quarter

<sup>2</sup> Ibid.

# MANAGING IN A CHANGEABLE ENVIRONMENT

## THE CHANGING FACE OF PACIFIC COMMUNITIES

As noted, the Pacific population in New Zealand is young and diverse.

A new generation, many of whom identify with multiple Pacific ethnicities, is now emerging. As they respond to greater educational and training opportunities, and to global trends and influences, and as the proportion of young Pacific people in the working population grows, their needs are likely to require innovative responses by the government and its agencies.

## DRIVERS OF OUR WORK

Overall, social and economic indicators for Pacific peoples demonstrate that progress has been made in some areas to reduce the disparities between the Pacific and the general population in New Zealand. The drivers of the Ministry's work represent the key areas impacting on Pacific peoples, which, if effectively addressed, will realise the results we seek for Pacific peoples. The key areas are:

### EDUCATION

- *Need to encourage greater engagement and achievement in education.* Greater numbers of Pacific peoples need to do better in education; starting as preschoolers in early childhood education and remaining in the system to attain educational qualifications;

### SKILLS

- *Need to ensure effective training and skills are gained for employment or business.* Higher levels of skills will be gained by reducing the numbers of school leavers without qualifications, improving levels of participation in tertiary study and apprenticeships, and reducing high drop-out rates;

### DEMOGRAPHICS

- *An increasing proportion of young, New Zealand-born Pacific peoples.* Most Pacific youth are now born in New Zealand, and the median age for Pacific peoples is 21 years compared with almost 36 years for the total population;

### CULTURE

- *Need to maintain Pacific cultures and heritage.* In the past decade there has been rapid social change and there is the risk of a loss of Pacific cultural heritage. Young Pacific people are now less likely to converse in their ethnic group's language; they are more likely to have multiple ethnic identifications; and distinct New Zealand Pacific youth cultures are emerging;

### CIVIC PARTICIPATION

- *Need to increase the Pacific community's desire for input to decisions that affect them.* Pacific peoples seek access to advisory and decision-making positions to influence the design and delivery of policies and services for Pacific communities; and

### REGIONAL ISSUES

- *Need for awareness of and action on current and potential Pacific basin issues.* New Zealand and its Pacific community are closely connected within our region. Nations within the Pacific basin share many interests and concerns. An informed New Zealand-based Pacific viewpoint can add value to developing effective joint responses to common concerns and issues. New regional challenges will require more effective whole-of-government approaches to these issues.

Key success factors for the Ministry in working effectively within our environment are to:

- strategically target our work to selected key sectors and issues;
- promote Pacific self-sufficiency, leadership and opportunities to make positive contributions as New Zealanders;
- foster and promote effective working relationships; and
- focus on organisational strengthening and capability for quality.

## CHALLENGES AND SUCCESSES

On a number of indicators, outcomes for Pacific peoples are improving, and certain disparities are reducing; but in other areas there is limited or no improvement. We need to ensure that successful strategies continue, but now need to focus our efforts on the areas where major challenges remain. We aim to identify new interventions that will achieve the key breakthroughs needed to reduce disparities.

Improvements have largely been driven by, or associated with, increased responsiveness by government and other agencies to address social disparity issues. As agencies have taken responsibility for producing better outcomes for Pacific peoples, the Ministry has adapted its role in monitoring (assessing and reporting on) departmental effectiveness in improving outcomes for Pacific peoples. This enables it to focus on its two major roles, policy advice and communications.

Pacific successes in sports, entertainment, arts, and culture provide the Ministry with a platform from which to build on the achievements of Pacific individuals, groups, and communities, and to improve engagement with them. More effective channels of communications and broadcasting media such as Niu FM, have improved the level of community awareness and uptake of government services.

For the future, Pacific peoples need to build on basic skills, and acquire suitable technical and specialist skills, along with relevant training and attitudinal changes, in order to take up the wide range of economic opportunities that exist in the rapidly changing and diverse global market. These changes bring new opportunities for young Pacific people entering the labour market. The New Zealand labour force is ageing and meeting huge technological changes, so well-trained and skilled Pacific youth will be well placed to take advantage of the new opportunities presented. Pacific young people will need support to increase their uptake of training for employment in the emerging and growth industries, and to exploit wider global opportunities.

The colour and vibrancy of Pacific cultures and heritage provides the potential for Pacific peoples to contribute to and enrich New Zealand's national identity, and to affirm its growing international identity as a strong Pacific nation.

## HOW WE WORK

To be effective in informing and influencing decision-making we need excellent relationships with all stakeholders, sound information and knowledge about Pacific peoples' needs, and also to be trusted as a highly competent and reliable source of comment and advice.

The State Services Commissioner has advised the Chief Executives of key stakeholder departments of our new role and the expectations they can have of our services and capabilities. Over the coming years we will be working with all stakeholders to establish shared understandings about our refocused role and how we can add value to their work. The Ministry will lead whole-of-government approaches to address Pacific needs and opportunities as they arise, and monitor the responsiveness of government departments to reducing inequalities for Pacific people.

Our Mission and values statements describe how Ministry staff are committed to carrying out our functions.

## MINISTRY'S VISION

# Successful Pacific Peoples

## MINISTRY'S MISSION

# Provide leadership and enable improved outcomes for Pacific peoples

## MINISTRY'S VALUES

### THE MINISTRY WILL:

- conduct itself with integrity and professionalism;
- use evidence-based advice;
- respect, and be sensitive to, all cultures;
- promote a learning environment; and
- be a good employer.

## ROLES AND FUNCTIONS

The Ministry has two major roles: policy advice and communications.

As a specialist agency we are mandated to provide policy-related advice, information, and support to the Minister, other government agencies and organisations, the community and the private sector to achieve better outcomes for Pacific peoples. Our advice is supported by research, data and environmental scanning work. Our scanning work programme includes focused futures studies on selected Pacific issues. Staff in our Regional Offices will monitor and advise on emerging issues.

Our communications role links Pacific peoples with the government and its agencies. We facilitate the flow of information, comment, research findings, and analysis between these groups. We also work to promote greater civic participation by Pacific peoples, by supporting the nomination of suitable individuals to decision-making bodies.

The Ministry's key functions are to:

- provide policy advice, information and assistance to the Minister of Pacific Island Affairs. This includes assisting the Minister by facilitating contact with Pacific communities in New Zealand, and preparing briefings, speech notes, and support for the Minister, as required, in Cabinet committees, 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's Advisory Council, and draft replies to ministerial correspondence, Official Information Act 1982 requests, Ombudsman's enquiries, 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 its capability and as required by the Minister of Pacific Island Affairs.

## MINISTRY OF PACIFIC ISLAND AFFAIRS ORGANISATIONAL STRUCTURE

### CHIEF EXECUTIVE

GOVERNANCE

POLICY AND  
MONITORING

COMMUNICATIONS  
AND RELATIONSHIPS

CORPORATE  
SERVICES

POLICY AND  
MONITORING

COMMUNICATIONS  
AND RELATIONSHIPS

AUCKLAND / CHRISTCHURCH REGIONAL OFFICES

## ORGANISATIONAL STRUCTURE

The organisational structure outlined above comprises the Governance Unit, directorates for Policy and Monitoring, Communications and Relationships, and Corporate Services (and includes regional offices in Auckland and Christchurch). It gives effect to, and implements the key functions of the Ministry, as follows:

### POLICY AND MONITORING:

Provides policy advice to the Minister, national and local government agencies on the key issues that impact on Pacific peoples; monitors the effectiveness of department strategies and initiatives in improving outcomes for Pacific peoples. This directorate also designs and implements initiatives and projects which will benefit Pacific peoples.

### COMMUNICATIONS AND RELATIONSHIPS:

Communicates information about government policy and advice to and from Pacific communities and other government agencies through a wide variety of media (including print, electronic and community fono). This directorate also collects and collates information from Pacific communities.

### GOVERNANCE:

Oversees the planning, reporting and external accountability functions, facilitates the nominations service, and provides Ministerial and Parliamentary services, including the administration of the Minister of Pacific Island Affairs' Advisory Council.

### CORPORATE SERVICES:

Ensures that statutory requirements and financial management obligations are met, provides human resources information and support, information systems and technical support to the Ministry.

### REGIONAL OFFICES – AUCKLAND AND CHRISTCHURCH:

Facilitate community engagement with local and regional stakeholders and Pacific communities, through their policy/monitoring and communications/relationships functions; identify local and regional issues that require policy responses.

# STRATEGIC DIRECTION

## OVERVIEW OF OUR STRATEGIC FRAMEWORK

The Ministry’s strategic framework (see Strategy Map below) sets out how we will work to add value for the government, Pacific peoples, other agencies, and the public of New Zealand. The strategic framework also outlines the Ministry’s repositioning as an agency focused on providing evidence-based information and advice on major policies and interventions that affect Pacific peoples. The map shows how we apply our resources to achieve our intended outcomes and how we will do this within the context of our *operating environment*, which comprises of the government’s overall goals and key drivers for action, and our *Vision, Mission and Values*.

### MINISTRY OF PACIFIC ISLAND AFFAIRS STRATEGIC FRAMEWORK

#### VISION, MISSION AND VALUES

OPERATING ENVIRONMENT		CAPABILITIES AND OUTPUTS		IMMEDIATE RESULTS	IMPACTS	LONG TERM OUTCOMES
<b>KEY DRIVERS</b>  <b>EDUCATION:</b> Need for greater engagement and achievement  <b>SKILLS:</b> Inadequate training and skills for future employment and business  <b>DEMOGRAPHIC:</b> Increasing proportion of young NZ-born Pacific peoples  <b>CULTURE:</b> Rapid social change and pressure on cultural heritage  <b>CIVIC PARTICIPATION:</b> Increasing Pacific community desire to participate in decisions that affect them  <b>REGIONAL ISSUES:</b> Pacific region issues affect NZ’s interest	<b>GOVERNMENT GOALS</b>  <b>GOVERNMENT THEMES:</b> <ul style="list-style-type: none"> <li>• Economic Transformation</li> <li>• Families - Young and Old</li> <li>• National Identity</li> </ul> <b>MINISTERIAL PRIORITIES:</b> <ul style="list-style-type: none"> <li>• PEAP &amp; PWEDP</li> <li>• Sector Outcomes                             <ul style="list-style-type: none"> <li>- Education</li> <li>- Social Development</li> <li>- Health</li> </ul> </li> <li>• Pacific Community Engagement</li> </ul> <b>DEVELOPMENT GOALS FOR THE STATE SERVICES:</b> <ul style="list-style-type: none"> <li>• Employer of Choice</li> <li>• Networked State Services</li> <li>• Value-for-money State Services</li> <li>• Coordinated State Agencies</li> <li>• Accessible State Services</li> <li>• Trusted State Services</li> </ul> <b>SECTORAL COORDINATION:</b> <ul style="list-style-type: none"> <li>• National Identity Sector</li> <li>• Agreements:                             <ul style="list-style-type: none"> <li>- Education</li> <li>- Social</li> <li>- Cultural</li> </ul> </li> </ul>	<b>CAPABILITY</b>  <i>To contribute to outcomes</i>  People  Knowledge  Relationships  Leadership  Culture  Structures  Systems  Technology	<b>OUTPUT CLASSES</b>  Policy Advice       Communications	Government decision-making better informed  Agency performance monitored and reported on  Pacific peoples nominated to decision-making roles  Ministerial role is supported  Pacific communities better informed  Stakeholder relationships supported and developed  Reliable and authoritative knowledge base exists	Government policies and services meet identified needs  Identifiable improvements in outcomes and indicators  Pacific peoples are informed to make sound decisions  Information and research relied on by decision-makers  Community relationships enhanced  Innovative programmes and events supported	ECONOMIC PARTICIPATION          SOCIAL WELLBEING          CULTURAL DEVELOPMENT
		<b>MEASURES OF ORGANISATIONAL HEALTH/CAPABILITY</b>		<b>MEASURES OF SERVICE PERFORMANCE</b>		<b>MEASURE OF RESULTS AND COST EFFECTIVENESS</b>

## GOVERNMENT THEMES AND OUR CONTRIBUTION TO OUTCOMES

The government's three national priorities are:

- Economic transformation
- Families – young and old
- National identity

The Ministry's three long-term outcomes focus on promoting the economic participation, social wellbeing, and cultural development of Pacific peoples. The three outcomes are inter-connected. They are:

### OUTCOME 1 :

Pacific peoples participate fully in New Zealand's economy.

### OUTCOME 2:

The social wellbeing of Pacific peoples is enhanced.

### OUTCOME 3:

Pacific peoples' cultures and heritage are supported, developed, and valued.

The Ministry's future business planning will address:

#### PRIORITIES

- Working on fewer and more focused priorities and maintaining a watching brief on other sectors.

#### SYSTEMS AND PROCESSES

- Being an organisation that has the key capabilities required to fulfil our re-focused role.

#### INTERNAL FUNCTIONS

- Improving communications and research functions to support a better understanding of Pacific peoples' needs, and possible responses to these.

#### MINISTERIAL SUPPORT CAPACITY

- Ministerial support capacity: Improving our ability to provide servicing and support to the Minister.

## STRATEGIC ECONOMIC DEVELOPMENT PLANS

The *Pacific Economic Action Plan (PEAP)* and the *Pacific Women's Economic Development Plan (PWEDP)* are major cross-government strategic plans for promoting the economic development of Pacific peoples. The PWEDP sets out an economic development action plan for Pacific women and identifies milestones that also contribute to the overall outcomes of the PEAP.

The PEAP has six goals:

#### EDUCATION

- High Pacific achievement at all levels of the education system.

#### WORKFORCE DEVELOPMENT

- A highly skilled and versatile Pacific workforce.

#### BUSINESS DEVELOPMENT

- Pacific entrepreneurs and businesses contributing significantly to New Zealand's economic development.

#### CREATIVE, EMERGING, AND GROWTH INDUSTRIES

- Greater participation by Pacific peoples in the creative, emerging, and growth industries.

#### ENTREPRENEURIAL CULTURE

- Greater participation by Pacific peoples in entrepreneurial activities.

#### LEADERSHIP

- High representation of Pacific peoples in leadership positions and in private and public sector decision-making bodies.

The plans identify many detailed initiatives under each of the six goals and include key milestones and targets. Implementation of the PEAP is overseen by a Pacific Economic Development Senior Officials Group. The PWEDP is overseen by a Pacific Women's Economic Development Advisory Board and reports directly to the Minister of Pacific Island Affairs and the Minister of Economic Development.

The Ministry monitors the implementation and progress of the plans in consultation with relevant agencies, in particular the Ministry of Economic Development, as well as implementing our designated milestones. The Ministry works with the Government Urban and Economic Development Office (GUEDO) in Auckland to contribute to GUEDO's goal of developing Auckland as a world class city. The Ministry will develop a strategy to address specific issues in Auckland, as the majority of Pacific peoples live in this region.

The Ministry will report annually to government on the achievement of outcomes.

# THE MINISTRY'S OPERATING INTENTIONS

The Ministry seeks to improve the wellbeing of Pacific peoples, and to promote Pacific cultures as an integral part of New Zealand's national identity. A key strategy for the Ministry is to develop a Pacific outcomes framework to guide its work with other agencies. This framework will also provide a benchmark on the current status of Pacific peoples against the Ministry's three key outcomes with associated goals, strategies and indicators: Economic Participation, Social Wellbeing and Cultural Development. This will assist the Ministry to identify future measures against the outcomes provided above.

During the 2008/09 financial year we will be working to identify measures that will demonstrate the relative value-for-money delivered by our three contributing outcomes.

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## OUTCOME 1 : ECONOMIC PARTICIPATION

### Pacific peoples participate fully in New Zealand's economy

#### DESCRIPTION OF THE OUTCOME

Pacific peoples in New Zealand have the same economic opportunities and gain the same economic benefits as the general population. Improving the economic performance of Pacific peoples, particularly through their participation in the New Zealand workforce, will benefit the economic transformation of New Zealand.

#### WHAT WE ARE SEEKING TO ACHIEVE

We are working to ensure that opportunities are available to Pacific peoples to undertake training and education, to enable them to fully participate in the labour market and subsequently in the wider economy. Where appropriate, training and work opportunities will be customised to the specialised needs of Pacific peoples, and will be effectively promoted to ensure they are fully accessible and utilised.

Particular focus will be on skills development for young Pacific people since they will be an increasing proportion of the Pacific and New Zealand workforce in the future. As a priority, the Ministry, in association with other agencies, will be working towards increasing Pacific uptake of Modern Apprenticeships.

#### WHAT WE WILL DO TO ACHIEVE THIS

The main focus of the Ministry's work towards this outcome will be on education and training. The aim is to help education providers design, develop, and deliver skills development policies and programmes that better meet the needs of Pacific peoples. Our research work will produce evidence-based advice about needs and effective responses to these. Our communications work will promote the uptake and full use of training opportunities.

The Ministry is supporting and monitoring the implementation of the *Pacific Economic Action Plan* and the *Pacific Women's Economic Development Plan*. The plans are described in the Strategic Directions section above.

We expect our work to better inform government policies and practices, as well as the Pacific community, so that government and Pacific people can make informed choices.

The Ministry will carry out research and evidence-gathering to find out what works best for Pacific peoples. This will be authoritative information that can inform decision-making on strategies and programmes for promoting Pacific peoples' participation in the economy. This includes implementation of initiatives such as the Modern Apprenticeship Awareness Programme and Pathways Expo. We will also assist Pacific people to obtain leadership roles on boards and in representative groups so that they can contribute to decisions about the most effective policies and strategies for communities.

We will use the knowledge gained by these means to advise businesses and government agencies about how best to promote the availability and encourage the uptake of training and education opportunities for Pacific peoples – in particular, youth and women. We will communicate directly with Pacific communities to inform them of innovations and approaches that will enable them to participate more effectively in the economy.

The development of Pacific entrepreneurship, and businesses run by Pacific peoples, is supported by the Pacific Business Trust (PBT). The Ministry will seek to improve its relationship with PBT to enhance the impact of Trust services through its purchase agreement.

### HOW WE WILL DEMONSTRATE SUCCESS IN ACHIEVING THIS

The Ministry contributes to final outcomes through intermediate processes such as advising and influencing other government agencies and better communication with Pacific communities. It will measure success by changes in rates, effectiveness and productivity, using a number of indicators.

Results will be indicated by –

Indicators of the level of Pacific peoples' economic participation including:

- income levels;
- unemployment rate;
- labour force participation rate;
- business equity;
- net worth; and
- rates of uptake of training, and of Modern Apprenticeships.

Indicators of Ministry service performance including:

- research activity;
- levels of communication with Pacific communities;
- participation in developing policies;
- new and customised work and training opportunities; and
- nominations of Pacific people for relevant decision-making roles.

## OUTCOME 2 : SOCIAL WELLBEING

### The social wellbeing of Pacific peoples is enhanced

#### DESCRIPTION OF THE OUTCOME

Pacific peoples have improved social outcomes, as indicated by key measures of health and education status, and accommodation conditions. The improved social wellbeing of Pacific peoples contributes directly to the government's goals for families, young and old. The programme of work being carried out under the *Pacific Economic Action Plan* and the *Pacific Women's Economic Development Plan* also directly contributes to this outcome.

#### WHAT WE ARE SEEKING TO ACHIEVE

The Ministry seeks to influence policy making and action by the government and its agencies, so that they recognise and respond effectively to the specific social needs of Pacific communities.

Healthy, strong families are the basis for successful Pacific communities where individuals can grow and develop. Levels of education, of physical and mental health, and of accommodation quality are generally agreed by the responsible agencies to be key factors that determine wellbeing. There are other immediate issues affecting Pacific social development such as youth justice policies and practices. Education and skills development are our major strategic focus because improvements here will give Pacific people greater lifetime opportunities, and the ability to make sound and confident choices in their day-to-day lives.

We aim to work effectively with other agencies and stakeholders by adding real value to the work they undertake to promote the wellbeing of Pacific peoples.

Desired impacts will include more effective government interventions and identifiable improvements in social outcomes; a more robust body of knowledge about Pacific peoples' needs and likely effective responses to these; and enhanced community-government relationships.

## WHAT WE WILL DO TO ACHIEVE THIS

Action is already being taken by various responsible agencies on many of the social issues of concern for Pacific peoples. The Ministry does not seek to duplicate any effort in these areas. Instead we will focus on monitoring and assessing targets as identified in departmental strategies and initiatives that have significant implications for Pacific peoples. This includes departmental strategies such as the *Pasifika Education Plan*, the Ministry of Pacific Island Affairs and Ministry of Health *Pacific Health Joint Action Plan*, *Working for Families*, and a range of other programmes that improve the social wellbeing of Pacific peoples.

Our challenge is to prioritise strategic action and to focus on areas and issues where we can add the most value.

The Ministry has unique specialist knowledge of Pacific communities and issues, gained from its research work and close linkages with these communities. We will apply this knowledge to producing evidence-based information and advice to social agencies and communities to assist in improving the design, delivery and uptake of services that can promote social wellbeing.

Over the 2008/09 year the Ministry will also be giving priority to implementing existing plans for Pacific peoples and promoting increased uptake of government programmes.

Overall, the Ministry will keep a clear focus on the “vital few” issues that matter most and where we can add the most value. This must also be balanced with attention to other urgent or significant concerns, as they arise.

## HOW WE WILL DEMONSTRATE SUCCESS IN ACHIEVING THIS

The Ministry contributes to final outcomes through intermediate processes such as monitoring, advising and influencing other government agencies, communicating with Pacific communities, and researching issues.

Results will be indicated by –

Indicators of the level of Pacific peoples’ social wellbeing including:

- uptake of early childhood education opportunities and funding;
- increasing the number of Pacific early childhood centres;
- participation and achievement within the compulsory education system;
- participation and achievement within tertiary and post-compulsory education;
- educational attainment and skill levels of the adult population;
- key health status indicators;
- accommodation standards and home ownership levels; and
- offending and reoffending rates.

Indicators of Ministry service performance including:

- research activity;
- levels of communication with, and feedback from, Pacific communities;
- participation in developing policies and relevant services;
- advice on the promotion of services to maximise their uptake;
- new and customised work and training opportunities; and
- nominations of Pacific people and Pacific women, to relevant decision-making roles.

## OUTCOME 3 : CULTURAL DEVELOPMENT

### Pacific peoples' cultures and heritage are supported, developed, and valued

#### DESCRIPTION OF THE OUTCOME

Pacific art, music, languages and cultures help shape New Zealand as a strong Pacific nation, and are valued by, and shared with, the nation as a whole. This outcome contributes directly to the government's goals for New Zealand's national identity.

#### WHAT WE ARE SEEKING TO ACHIEVE

The Ministry seeks first of all to help preserve and promote Pacific language, art and culture, and to do so in partnership with Pacific communities. The immediate focus is on assisting ageing original Pacific immigrants to share cultural knowledge and practices with younger people. Alongside this, the emerging youth and pan-Pacific culture in New Zealand will be supported, to develop within the New Zealand context and to contribute to national identity.

#### WHAT WE WILL DO TO ACHIEVE THIS

The Ministry will provide evidence-based advice to central and local government and the agencies of government on preserving and promoting Pacific languages and cultures. We will also monitor the effectiveness of policies and programmes that achieve these cultural goals and, where needed, identify and recommend change.

As appropriate, and in consultation with Pacific communities and groups, the Ministry will support the development and implementation of innovative communications approaches to promote Pacific cultures. The Ministry will work with relevant government departments including the Ministry for Culture and Heritage and Ministry of Education, to develop a Pacific Languages Strategy. The Pacific Languages Strategy will form the basis for further work in broadcasting, training and education.

Desired impacts include enhanced relationships with communities, effective support for innovative programmes and events, and Pacific communities that are more confident in decision-making.

#### HOW WE WILL DEMONSTRATE SUCCESS IN ACHIEVING THIS

The Ministry contributes to final outcomes through intermediate processes such as advising and influencing other government agencies and Pacific communities.

Results will be indicated by –

Indicators of the level of Pacific peoples' cultural connection including:

- measures of language retention;
- numbers of Pacific children in language nests;
- participation in language education classes; and
- Pacific community perceptions of cultural awareness levels.

Indicators of Ministry service performance including:

- research activity;
- levels of engagement with Pacific communities;
- implementation of the Pacific Language Strategy;
- support for policy development (e.g: language training, broadcasting, cultural promotions etc);
- support provided for innovative communications and cultural promotion programmes; and
- nominations of Pacific people for relevant decision-making roles.

## APPLICATION OF OUTPUTS TO ACHIEVE MINISTRY OUTCOMES

To achieve its Outcomes, the Ministry will be deploying the following key outputs as set out in the table below:

OUTPUT CLASS	OUTCOME 1 : ECONOMIC PARTICIPATION	OUTCOME 2 : SOCIAL WELLBEING	OUTCOME 3 : CULTURAL DEVELOPMENT
POLICY	Implement and monitor the Pacific Economic Action Plan and Pacific Women's Economic Development Plan.	Monitor and report on key priority areas and targets outlined in the Ministry of Health and Ministry of Pacific Island Affairs Joint Pacific Health Action Plan, the Ministry of Education Pasifika Education Plan, and the Working for Families initiative.	Implement and evaluate Mind Your Language projects for Tokelau, Cook Island and Niuean communities.
	Assess research and information that will inform policy on strategies and programmes for promoting Pacific peoples' economic participation.	Develop the Pacific Outcomes Framework by end June 2009.	Develop the Pacific Languages Strategy by 2009/10
COMMUNICATIONS	Promote and facilitate effective communications practices for government's economic development activities and opportunities for Pacific peoples.	Promote and facilitate effective communications on government agencies programmes and services that promote social wellbeing to Pacific communities and families.	Promote and facilitate effective communications on government agencies programmes and services that promote cultural development.
	Design and implement the Modern Apprenticeships Awareness Programme, and the Pathways Expo.		Implement a creative industries pathways tool "Starmap" in 2008/09.

The Ministry will report monthly to the Minister of Pacific Island Affairs on the progress of these outcomes.

## OUR RISKS

The Ministry's major risks, and how we intend to mitigate these to prevent performance failures, are set out below:

RISK	MITIGATION
<p><b>WE DO NOT ACHIEVE THE REQUIRED CAPABILITIES NEEDED TO CARRY OUT OUR WORK</b></p>	<ul style="list-style-type: none"> <li>• Capability needs are thoroughly assessed;</li> <li>• Capability requirements are planned;</li> <li>• Strategies are implemented to recruit, develop, and retain skilled staff;</li> <li>• Capabilities are redeployed to meet changes in the operating environment; and</li> <li>• Capabilities are suitably integrated across the Ministry and its three locations.</li> </ul>
<p><b>OUR INFORMATION AND ADVICE IS NOT SOUGHT OR USED</b></p>	<ul style="list-style-type: none"> <li>• Our priorities and role are clearly communicated to stakeholders;</li> <li>• The value we can add for stakeholders is made clear;</li> <li>• The quality of our evidence-based advice is assured;</li> <li>• The Minister's feedback is sought and acted on; and</li> <li>• Stakeholder feedback is sought and acted on.</li> </ul>
<p><b>WE DO NOT EFFECTIVELY ADD VALUE TO PACIFIC OUTCOMES</b></p>	<ul style="list-style-type: none"> <li>• Priority needs are identified by Pacific communities;</li> <li>• Implementation of PEAP and PWEDP is supported and monitored;</li> <li>• Monitoring and assessment systems identify expected impacts; and</li> <li>• Ministry action is focused on a "vital few" priority work areas.</li> </ul>
<p><b>PACIFIC COMMUNITIES DO NOT CONSIDER THE MINISTRY TO BE EFFECTIVE</b></p>	<ul style="list-style-type: none"> <li>• Effective communication is maintained with Pacific communities and at Pan-Pacific and island group levels;</li> <li>• Community concerns are noted and responded to;</li> <li>• Expectations of communities are identified and managed through jointly agreed processes; and</li> <li>• Ministry activity and results are effectively communicated to stakeholders.</li> </ul>

# ORGANISATIONAL HEALTH AND CAPABILITY

Core components of the Ministry's capability include: our people and organisational culture, relationships, communications, knowledge and information, and a framework of information and communications technology (ICT) and organisational support, systems and structures. We need the right mix and balance of these components to achieve our outcomes efficiently and effectively.

## STATE SERVICES DEVELOPMENT GOALS

The following six development goals comprise the all-of-government context for our strategic and operational decision-making. They inform and underpin the way we work towards our desired outcomes and impacts, both through our own work and in collaboration with other departments. They also guide us in developing and maintaining our organisational health and capability. The goals are:

- Employer of Choice;
- Networked State Services;
- Value-for-Money State Services;
- Co-ordinated State Agencies;
- Accessible State Services; and
- Trusted State Services.

## COMMITMENT TO SUSTAINABILITY

The Ministry is committed, as a signatory to the Govt<sup>3</sup> Programme, to manage energy usage, water usage and transportation in a sustainable way. We will look to implement any further improvements wherever viable. We will monitor our performance on an ongoing basis and will report on this in our 2008/09 Annual Report.

## OUR PEOPLE AND CULTURE

The Ministry must recruit and retain skilled, talented and motivated staff to achieve our key outcomes. We aim to be an *Employer of Choice* that attracts and retains people with the skills and motivation needed to achieve the results we seek for Pacific peoples. Our Vision, Mission and Values underpin the collective spirit of service that Ministry staff have towards the government and the Pacific community and which contributes to the *Trusted State Services* goal.

During 2008/09, the Ministry will complete organisational restructuring. This will result in a changed skill mix of staff and a structure which will require changed ways of working. A particular feature of this will be a much greater emphasis on the need for staff to be able to lead, or work in, teams having specialist and results-focused purposes. In 2008/09 we will focus on managing this business transition and developing a high-performing work force.

Priorities in 2008/09 are to:

- recruit and induct skilled new staff members;
- link individual planning for staff to our annual business planning; and
- implement a new pay scale and performance-linked systems for progression.

In the outyears, the Ministry will maintain and further develop an organisational culture that values staff, provides appropriate recognition for performance and contributions, and that assists career and leadership development. Results will be demonstrated by various indicators, such as staff training and development activity, individual salary progression and staff turnover.

## RELATIONSHIPS AND COMMUNICATIONS

We highly value our relationships and communications with Pacific communities, other central and local government agencies and many other stakeholders. Effective working relationships within the public sector contribute directly to meeting the goals of *Networked State Services* and *Co-ordinated State Agencies*. We are committed to promoting better two-way communication with Pacific communities and thus contributing to the *Accessible State Services* goal.

To do our work well, we need an excellent flow of ideas, evidence-based information and advice to identify issues and responses that will improve outcomes for Pacific peoples.

Priorities in 2008/09 are to:

- re-develop and significantly upgrade the Ministry's communications capability; and
- establish shared understandings with communities about objectives, relationships and communication.

Results will be indicated by levels and types of communications activity, feedback from communities, and agreements reached with them.

## KNOWLEDGE AND INFORMATION

The Ministry's collective knowledge of Pacific peoples' needs and aspirations is essential in our work. This supports our ability to provide robust advice on issues, policies and programmes that affect Pacific peoples.

Priorities for 2008/09 are to upgrade our knowledge through:

- dedicated research activities; and
- improved management with better information management systems.

Results will be indicated by the levels of research activity and research products, and the effectiveness of systems in supporting and managing our overall knowledge.

## SYSTEMS AND STRUCTURES

Our systems and structures need to be fit-for-purpose, and as already noted in this Statement, these have been changed in important ways to enable us to carry out our work efficiently and effectively. We will be implementing these changes to ensure that they deliver the results we seek. Our priorities in 2008/09 will be to:

- embed the systemic and structural changes into the Ministry's organisation;
- revise and fine-tune these changes if, and as, required; and
- monitor their effectiveness in contributing to the Ministry's desired results.

Systems-related improvements will increase our ability to achieve, and also to demonstrate better use of resources and thus contribute to achieving the *Value-for-Money State Services* goal.

## INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

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; the ability to store, manage and analyse research data; and support of corporate management functions.

Priorities for 2008/09 will be to:

- obtain communications technology to link the three Ministry offices online; and
- upgrade capability to handle research data and analysis.

Results will be indicated by levels of interconnectedness of the Ministry's offices and staff and the ability of our ICT to support the Ministry's business.

## EQUAL EMPLOYMENT OPPORTUNITIES (EEO)

The Ministry's EEO Plan outlines our strategy for providing equal opportunity in our workplace. Responsibilities for implementing the plan have been assigned to designated staff and the results are reported on internally for management purposes and externally as required.

Priorities for 2008/09 will be to:

- ensure all staff roles are job sized and salary scaled externally;
- ensure men and women are treated equally and fairly in terms of educational assistance; and
- enhance performance management systems and controls to ensure reviews are administered to all staff.

In accordance with the government's Pay and Employment Equity Plan of Action, the review of pay and employment equity for staff has been completed. We are currently finalising the Ministry's pay and employment equity report and response plan. Over the 2008/09 year the Ministry will focus on how to address the recommendations arising from the review through the implementation of the response plan.

## DEPARTMENTAL CAPITAL INTENTIONS

The Ministry will ensure that physical assets are maintained at levels that enable work to be carried out efficiently and effectively, and in alignment with the focus on managing for outcomes. These assets include suitably equipped office accommodation, communications and information systems and intangible assets such as the Ministry's intranet and website.

### STRATEGIES WILL FOCUS ON –

#### INFORMATION AND COMMUNICATIONS TECHNOLOGY

The Ministry's ICT capability must support the Ministry's new way of working in particular the integration of the regional office operations with head office; the ability to store, manage and analyse research data; and support of corporate management functions.

Priorities for 2008/09 will be to:

- obtain communications technology to link the three Ministry offices online;
- upgrade capability to handle research data and analysis;
- improve information management processes;
- enhance the knowledge management systems, i.e. online documentation management system, storage and retrieval of online information;
- implement and manage the new Ministry website;
- implement and manage the new Intranet system; and
- upgrade and replace physical resources and assets that ensure technological upgrades are maintained.

Results will be indicated by levels of interconnectedness of the Ministry's offices and staff, and the ability of our ICT to support the Ministry's business.

#### INFRASTRUCTURE

Priorities for 2008/09 will be to:

- re-brand the Ministry of Pacific Island Affairs;
- review regional office locations and infrastructure; and
- purchase and implement a new finance management systems software that is compatible with government and audit requirements.

#### CARBON NEUTRALITY AND GOVT<sup>3</sup>

The Ministry is committed to reducing carbon emissions. It will meet this commitment by:

- purchasing a new hybrid vehicle;
- selling five of the current Ministry fleet of vehicles which are high emission contributors;
- continuing to review systems and controls that will reduce energy and waste management emissions; and
- ensuring staff are informed, trained and knowledgeable on carbon emission and reduction requirements.

Managing the Ministry's resources to implement the results of the review completed in November 2007 and the subsequent restructure will require that risk and capability issues are well understood and managed.

#### HUMAN RESOURCE MANAGEMENT

As a result of the restructure the Ministry is recruiting staff from a highly competitive recruitment market across the public and private sectors. We are sourcing the specific skills and experience and competencies that have been identified as priorities for the organisation. This will improve the depth and breadth of capability across the Ministry.

Priorities for 2008/09 will be:

- ongoing management coaching and training on HR and effective operational systems; and
- periodic reviews and refinements to strategy.

The following table outlines the Ministry of Pacific Island Affairs intended capital expenditure programme.

<b>DEPARTMENT CAPITAL INTENTIONS</b>	<b>2007/08 (\$000)</b>	<b>2008/09 (\$000)</b>	<b>2009/10 (\$000)</b>	<b>2010/11 (\$000)</b>	<b>2011/12 (\$000)</b>
<b>PROPERTY, PLANT AND EQUIPMENT</b>					
LEASEHOLD IMPROVEMENTS	62				
COMPUTER HARDWARE AND SOFTWARE	80	290			100
FURNITURE AND FITTINGS	9			90	
PLANT AND EQUIPMENT	13	40			
MOTOR VEHICLES		74	40		
<b>TOTAL PROPERTY, PLANT, EQUIPMENT AND INTANGIBLES</b>	<b>164</b>	<b>404</b>	<b>40</b>	<b>90</b>	<b>100</b>



