



Strategic Intentions
2019-2024

Enriching Aotearoa
New Zealand with thriving
Pacific communities

Our Vision

We are confident in our endeavours, we are a thriving, resilient and prosperous Pacific Aotearoa

Our Mission

Enriching Aotearoa with thriving Pacific communities

Our Values

***Service** – is our calling and purpose*

***Culture** – guides and connects us*

***Integrity** – and passion for our work is what we deliver*

Strategic Intentions 2019-2024



New Zealand Government





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Strengthening our organisation to deliver



Foreword from our Minister

“Talofa lava, Kia orana, Mālō e lelei, Taloha ni, Fakaalofa lahi atu, Fakatalofa atu, Ni sa bula vinaka, Mauri, Noa’ia, Tēnā koutou katoa and warm Pacific greetings.”

One of the goals of the Government’s policy focus is working to ensure every person in New Zealand, no matter who they are, where they come from, or how they started, should have the opportunity to lead fulfilling and meaningful lives. Achieving this outcome has been quite challenging for many Pacific families in Aotearoa and yet, they nonetheless, make a huge contribution to New Zealand’s profile in sports, arts, culture, academia, business and politics. In addition, the population growth of Pacific peoples, in particular, its youthful demographics, will be an integral part of New Zealand’s future workforce and economic makeup.

Imagine, if the barriers Pacific peoples have faced over the years were eliminated? How much more could Pacific peoples contribute collectively to achieving successful and thriving families for themselves in New Zealand, and the rippling effects that would have on New Zealand society generally and for our families in the Pacific region?

In order to change the status quo, not only tackling the urgent challenges faced by Pacific peoples today but to also have proper foresight of tomorrow’s challenges, we need good intelligence, robust evidence and competent advice. This is why the Government is committed to working collaboratively with Pacific communities in partnership with the Ministry to design a new architecture of an All-of-Government policy programme that is designed and led by Pacific for Pacific.

Pacific peoples themselves have the right to self-determination and are therefore the authors of their own solutions.

The Government launched two vital reports in 2018 which signalled the beginning of a new approach to appreciate and improve the lives of Pacific peoples. Through a wellbeing approach, we wanted to provide Pacific communities of Aotearoa New Zealand, an opportunity to determine for themselves what wellbeing is for Pacific people from a Pacific perspective. The two reports are:

- » The Ministry for Pacific Peoples ‘Pacific Aotearoa Lalanga Fou’ report which captures a wealth of information in its year-long talanoa across the country.
- » Treasury’s ‘New Zealand Pacific Economy’ report which confirmed Pacific peoples’ contribution of \$8 billion to New Zealand’s GDP.

The Lalanga Fou report provides a new vision of Pacific peoples who are confident in their endeavours, thriving, resilient and prosperous Pacific Aotearoa. It also contains key goals Pacific communities of Aotearoa identified as important to their general wellbeing and their sense of belonging to New Zealand.

The Ministry’s Strategic Intentions delivers on this Pacific Vision.

We can bring about real change and improvements in people’s lives because of what we have achieved together with the community. That’s why the story of this Strategic Intentions is our community’s story too.

A truly successful strategy is measured by the good it achieves in people’s lives.

Over the next four years, more Pacific people will have the opportunity to connect to their language, culture and identity, take on meaningful work, access affordable healthcare and enjoy quality education.

This will make our communities and our economy stronger.

A strong economy is one that meets the needs of all people. When there are people who do not have what they need to succeed or provide for their families, we know we have things out of balance.

Correcting this isn’t always easy. The economy is continuously evolving, bringing with it major challenges and opportunities. But it is up to us to decide together what future change looks like and the effect it has on our lives.

The Pacific people who will lead this change can be found in communities across New Zealand – teaching our children, caring for our loved ones, building our homes.

There is one thing every one of them shares – a resilience of spirit and a confidence in their ability to shape the world around them in a way that makes sense to them and their families.

This strategy means we can support more of these people to become Pacific entrepreneurs and business leaders, which means more of the products and services that will shape our lives in future will come from Pacific people.

Fostering these talents and opportunities is crucial to our own and our collective wellbeing.

Because we are helping to create more local business opportunities for Pacific communities, supporting people to learn their language, and walking alongside young people as they embark on exciting new work and learning opportunities. This strategy will provide a source of identity and meaning in the lives of many.

New Zealand’s story isn’t written by people in power, but by the people we listen to and support. Our Strategic Intentions will support more Pacific people to lead more confident, more resilient and more prosperous lives. And with each step we take toward greater wellbeing for Pacific people, all the people of New Zealand will benefit.

Mo le soifua manuia o le Atanu’u, aemaise tupulaga lalovaoa - for the wellbeing of our communities and future generations.

Minister’s Statement of Responsibility

I am satisfied that the information on strategic intentions prepared by the Ministry for Pacific Peoples is consistent with the policies and performance expectations of the Government.



Hon Aupito William Sio
Minister for Pacific Peoples



Introduction from our Chief Executive

We have been working hard, building a new foundation to support lasting prosperity for Pacific peoples living in Aotearoa, creating and delivering the best opportunities for the needs and wellbeing of our whānau, the Pacific community. Our vision of a confident, more resilient and more prosperous Pacific community in Aotearoa is designed, not just in economic terms, but by the good we support in people's lives.

We take great pride in the strong network of relationships we have with our Pacific communities throughout Aotearoa, one that has been fostered for over three decades. And we appreciate the privilege and responsibility we have of sharing and supporting the Pacific identities, languages and cultures.

While our success has been considerable and has paved the way to reaching our vision of thriving, prosperous Pacific communities, our job is not done. We acknowledge and celebrate our achievements, recognising that we have much to be proud of and so much more to accomplish.

Working with our Pacific communities, we are helping Pacific young people find meaningful employment and life-changing learning opportunities. Together, we are emphasising the importance of our languages to our identity as Pacific New Zealanders. And together, we are creating new opportunities in our already innovative Pacific economy.

And we are certainly on the right path.

In 2018, for the first time in 20 years, the community and government came together with a shared vision of how to bring about real change and improvements in Pacific peoples' lives. The Pacific Aotearoa Lalanga Fou report captures that vision. This report lays the foundations for:

- » Thriving Pacific languages, cultures and identities
- » Prosperous Pacific communities
- » Resilient and healthy Pacific peoples
- » Confident, thriving and resilient Pacific young people.

It is upon these foundations that we have been able to create one of our most ambitious Budgets ever for Pacific people. This was our first-ever wellbeing Budget and our position means that we can help Pacific communities grow and flourish while promoting Pacific peoples' contribution to improved social and economic wellbeing for all New Zealanders.

The initiatives we have implemented – such as the Toloa Programme, Pacific Language Weeks and Tupu Aotearoa – are vehicles for us to reach our vision of enriching Aotearoa with thriving Pacific communities.

Our initiatives remind us that growing our people and communities by connecting Pacific people to educational, training and employment opportunities is a shared process, one that we all take part in, with and for each other.

Our histories as Pacific people provide us with ways of thinking about our past and present, which allows us then to imagine new futures.

Change, as we know, is constant but this Strategic Intentions is a snapshot of what progress can look like when we work together towards a shared vision.

As we move forward, we will work together to deliver on our vision for the Pacific Peoples of Aotearoa, tailoring our thinking and decision making to reflect Pacific values, ensuring outcomes that respect and empower our Pacific communities and their families.

Chief Executive's Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information on the strategic intentions for the Ministry for Pacific Peoples. This information has been prepared in accordance with sections 38 and 40 of the Public Finance Act 1989.



Laulu Mac Leauanae
Chief Executive
Ministry for Pacific Peoples



Our role and functions

The Ministry for Pacific Peoples (the Ministry) is the voice of Pacific people in government, and our voice comes from the community.



The role of the Ministry includes:

RESEARCH & INTELLIGENCE GATHERING

We:

- Commission, undertake and bring together Pacific-relevant research
- Commission and undertake evaluations of Pacific-targeted programmes
- Gather intelligence from Pacific communities
- Identify future issues and opportunities to improving Pacific wellbeing

ADVICE

We:

- Provide evidence-based advice across government on policies and interventions that affect Pacific peoples, and the key issues and opportunities to improving the long-term wellbeing of Pacific peoples

LEADERSHIP

We:

- Lead the Government's Pacific Wellbeing Strategy
- Lead the Government's Pacific Employment Action Plan
- Lead the Government's Pacific Languages Strategy
- Chair the Lalanga Fou Deputy Chief Executives group
- Collaborate with other government agencies on actions to improve the wellbeing of New Zealanders
- Monitor Pacific wellbeing
- Influence the development of Pacific capability across government
- Lead or participate in cross-government action to improve system-wide understanding and responsiveness on matters of diversity and equity

OPERATIONAL DELIVERY

We:

- Deliver tailored interventions that work for Pacific peoples
- Partner with others to pilot innovative programmes and models of working prior to embedding in mainstream delivery
- Deliver events in partnership with Pacific communities
- Provide Pacific scholarships and awards
- Deliver information to key stakeholders on the key findings from our research and intelligence-gathering activities, and the contribution that Pacific peoples make to New Zealand
- Deliver a Pacific nominations service



Who we work with

We work closely with the Pacific community, a wide range of government, Pacific, and research organisations to advance ambitions for our Pacific communities.

Relationships across government

We have a strategic relationship with **Te Puni Kōkiri**, the agency that leads Māori public policy and advises on policy affecting Māori wellbeing.

Our primary working relationships across government are with the following government agencies, most of whom are represented on the Lalanga Fou Deputy Chief Executives Governance Group¹:

Relationships with Pacific organisations and community groups

Our commitment to involving Pacific peoples in all we do is fundamental to our way of working. We have a strong network of relationships across Pacific communities throughout Aotearoa which we have developed over many years.

We have formed close relationships with the following key government-funded Pacific organisations:



KEY GOVERNMENT AGENCIES WE WORK WITH

Ministry for Foreign Affairs and Trade with whom we also have a Memorandum of Understanding	Ministry of Business, Innovation and Employment with whom we also have a Memorandum of Understanding
The Treasury	State Services Commission
Ministry of Health with whom we also have a Memorandum of Understanding	Ministry of Social Development
Oranga Tamariki	Ministry of Education
Department of Prime Minister and Cabinet	Ministry of Culture and Heritage
Kāinga Ora	Ministry of Justice
Statistics New Zealand	

KEY PACIFIC ORGANISATIONS WE WORK WITH

Pasifika Futures	Pacific Business Trust
Pasifika Education Centre	Pacific Media Network

We support and advocate for quality Pacific providers and organisations that deliver Pacific initiatives throughout the public sector.

We also work with a wide range of Pacific community groups, some of whom we fund to deliver activities in Pacific communities, such as our annual Pacific language week series of events.

Relationships with the policy and research community

Our policy team are part of the Policy Project being led out of the Department of Prime Minister and Cabinet that is focused on improving the quality of policy advice across government.

Our research and evaluation team are part of a wider research and evaluation community that spans government and academia. We contribute evaluative thinking and decision-making support to this community of experts on relevant cross-government research and evaluation initiatives.



¹ The Lalanga Fou Deputy Chief Executives Governance Group was established during 2019 to enable a coordinated and collaborative strategic approach from agencies to collectively deliver on priorities for Pacific peoples. The group is made up of Deputy Chief Executives and senior representatives from key agencies that are making the biggest impact on Pacific peoples in the areas of health, education, housing and employment.

Our strategic context

The environment in which the Ministry operates is changing at an increasingly rapid pace. Key changes in our operating environment that have particular implications for the Ministry are described here.

Pacific community expectations

The expectations of Pacific communities are changing. Pacific communities are expressing stronger aspirations to actively design and lead their own innovative solutions to address the key challenges and opportunities they face. The aspirations of Pacific young people are also growing. Pacific young people aspire to learn and actively contribute to tackling the challenges facing their communities and New Zealand.

Demographics

New Zealand's demographics are changing. The Pacific population (in particular the Pacific youth population) is making up a growing proportion of New Zealand's overall population, with more people identifying as Pacific Islanders born in New Zealand than ever before. This means that we have a clear sense of what our Pacific future will be, providing the opportunity to start work towards that future now. Pacific peoples will play a key role in helping consolidate New Zealand's place as a Pacific nation.

Government expectations and Public Service reforms

Expectations on the Public Service and the legislative environment in which public sector agencies operate are changing. Public Service reforms are focused on both legislative and non-legislative changes which will require leaders within the State Sector to take joint responsibility to address New Zealand's big challenges.

Technology and the future of work

The world of work is in a state of unrest as emerging technologies, automation, digital platforms, and other innovations are changing the fundamental nature of work. These changes have implications – both positive and negative – for advanced economies as technologies replace some jobs, while new jobs and income possibilities are also created. We need to determine how best to respond to these changes so that all Pacific people have the opportunity to succeed in the economy of the future.

Climate Change

The impacts of climate change are being increasingly felt around the world. Pacific Island nations, with whom New Zealand has close links, are disproportionately affected by the effects of global warming, and the lives of those living in these vulnerable nations are becoming increasingly threatened. Demands are growing on countries such as New Zealand to take stronger action on climate change. There is also the need to ensure implementation of Pacific perspectives on the environment: "our homes, a holiday destination to some, but heritage to us." We as people from the Pacific are connected to the land, with the ocean around our islands binding us together – people from te Moana-nui-a-Kiwa.

Other key challenges and opportunities the Ministry needs to respond to are:

- » the need for **high-quality Pacific information** (Pacific data, evidence on what interventions work for Pacific peoples, and intelligence from Pacific communities on their concerns, needs and aspirations) to support better policy and practice decisions that affect Pacific peoples
- » the need for **better leadership, coordination and collaboration** to address duplication and fragmentation of effort of those government agencies working to improve Pacific wellbeing
- » the need to **lift public sector capability** to apply Pacific perspectives, evidence and intelligence, and to engage effectively with Pacific peoples in designing and delivering policies and interventions that affect Pacific peoples.

Our contribution to government priorities

Empowering Pacific communities and peoples to develop their own creative and culturally relevant ways of achieving wellbeing, whether in business, education, or healthcare, is important for all of New Zealand.

The Government's priorities are to build a productive, sustainable and inclusive economy; improve the wellbeing of New Zealanders and their families; and provide new leadership by government.

Within these priorities, the Ministry's work contributes most to growing and sharing more fairly New Zealand's prosperity, and also to:

- » ensuring everyone is earning, learning, caring or volunteering
- » supporting healthier, safer and more connected communities
- » making New Zealand the best place in the world for children
- » valuing who we are as a country.

The Government's commitment to improving the intergenerational wellbeing of New Zealanders recognises that economic growth is not sufficient for delivering enduring and widely experienced improvements in people's lives.

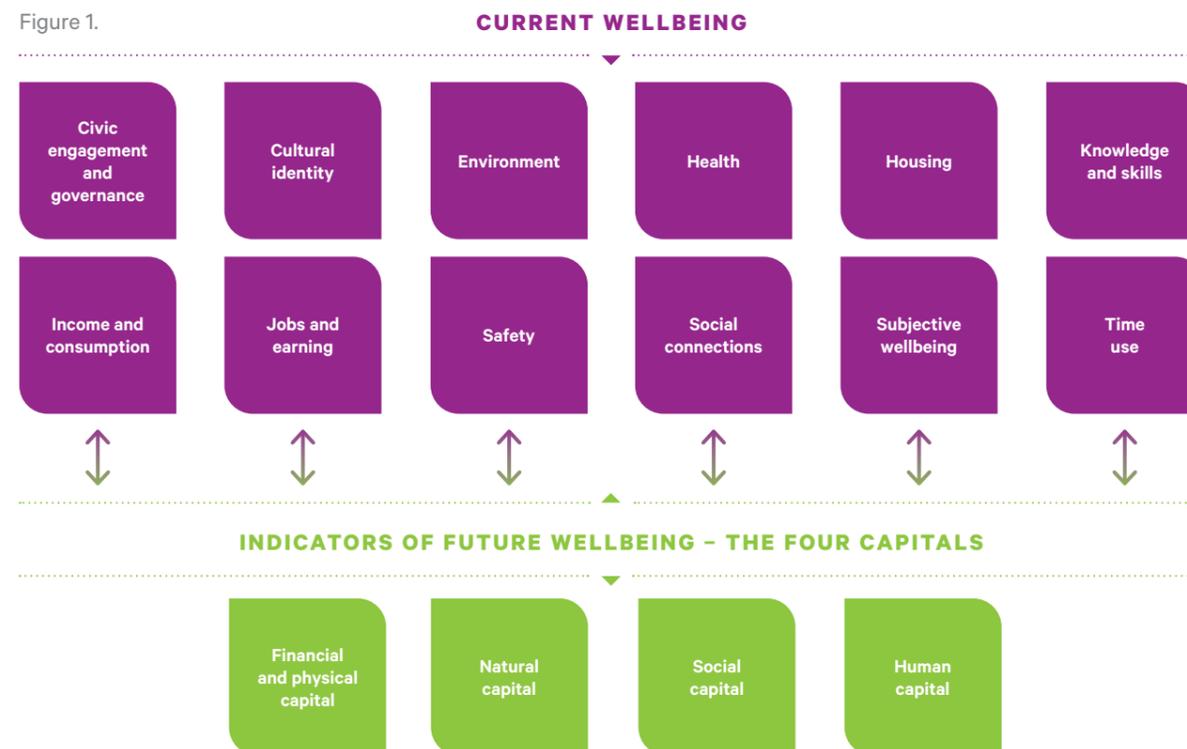
The Treasury has developed a Living Standards Framework (LSF) intended to guide government choices regarding priorities, policy, investment and budget decisions with the overall aim of improving New Zealanders' wellbeing.

Fundamental to the LSF are the 12 domains of current wellbeing and indicators of future wellbeing that relies on the sustainable growth and distribution of the four capitals² (see Fig. 1).

The LSF also incorporates a dashboard tool that provides an integrated system for measuring intergenerational wellbeing.

The Ministry contributes to all these wellbeing domains, either directly through the advice we provide to other government agencies and the interventions we deliver to Pacific communities, or indirectly through supporting other government agencies to design and deliver more effective, Pacific-relevant policies and interventions.

Figure 1.



² Our Country, Our Future, Our People – The Living Standards Framework: Dashboard Update, the Treasury, December 2019.



Our strategic intentions

In 2019 we refreshed our strategic direction to respond to our changing context and the key opportunities and challenges we face to making a meaningful difference to the wellbeing of Pacific New Zealanders and to supporting them to realise their aspirations for their communities.

We are identifying how government can best support Pacific people to achieve wellbeing and to lead prosperous lives, and the best ways we can help make this happen. We want to ensure that decision-making reflects the diverse perspectives of all Pacific people, leading to better quality decisions that reflect the transnational, creative, cultural, and connected aspects of Pacific communities.

Our strategic intentions are underpinned by the Ministry’s mission: “Enriching Aotearoa with thriving Pacific communities” and strategic framework. They support the Government’s priorities and the vision for Pacific Aotearoa we developed with Pacific communities: “we are confident in our endeavours, we are a thriving, resilient and prosperous Pacific Aotearoa”.

To achieve this vision, the Ministry is focused on four long-term goals that our government partners and Pacific communities also share, and that were published in the report, Lalanga Fou, launched at the Pacific Aotearoa summit in November 2018:

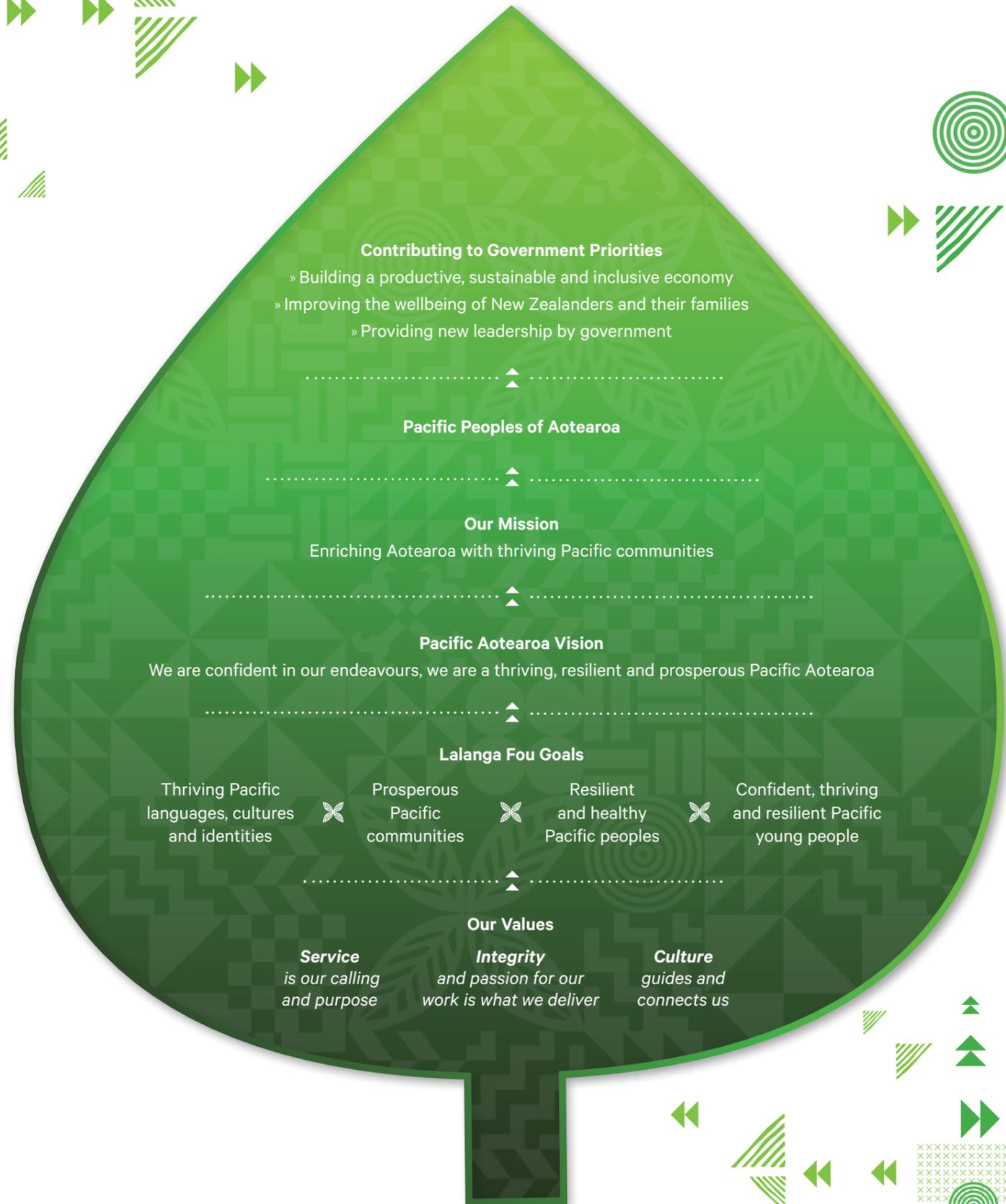
- » Thriving Pacific languages, cultures and identities
- » Prosperous Pacific communities
- » Resilient and healthy Pacific peoples
- » Confident, thriving and resilient Pacific young people.

These goals reflect the aspirations of Pacific communities that were discussed with the Ministry during a year-long series of engagements in 2018. They signify that Pacific peoples should be able to shape their own future, as well as contribute to and share the benefits of New Zealand’s prosperity.

Achieving these goals will require government agencies, businesses and non-governmental organisations whose work impacts on Pacific people working together with Pacific communities.

Within each goal area, we describe what impacts we are seeking to contribute to through our work, and what we will do over the next five years to contribute to achieving each goal which is based on:

- » our **expertise in Pacific research and evaluation** and **knowledge of what works for Pacific peoples**
- » the **rich repository of Pacific intelligence** we have access to through our strong relationships and networks with Pacific communities across Aotearoa New Zealand
- » our **strong relationships with government agencies** that share similar goals to ours, and our collaborative style of working.



Our mission



Our Mission

Enriching Aotearoa with thriving Pacific communities.

In 2019 we revised our mission to: “Enriching Aotearoa with thriving Pacific communities”.

Our new mission reflects our ambition that Aotearoa is the home of strong, resilient Pacific identities, languages and cultures, a growing Pacific economy, and prosperous Pacific communities. It also reflects our Pacific identity and our belief that we can shape the future for the benefit of Aotearoa as a whole.



Pacific Aotearoa Vision

Pacific values are our anchor, with each generation weaving the foundations for the next to stand on. Pacific communities are innovative leaders within Aotearoa, the Pacific region and the world.

We are confident in our endeavours, we are a thriving, resilient and prosperous Pacific Aotearoa.

At the heart of our strategy is the Pacific Aotearoa vision: “We are confident in our endeavours, we are a thriving, resilient and prosperous Pacific Aotearoa”.

The Pacific Aotearoa vision is the result of our year-long conversation (talanoa) with our Pacific communities in 2018, where we explored the concerns, hopes and future aspirations of Pacific communities across Aotearoa.

Approximately 2,500 Pacific people, including those from community organisations, businesses, non-governmental organisations, churches, as well as Pacific young people and Pacific people with disabilities contributed to discussions and the shaping of this new, shared vision for Pacific Aotearoa.

The Pacific Aotearoa vision reflects the strong aspirations of Pacific communities to actively design and lead their own innovative solutions to the challenges they face. It recognises that Pacific people need to be at the decision-making table to drive change. The Pacific Aotearoa vision also reflects the Ministry’s conviction that our future is Pacific, and that we need to make decisions with and for Pacific people.

Realising the Pacific Aotearoa vision will require a shift in thinking and approach across government and within Pacific communities themselves; from government-led to Pacific-led solutions.



GOAL 1

Thriving Pacific languages, cultures and identities

Our goal is that Pacific languages, cultures and identities are celebrated, valued and supported in Aotearoa as they are vital to Pacific peoples' sense of wellbeing, and provide the basis for Pacific communities to thrive in Aotearoa.

Our vision is a Pacific Aotearoa where all people can lead confident resilient and prosperous lives. Celebrating our diversity of languages is essential to this.



New Zealand does not speak with one language. Pacific languages are part of the fabric of who we are as a nation. Pacific people recognise that languages are important for people's cultural identity and that languages and cultural knowledge are related to a person's sense of belonging and potential to participate with confidence in society. Language proficiency also enables trade and cross-cultural communication.

However, the future of Pacific languages is fragile. There is evidence that Pacific languages are declining both in New Zealand and overseas. New Zealand Census results show the proportion of speakers for the Cook Islands Māori, Niue, Tokelau, Samoa, Tonga, Fijian and Tuvalu languages have decreased over time since 2001. Languages are how we share our culture - its history, its present and its future. If our languages are not spoken, then the journey of our communities and their cultures is changed and the opportunities available for others to understand and learn from Pacific communities are diminished.

As all societies inevitably change, we need to recognise the need to strategically support our Pacific languages. For it is with our languages we will have the opportunity to restore and invigorate our cultures and traditions in ways that are sustainable and ensure they thrive in the face of change and modernisation.

With the support of our Pacific communities and the feedback provided through the year-long talanoa, the Ministry has been able to refine and promote our Pacific Aotearoa vision, utilising different initiatives including the establishment of a Pacific Languages Unit and promoting awareness through the Pacific Language Weeks series.

Policy initiatives alone will not be enough. Changing the status of Pacific languages is a long-term project that requires all of us – politicians, officials, community, academics, journalists, teachers, parents – to work together.



The impacts we will contribute to making

Our work will contribute to bringing about these key shifts:

- 1 More Pacific peoples are speaking their own languages
- 2 Pacific languages and cultures are valued and recognised as an asset in Aotearoa
- 3 Diverse Pacific identities are accepted, recognised and celebrated in Aotearoa
- 4 Faith, and the role of churches amongst Pacific communities, is recognised as a valuable resource



How we will measure these impacts

The measures we will use to track progress across the system against these impacts (and the source data for each measure) are outlined in the table on page 23. We will refine and build on these measures over time as we progress the development of an all-of-government Pacific wellbeing strategy that will incorporate the co-design of a Pacific wellbeing outcomes framework with other key government agencies.

We will contribute to achieving this goal over the next five years by:

- » leading the development of an all-of-government Pacific languages strategy and monitor progress on implementing the strategy
- » establishing a new Pacific languages unit within the Ministry of Pacific Peoples that will:
 - provide technical and strategic advice on Pacific language revitalisation
 - commission research and publish information on Pacific languages

Impact	Measure	Baseline	Desired trend
1	Proportions of Samoan, Tongan, Cook Islands Māori, Niuean, Fijian, Tokelauan, Tuvaluan and Kiribati language speakers within these Pacific ethnic groups <i>Statistics New Zealand (SNZ), New Zealand Census (2018)</i>	Samoan 50.4% Tongan 40.1% Cook Islands Māori 8.9% Niuean 12.2% Fijian 23.7% Tokelauan 23.3% Tuvaluan 48.4% Kiribati 50.0%	▲
2	Number of students involved in Pacific Language in Education <i>Ministry of Education (MoE), Education Counts (2019)</i>	8,072	▲
	Proportion of Pacific Peoples who belong to a Pacific cultural group <i>SNZ, New Zealand General Social Survey (2016)</i>	11.0%*	▲
3	Proportion of Pacific peoples who were discriminated against in the last 12 months because of their race or ethnic group, gender, skin colour, religious beliefs or disability or health issues <i>SNZ, New Zealand General Social Survey (2018)</i>	Race or ethnic group: 9.3%* Gender: 4.0%** Skin colour: 8.2%* Religious beliefs: 3.2%** Disability or health issues: 2.0%**	▼
4	Proportion of Pacific peoples who belong to a religious/spiritual group, club or organisation <i>SNZ, New Zealand General Social Survey (2016)</i>	53.1%	▲

*Relative sampling error is 30 to 49.9 percent.

**Relative sampling error is 50 to 99.9 percent.

- establish and/or maintain the technical conventions of Pacific languages (orthography)
- fund community-based Pacific language initiatives and programmes, including the annual Pacific language week series
- fund community-based education courses on Pacific languages

- » leading the development of an all-of-government Pacific Employment Action Plan
- » developing and implementing the Pacific High-Tech Strategy/Future of work
- » working in collaboration with system leaders to build on initiatives and programmes to address the driving factors of the ethnic pay gap
- » partnering with our churches to identify and share outcomes.



GOAL 2

Prosperous Pacific communities

Our goal is that Pacific communities in Aotearoa prosper because when people have work, or a meaningful connection to their history, culture and language, their wellbeing improves.

We want Pacific peoples fulfilling their potential in the belief that everyone in New Zealand should have the opportunity to succeed and be able to provide for their families.

Prosperity is about giving Pacific people greater freedom to fulfil their potential.

We know that people and communities not only flourish when their language and culture are supported and respected but also when they have access to learning opportunities and meaningful employment.

Pacific community wellbeing is built on four parts:

- » Supporting Pacific businesses to grow, as well as creating opportunities for more Pacific people to enjoy meaningful, well-paid work
- » Training and supporting young Pacific people with the skills they need to get good jobs
- » Providing better access to affordable homes and healthcare
- » Connecting more Pacific people to their language, culture and identity.

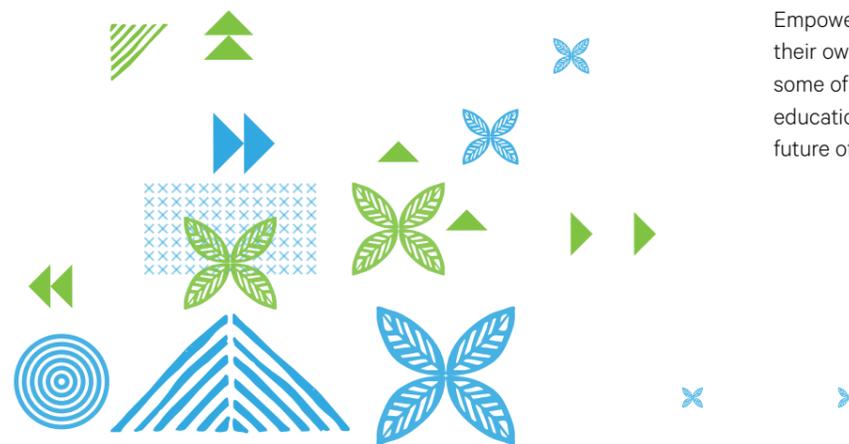
The New Zealand economy depends on the enterprise, hard-work and skill of educated people, so part of preparing for the future is about making sure we are supporting and training our Pacific community with the skills they need to be successful partners in our economy.

Working together we have the potential to build a shared economic resilience, a standard of living for all people and ensure good labour laws that guarantee decent working conditions and a fair return on work for every person.

Creating and supporting more business opportunities across Aotearoa will not only provide economic benefits – it will also have the potential to offer a source of identity and meaning in the lives of our Pacific communities. Fostering these opportunities is crucial to our own and our collective wellbeing, as well as our economic success.

Pacific peoples make a significant volunteer contribution to Aotearoa, working together for the betterment of their wider families, church, or community groups, and they do so without direct financial reward or wide public recognition. New Zealand's ability to grow in prosperity will in part rely on the continued volunteer contribution of communities, including Pacific communities, and to recognise and celebrate these voluntary contributions.

Empowering Pacific communities and peoples to develop their own creative and culturally relevant responses to some of the biggest issues we face, whether in business, education, environment or healthcare, is important for the future of Aotearoa New Zealand.



The impacts we will contribute to making

Our work will contribute to bringing about these key shifts:

- 1 Pacific peoples' participation in the labour market improves
- 2 More Pacific people own their own homes
- 3 More suitable housing for Pacific peoples
- 4 More successful and sustainable Pacific entrepreneurs and Pacific-owned businesses
- 5 Pacific volunteer contribution to Aotearoa is recognised and valued



How we will measure these impacts

The measures we will use to track progress across the system against these impacts (and the source data for each measure) are outlined in the table on page 27. We will refine and build on these measures over time as we progress the development of an all-of-government Pacific wellbeing strategy that will incorporate the co-design of a Pacific wellbeing outcomes framework with other key government agencies. This work will include exploring how we measure housing affordability for Pacific peoples, and how we measure the success and sustainability of Pacific entrepreneurs and Pacific-owned businesses.

We will contribute to achieving this goal over the next five years by:

- » leading the development of an all-of-government Pacific employment action plan
- » undertaking research on the Pacific economy
- » collaborating with agencies to ensure policy decisions support objectives around Pacific housing outcomes
- » building the capability of Pacific organisations to provide housing

Impact	Measure	Baseline	Desired trend
1	Employment, unemployment and labour force participation rates in Pacific peoples <i>SNZ, Household Labour Force Survey (Labour Market Statistics, December 2019 Quarter)</i>	Employment 60.7% Unemployment 7.2% Labour force participation 65.4%	↑ ↓ ↑
2	Individual home ownership rate in Pacific peoples* <i>SNZ, New Zealand Census (2018)</i>	21%	↑
3	Housing quality measures: » Proportion of Pacific peoples whose house or flat is colder than they would like » Proportion of Pacific peoples whose house or flat has a problem with dampness <i>SNZ, New Zealand General Social Survey (2018)</i>	74.7% 54.8%	↓ ↓
5	Proportion of Pacific peoples who did any unpaid voluntary work in the last four weeks <i>SNZ, New Zealand General Social Survey (2016)</i>	33.4%	↔

*This measure of individual home ownership includes all Pacific peoples who own or partly own a home and those who hold a home in a family trust.

- » identifying and building pathways to assist Pacific community groups to become registered community housing providers
- » facilitating pathways, and building the capability of Pacific peoples, to help them achieve their home ownership aspirations
- » managing the transformation of the Pacific Business Trust that will enable the Trust to deliver a wider range of business-facing services to a larger cohort of Pacific businesses
- » monitoring and evaluating the effectiveness of services delivered through the Pacific Business Trust
- » delivering and monitoring the effectiveness of Tupu Aotearoa and Ministry-led initiatives aimed at increasing the number of Pacific people in employment, education or training
- » working with the Ministry of Housing and Urban Development and the Ministry for Business, Innovation and Employment on initiatives focused on supporting more Pacific peoples into home ownership
- » raising awareness of the important volunteer contribution that Pacific communities make to New Zealand.



GOAL 3

Resilient and healthy Pacific peoples

Our goal is that Pacific peoples and communities in Aotearoa are healthy and more resilient.

We want a greater focus placed on the delivery of preventative healthcare services to Pacific communities, more services delivered by Pacific clinicians and health professionals, improved Pacific mental health and wellbeing services, and greater support provided to Pacific parents so that they are better equipped to provide their children with a good start in life.

Pacific peoples aspire to lead healthier lifestyles and strive towards enjoying a better quality of life. For our Pacific communities, notions of health and wellbeing mean that personal individual health is inextricably intertwined with the health and wellbeing of their families and communities. Health and wellbeing are viewed in a holistic way.

The approach to health and social services for Pacific communities needs to focus not only on the specific medical needs of the community but also accessibility to culturally appropriate services as well as the right to an adequate standard of living, including affordable, safe housing.



Preventative measures are crucial to the long-term health and wellbeing of Pacific peoples, employing preventative initiatives, such as educational and community-based programmes that are led by and focused on Pacific peoples.

Pacific children are more than 40 times more likely than European children to be admitted to hospital for acute rheumatic fever, an illness which remains arguably one of the most extreme examples of an avoidable health disparity in New Zealand³.

Pacific adults are over twice as likely to be obese than non-Pacific adults, and 30 percent of Pacific children are obese, compared to 12.4 percent of the total population. Adult Pacific peoples experience a higher burden of chronic diseases such as diabetes, heart disease and stroke compared to other ethnic groups in New Zealand. Pacific adults are also 1.15 times more likely to experience psychological distress than non-Pacific adults⁴.

During the 2018 Pacific Aotearoa engagements, Pacific communities voiced their concerns about the health and wellbeing of their people. They identified that key factors contributing to poorer health outcomes for Pacific peoples include the high cost of housing and basic necessities which present barriers to them accessing health services, and a lack of accessible and culturally appropriate health services. During these discussions, they also reported that the misuse of alcohol and drugs (including illicit drugs such as methamphetamine) is being reflected in higher levels of mental health issues within Pacific communities.

The Ministry's intelligence from Pacific communities and reporting on health statistics indicate that the health system needs to be more responsive to the health needs of Pacific peoples. New approaches to the design and delivery of health and wellness services that are underpinned by Pacific values and an understanding of the context in which Pacific peoples live their lives are required if the health and wellbeing of Pacific peoples are to improve.

³ Rheumatic Fever in New Zealand: Annual Report July 2014 to June 2015, the Institute of Environmental Science and Research, 2017.

⁴ New Zealand Health Survey 2017/18, April 2019.

The impacts we will contribute to making

Our work will contribute to bringing about these key shifts:

- 1 Improved preventative care and integrated primary health and social services for Pacific families
- 2 Pacific peoples' values and experiences are reflected in the design and delivery of health and wellness services
- 3 Pacific mental health and wellness are better supported with services that use Pacific cultural frameworks
- 4 Pacific parents are supported to provide the best start in life for their children



How we will measure these impacts

The measures we will use to track progress across the system against these impacts (and the source data for each measure) are outlined in the table on page 31. We will refine and build on these measures over time (particularly in relation to impacts 3 and 4) as we progress the development of an all-of-government Pacific wellbeing strategy that will incorporate the co-design of a Pacific wellbeing outcomes framework with other key government agencies.

We will also ensure the development of any additional measures align to the Pacific Health Action Plan being led by the Ministry of Health.

Impact	Measure	Baseline	Desired trend
1	Crude Ambulatory Sensitive Hospitalisation (ASH) rates in Pacific children (0-4 years) and adults (45-64 years) <i>Ministry of Health (MoH), National Service Framework Library (12 months to September 2019) [Source: National Minimum Dataset and Statistics New Zealand]</i>	Children: 12,458 per 100,000 Adults: 8,990 per 100,000	↓
	Experienced one or more types of unmet need for primary health care (in the past 12 months) in Pacific children (0-14 years) and adults (15+ years) <i>MoH, New Zealand Health Survey (2018/19)</i>	Children: 25.6% Adults: 35.9%	↓
2	Proportion of doctors and total nurses practising who identify with Pacific ethnicity <i>Medical Council of New Zealand, Workforce Survey (2018); Nursing Council of New Zealand, Workforce Data Extract (year ending March 2019)</i>	Doctors: 1.8% Nurses: 3.3%	↑



We will contribute to achieving this goal over the next five years by:

- » working with key agencies (the Ministry of Health, Ministry of Social Development, Oranga Tamariki, and Ministry of Justice) to develop and deliver shared work programmes aimed at improving health outcomes for Pacific peoples

- » monitoring the effectiveness of Pacific-targeted innovative community health initiatives being funded and led by the Ministry of Health

- » building the capability of those working in the health sector to apply Pacific perspectives and frameworks in the design and delivery of health initiatives and services.



GOAL 4

Confident, thriving and resilient Pacific young people

Our goal is that Pacific young people are confident in their languages, cultures and identities, and have the mental resilience, educational experiences and skills to thrive in Aotearoa.

We also want a greater variety of Pacific role models celebrated to serve as inspiration for our Pacific young people.

The importance of youth to a country's development is significant and currently, half of all Pacific people in Aotearoa New Zealand are under the age of 22 years. Our future is undeniably Pacific Aotearoa.

The Pacific youth population represents a growing proportion of New Zealand's overall population. The median age of Pacific peoples is now 23.4 years, compared to 25.4 years for Māori, 31.3 years for Asian, and 41.4 years for Europeans (2018 Census). Given this, the potential for Pacific young people to contribute to New Zealand's future prosperity is significant.

Pacific young people that participated in the 2018 Pacific Aotearoa engagements reported a strong sense of pride, hopefulness for the future and ambition, alongside a pragmatic and solutions-oriented perspective on the challenges faced. They recognise the difficulties and sacrifices their elders have made for them and have a growing desire to learn and contribute to the diverse make-up of Aotearoa.

Pacific cultural traditions, languages and values are a source of pride for Pacific young people. Yet not all Pacific young people experience a similar strength of connection to their language and culture. The retention of Pacific languages and cultural awareness is often challenging for our youth.

Pacific young people have voiced their concerns about mental health and the difficulties they experience in trying to discuss issues affecting their mental wellbeing with their parents. Pacific young people are nearly twice as likely to experience depression, anxiety and attempt suicide in comparison to the general population⁵. More support for both Pacific young people and their families is needed if Pacific young people are to develop the mental and emotional resilience needed to thrive.

Pacific young peoples' aspirations for future employment generally revolve around being able to pursue careers they enjoy while managing their responsibilities to their families and communities which can prove challenging. More pathways to a broader range of careers and entrepreneurial jobs are needed if Pacific young people are to fulfil their potential to contribute to their families, communities and New Zealand society.

Pacific young people aspire to lead and are highly motivated to succeed when they see positive Pacific role models around them. Pacific young people are helping lead the way on important issues such as climate change. Greater recognition of Pacific young leaders is needed to encourage other Pacific young people to assume leadership roles within their communities and in New Zealand society more broadly.

⁵ Tagata Pasifika in New Zealand, Ministry of Health, 2014.

The impacts we will contribute to making

Our work will contribute to bringing about these key shifts:

- 1 Pacific young people are confident in their identities
- 2 Pacific young people have improved experiences in education
- 3 Pacific young people have better pathways available to them from education to employment in a broad range of careers
- 4 Pacific youth mental health and resilience are strengthened



How we will measure these impacts

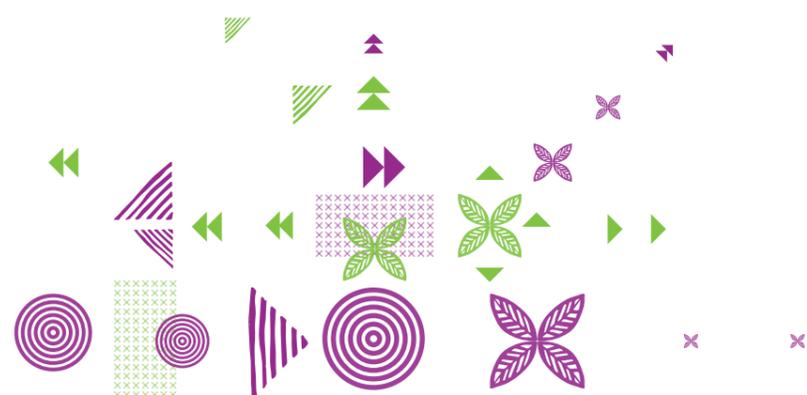
The measures we will use to track progress across the system against these impacts (and the source data for each measure) are outlined in the table on page 35. We will refine and build on these measures over time as we progress the development of an all-of-government Pacific wellbeing strategy that will incorporate the co-design of a Pacific wellbeing outcomes framework with other key government agencies.

Impact	Measure	Baseline	Desired trend
1	Proportion of Pacific young people (15-24 years) who report it is easy to be themselves in New Zealand <i>SNZ, New Zealand General Social Survey (2018)</i>	88.9%	▲
2	Proportion of Pacific young people (15-24 years) who were discriminated against at school in the last 12 months <i>SNZ, New Zealand General Social Survey (2018)</i>	7.9%**	▼
3	Proportion of Pacific young people (15-24 years) not in education, employment or training (NEET) <i>SNZ, Household Labour Force Survey (Sept 2019 Quarter)</i>	14.4%	▼
4	Psychological distress (K-10) in Pacific young people (15-24 years) <i>MoH, New Zealand Health Survey (2018 data)</i>	12.1%	▼
	Suicide rate in Pacific young people (15-24 years) <i>MoH, Suicide Facts (2019) [Source: New Zealand Mortality Collection (2012-16) and Statistics New Zealand]</i>	18.1 per 100,000	▼

**Relative sampling error is 50 to 999 percent.

We will contribute to achieving this goal over the next five years by:

- » working with key agencies (such as the Ministry of Business, Innovation and Employment; New Zealand Qualifications Authority; Ministry of Education; and Ministry of Youth Development) to develop and deliver shared work programmes aimed at improving outcomes for Pacific young people in New Zealand
- » working with the Ministry of Education, and Pacific communities, to shape the next Pacific education plan
- » delivering programmes such as Tupu Aotearoa, focused on encouraging Pacific young people into meaningful careers or to set up in business
- » evaluating the effectiveness of programmes delivered by the Ministry aimed at improving outcomes for Pacific young people
- » facilitating the work of Kau Tuli, the Ministry-based Pacific youth advisory group, that comprises Pacific young leaders drawn from the Ministry's youth networks and that has been established to inform the Ministry's efforts to improve the wellbeing of Pacific New Zealanders
- » delivering the annual Prime Minister's Pacific Youth Awards initiative that is aimed at recognising high-achieving young Pacific New Zealanders.



Strengthening our organisation to deliver



To enable us to achieve our strategy, our intentions over the next five years are to strengthen our organisation to deliver, using our Pacific values to guide us:

- » **Service** – is our calling and purpose
- » **Culture** – guides and connects us
- » **Integrity** – and passion for our work is what we deliver.

Our intentions include making sure we are able to respond to both anticipated and unanticipated changes in our operating environment, as well as any challenges or opportunities that may emerge to improving wellbeing outcomes for the Pacific communities of Pacific Aotearoa that we serve.

Our programme of work to 2024 includes:

Strengthening our organisation to deliver

Provide strong leadership and clear direction

Grow people capabilities and explore new ways of working

Improve our internal capabilities

Strengthen external relationships

Provide effective risk management

Provide strong leadership and clear direction

We have set ambitious plans for the future that have been made possible because of the credibility we have developed over the past couple of years – the result of Pacific communities having greater trust in us because of the work we have put in to strengthen our relationships with them, line agencies and Ministers increasingly valuing the strength of our advice which is founded on rich Pacific intelligence combined with sound evidence and our growing track record of delivery.

Our growing relevance as an agency enabled us to secure additional funding through Budget 2019 and the Provincial Growth Fund to expand our service offer over the next few years. We now need strong leadership and clear direction from our senior leaders to ensure we can deliver on these ambitious plans.

Our short to medium term priorities are to:

- » build the capability of our senior leaders that will support our transformation to an organisation that is regarded as the centre-of-excellence for advice and guidance on Pacific issues
- » align our culture to our direction with the aim of building on our unique cultural strengths and strong Pacific values, while addressing any possible barriers to making the organisational changes we need to deliver on our strategy

- » use strategic communications to advance our mission
- » refine our operating model to take account of Reviewer findings from our 2017 Performance Improvement Framework Review, our revised strategic direction and the organisation-wide capabilities we will need for the future.

Grow people capabilities and explore new ways of working

Our revised strategic direction means we need to make sure we have the right people capabilities and ways of working to enable us to deliver on our ambitious strategic agenda.

Our short to medium term priorities are to:

- » fulfil critical people capability needs and develop our Pacific policy workforce
- » review how we deliver our core products and services to our various Pacific and government customers
- » ensure functions and activities that are related or highly interdependent are closely connected
- » ensure we take maximum advantage of modern ways of working.





Improve our internal capabilities

Our organisation will need to significantly grow in size to enable us to deliver on our revised strategy. This will require us to improve our internal capabilities to ensure we have the supporting systems, processes and technologies to effectively deliver on our strategy.

Our short to medium term priorities are to:

- » ensure we have systems and processes in place to capture and manage data and information that will support monitoring and reporting on the impact of our work
- » implement a new financial operating model
- » embed newly updated HR processes (e.g. recruitment, onboarding, induction)
- » strengthen other core business processes
- » invest in enabling technologies and planning tools to support us in our work.

Strengthen external relationships

As a small agency of 49.5 full-time equivalent employees (at 30 June 2019), we need to work collaboratively with a wide range of government and non-government organisations, Pacific groups, and research institutes to maximise our ability to make a difference for Pacific New Zealanders.

Our short to medium term priorities are to:

- » grow our relationship with Te Puni Kōkiri with a view to leveraging off our combined strengths and related population portfolio interests
- » continue our involvement with the Policy Project and those government agencies that are participating in the Project to ensure we are well-networked with other policy professionals across government and that we have access to good policy frameworks and tools to support us in our work
- » strengthen our connections with the science community through connecting with external evaluation specialists and exploring opportunities to form a relationship with the network of government Chief Science Advisors
- » strengthen relationships across government that are key to fulfilling our strategic intentions (e.g. Statistics New Zealand, Ministry of Health)
- » grow our relationships with church groups and Pacific organisations working in the education and health sectors with the aim of exploring opportunities to improve Pacific wellbeing in areas where Pacific communities experience some of the greatest inequities in wellbeing outcomes.

Provide effective risk management

During 2019 the Ministry introduced a new risk management framework that is based on the AS/NZS ISO 31000:2009 standard. Our Assurance, Risk and Advisory Committee provides Tautua (our senior leadership team) with risk and assurance advice and governance and monitoring of the Ministry's audit, risk and financial management systems.

Our short to medium term priorities are to:

- » continue to mature our risk management practices.

Measuring our performance



As part of our intentions over the next five years to lead an all-of-government Pacific wellbeing strategy, the Ministry will measure and monitor Pacific wellbeing.

This work will begin with developing suitable Pacific wellbeing indicators and Pacific benchmarking measures that are based on engagement with Pacific communities, agreed with the Lalanga Fou Deputy Chief Executives Governance Group, and that align with work on wellbeing indicators being led by the Treasury (Living Standards Framework dashboard) and Statistics New Zealand (Indicators Aotearoa New Zealand).

Once developed, we will use these indicators and measures to help track progress over time on improving Pacific wellbeing outcomes and to help assess the collective impact of government investment on Pacific peoples.

In the interim, the measures we will use to track the collective contribution of agencies to achieving the Lalanga Fou goals are described on pages 20-35.

In addition, measures that assess how effectively and efficiently we are delivering the outputs we are funded to provide, are set out in the annual Estimates of Appropriations for Pacific Peoples.



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