



Strategic Intentions

2023-2027



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2023–2027

Ministry for Pacific Peoples
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Foreword from our Minister

Tālofa lava, Mālō nī, Kia Orāna, Fakaalofa lahi atu, Mālō e lelei, Nisa bula Vinaka, Talofa, Noa'ia e mauri, Halo ola keta, Malo le soifua maua ma le lagi e mama, Tēnā koutou katoa and warm Pacific greetings.

We are living in challenging and unprecedented times. As we recover from the COVID-19 pandemic and face the growing impact of climate change and extreme weather events, our Pacific communities continue to be overrepresented in experiencing social and economic disadvantage. When we see this happening it is clear that the system needs to change and as a Government, we are committed to ensuring it does.

This Statement of Intent recognises and embraces the journey that we are on towards to a more diverse, resilient and prosperous future for our Pacific communities.

When the Pacific Vision was refreshed five years ago, it was done so with the knowledge that our communities are ever-evolving and need greater tools to adapt to the changing tides of the world.

We are guided and continue to be guided by the Ministry's Pacific Aotearoa Lalanga Fou report and its four key overarching goals:

- Thriving Pacific languages, cultures and identities
- Prosperous Pacific communities

- Resilient healthy Pacific communities
- Confident, thriving and resilient Pacific young people.

With more of our communities extending into the regional areas of New Zealand, we are faced with new challenges, such as ensuring our communities in those areas have access to the services they need.

Working extensively across our Pacific communities and stakeholders has provided the insights we need to ensure the future for New Zealand is a Pacific future. While our work programme has already made exceptional progress with the launch of the All-of-Government Pacific Wellbeing Strategy and Pacific Languages Strategy, there is still more to be done.

As Minister for Pacific Peoples and a proud Samoan woman, I will champion Pacific communities across my portfolios to ensure a more diverse and equitable New Zealand. Now is the time to put these insights into action, deliver the strategies we have worked so hard to establish, and progress the initiatives designed to enable our Pacific people to achieve their personal and professional aspirations.



Let us see continued progress of the All-of-Government Pacific Wellbeing Strategy as the means to bring together Pacific investment and initiatives.

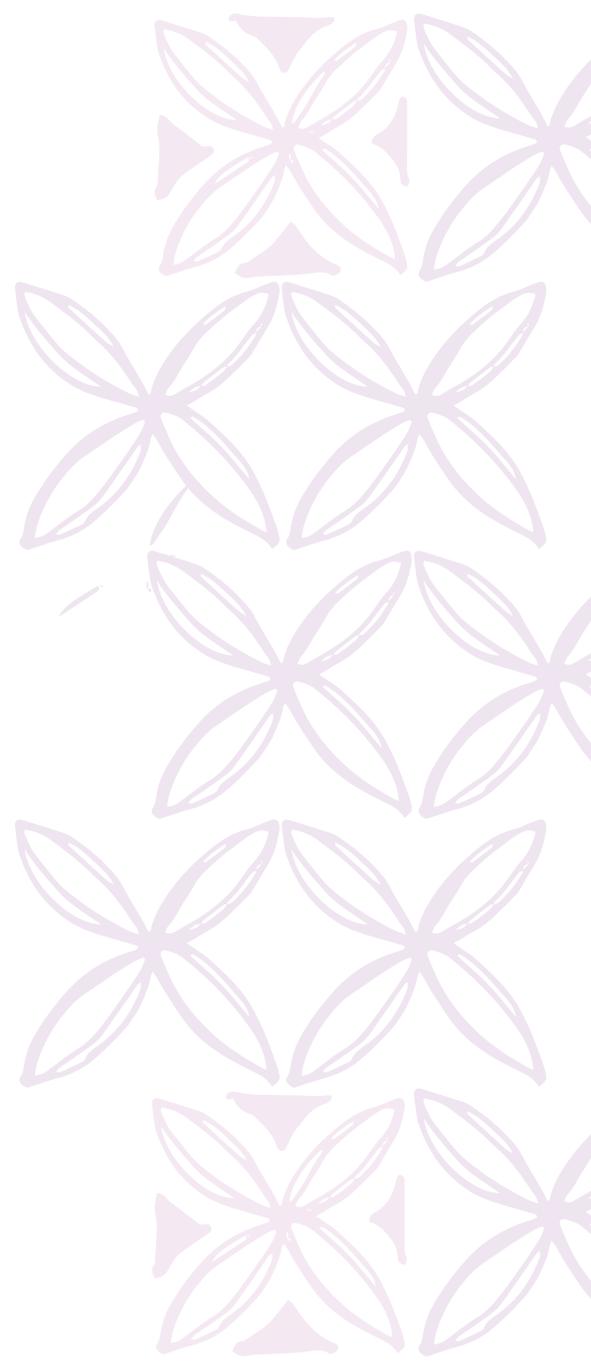
We need to see rapid, agile, and measurable outcomes based on robust data, evidence and insights. It is time to take action, and I am privileged to lead this work with the Ministry alongside our Pacific communities and with Pacific values at its core.

It is time for Pacific peoples in Aotearoa to truly thrive.

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 Barbara Edmonds
Minister for Pacific Peoples





PACIFIC WELFARE STRATEGY
SUPPORTING ALL GOVERNMENT
PROGRESS LANGA FOU



Introduction from our Chief Executive

The Ministry for Pacific Peoples (the Ministry) holds the role as principal advisor on policies and interventions that improve outcomes for Pacific peoples. To achieve this, the Ministry has maintained a multi-pronged approach of connecting with Pacific communities, working with government, and connecting with other partner agencies including churches, community and Pacific health organisations, Pacific businesses and social service providers. When we have strong, established relationships with our stakeholders, it improves our ability to contribute to government-wide policies and interventions for Pacific communities. Robust, relevant policy advice can shift the dial on inequities that exist for Pacific peoples in education, health, housing, employment and economic development.

The COVID-19 Pacific response brought home to us how important the Pacific community is for solution-building. We have observed and appreciated that Pacific communities, when empowered to do so, can formulate solutions for themselves and contribute significantly to system wide change such as the All-of-Government Pacific Wellbeing Strategy. We look forward to continuing to work closely with our Pacific community towards our shared vision: *A confident, thriving, resilient and prosperous Pacific community in Aotearoa.*

As we move forward, we will continue to maintain a focus on the Ministry's priorities.

System leadership

- **Thriving Pacific languages, cultures, and identities**
- **Prosperous Pacific communities**
- **Resilient and healthy Pacific peoples**
- **Confident, thriving, and resilient Pacific young people**
- **Strengthening the Ministry to deliver.**

The last three years has seen significant growth in the Ministry. Given this growth, it will be important for the Ministry to consider its functions to ensure we have the infrastructure to operate effectively and efficiently and uphold the Public Service principles. As such, there may be a need to reset our organisation's strategy and strategic intentions before the end of the 2023 calendar year.

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.

Gerardine Clifford-Lidstone

Secretary for Pacific Peoples
Chief Executive, Ministry for Pacific Peoples

Our mission and purpose

▶ Our mission

Enriching Aotearoa with thriving Pacific communities through policy advice, Pacific knowledge and expertise, innovation, partnerships and leadership, and communications and engagement

▶ Our vision

A confident, thriving, healthy, resilient, and prosperous Pacific Aotearoa

▶ Our purpose

We are the voice of the Pacific people in government and our voice comes from our communities

▶ Our values

Service is our calling and purpose. Integrity and passion for our work are what we deliver

Our role and functions

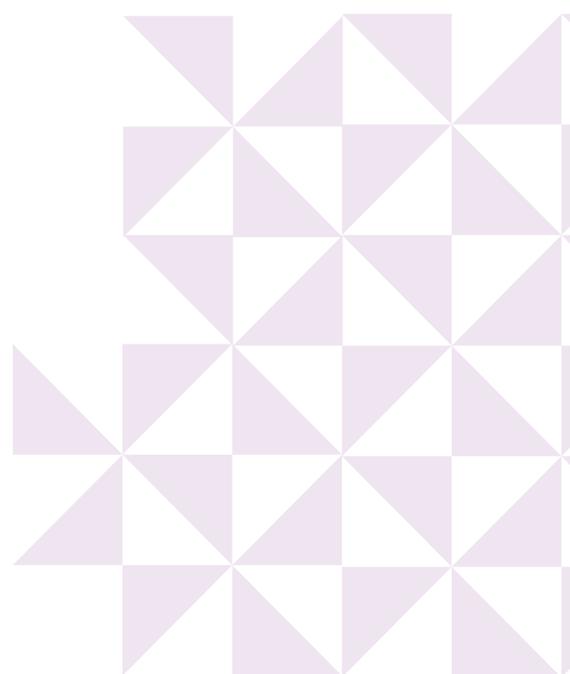
The Ministry is responsible for delivering on government priorities and is the Crown's principal advisor on policies and interventions that improve outcomes for Pacific peoples in Aotearoa.

We fulfill our principal advisory role by:

- providing expert advice on policies and interventions to Ministers and agencies that develop strategies and programmes for Pacific communities
- co-designing and delivering initiatives with Pacific communities, improving outcomes and identifying valuable policy and implementation insights
- building strong partnerships and connections to gather intelligence on Pacific issues and opportunities to help inform policy advice and engagement practice by the public sector
- working in partnership with a wide range of stakeholders across the public, private, and not-for-profit sectors to identify and promote future Pacific leaders and success.

Our Vote Appropriation for 2022/23 was approximately \$76 million.¹ The Ministry has Vote responsibility for three standalone entities – the Pacific Business Trust, the Pasifika Education Centre, and the National Pacific Radio Trust.

We are made up of a team of 151 people with main offices in Auckland, Hamilton, Wellington, and Christchurch. Most staff are based in our national office in Wellington which is the primary base for the Office of the Secretary for Pacific Peoples, Corporate Services and Policy business units. The rest of the team are spread across New Zealand focusing on community connections and engagement and supporting partners to deliver programmes and services through our Regional Partnerships and Service Delivery units, respectively.



¹ The Treasury. The Estimates of Appropriations 2022/23 - Social Services and Community Sector B.5 Vol. 9. <https://www.treasury.govt.nz/sites/default/files/2022-06/est22-v9-pacpeo.pdf>





Who we work with

Relationships across government

The Ministry plays a leadership role in weaving all-of-government together to make sure that the results we deliver influence and reach across the breadth of Government's work programme.

We have four established governance layers to progress our strategic intentions and support our role as system leader for Pacific peoples.

- **Pacific Wellbeing Ministers Working Group** who provide strategic direction for cross-agency collaboration and collective action.
- **Pacific Wellbeing Chief Executives** who provide oversight and visibility of cross-agency efforts to fast-track Pacific priorities.
- **Pacific Wellbeing Deputy Chief Executives** who lead long-term strategic work to support strategy development, implementation, and short-term collective action.
- **Pacific Wellbeing Working Group** who work through shared actions as well as actions given to their respective agencies.

Relationships with Pacific organisations and community groups

Sitting alongside our system leadership role across government is the core function we perform in capturing and honouring the fullest range of experiences and insights from the many dynamic communities that make up Pacific peoples in Aotearoa.

We partner and work with a wide range of organisations, entities and grass roots networks and collectives to channel their voices in our advice to decision-makers; and inform the programmes and services that we design and deliver. We also work to support and enable our stakeholders to realise their goals and aspirations through collaboration and partnership.

Our Pacific stakeholders include churches and faith-based organisations, youth, Pacific MVPFAFF+/Rainbow+ community, women's groups, people with disabilities, non-government organisations, ethnic-specific organisations and collectives, and Pacific leadership in sectors like the arts, sports, and rural communities, non-government organisations, ethnic-specific organisations and collectives, and Pacific leadership in sectors like the arts, sport, and rural communities.

Our strategic context

This section includes both historical and contemporary factors that shape Pacific communities and peoples in Aotearoa today. These factors, in turn, shape our strategic context and are consciously considered in the strategic intentions that we commit to as a Ministry.

Our shared history

The histories and journeys of Pacific peoples in Aotearoa include stories of struggle, triumph, displacement and belonging. Pacific peoples are part of the diverse makeup of Aotearoa with more than 60 per cent of the Pacific population in Aotearoa New Zealand born here.²

With strong and enduring whakapapa ties to tangata whenua; a shared history across the Pacific region; and the most of our growing Pacific population being born here, our histories are not necessarily widely known. We continue, as an agency, to emphasise the importance of attending to historical factors in government's policies and programmes where they still have a bearing on Pacific peoples' outcomes.

In more recent times, Pacific peoples have lived in Aotearoa in an environment where they have leveraged off the strengths that come with continuing to practice

collectivist values. These strengths have seen many benefits back to Aotearoa including in the last century, where hundreds of Pacific people served Aotearoa in the first and second World Wars; and where, during the 1950s and 1970s, significant migration from the Pacific region was encouraged to meet domestic labour shortages in manufacturing and primary production.

Waves of migration and settlement followed in the 1970s and 1980s, and as Pacific populations continued to grow in Aotearoa, so did the need for a more permanent function within government to be able to respond to needs of the Pacific population. Part of this response, strongly supported by Pacific communities themselves, was the establishment of a stand-alone government department, the then Ministry of Pacific Island Affairs, in 1990.

Pacific peoples brought and maintained their Pacific languages, values, and way of life in Aotearoa, which are the cornerstone of Pacific wellbeing today.

At the same time as having deep reserves of collective strength, Pacific communities and people still experience persistent inequities, the roots of which stem back to discriminatory and racist systems and practices of the past. One of the most defining of these events are the Dawn Raids which took place between 1974-1976 where Pacific peoples were racially targeted in the discriminatory implementation of Immigration laws. On 1 August 2021, a new chapter was forged, when the New Zealand Government made a formal apology to Pacific communities and acknowledged the deep and enduring pain and hurt from these events.

² Pacific Aotearoa Status Report: A Snapshot. 2020. Page 14. <https://www.mpp.govt.nz/assets/Reports/Pacific-Peoples-in-Aotearoa-Report.pdf>

Demographics³

Pacific peoples are a rapidly growing demographic in Aotearoa. The most recent census data shows that Pacific peoples make up eight percent of our population. From 2013-2018, the Pacific population in Aotearoa grew by 27 per cent. During that time, all realm country communities (Cook Islands, Niue, Tokelau) experienced an increase in population size.

The 2018 census data shows that 66 per cent of Pacific peoples were born in New Zealand, and almost half of all Pacific peoples in New Zealand identify with two to six ethnic groups. People who identify as both Pacific and Māori had the biggest increase over the 2013-2018 period.

There are at least 400 Pacific residents living in every region⁴ across New Zealand. Most of the Pacific population lives in the Northern regions. The four regions highly populated by Pacific peoples are Tāmaki Makaurau Auckland, Te Whanganui-a-Tara Wellington, Waikato and Waitaha Canterbury. Auckland is the region of choice for the majority of the Pacific population, with 64% in residence. Wellington region houses 11% of the Pacific population and 5% equally live in Waikato and Canterbury regions.

The Pacific population in Aotearoa New Zealand is no more transient than the general population. Their movements across the country mimic each other. At the 2018 census, 16.3% of Pacific peoples indicated that they had lived elsewhere in the country a year ago in relation to their usual residence, compared to 16.7% of the total population.

Pacific community expectations

Our social mandate depends on the public's trust and confidence, and like any of New Zealand's citizens, Pacific people have a vested interest in how public goods and services are designed and delivered to meet their needs and aspirations. We expect and actively invite our communities and stakeholders to hold us to account and we are committed to providing timely information and regular opportunities for this to occur.

Pacific languages, cultures, and identities

Aotearoa does not speak one language. Pacific languages are part of the fabric of who we are as a nation. Pacific people recognise that languages are important for peoples' 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.⁵ 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 Aotearoa and overseas. New Zealand Census results show the proportion of speakers for the Cook Islands Māori, Niuean, Tokelauan, Samoan, Tongan, Fijian, and Tuvaluan languages have decreased over time since 2001.⁶

The United Nations Education, Scientific and Cultural Organisation has classified several Pacific languages, which include the Cook Islands Māori, Niuean, Tokelauan, and Tuvaluan languages, as vulnerable or

³ Unless otherwise indicated, demographic data are from the Pacific Aotearoa Status Report: A Snapshot. 2020. <https://www.mpp.govt.nz/assets/Reports/Pacific-Peoples-in-Aotearoa-Report.pdf>

⁴ Regions are defined in the Pacific Aotearoa Snapshot Report (2020) as Northland, Auckland, Bay of Plenty, Waikato, Gisborne, Taranaki, Hawkes Bay, Manawatu-Wanganui, Wellington, Nelson, Tasman, Marlborough, West Coast, Canterbury, Otago and Southland

⁵ Wilson-Uili, S.L.-M., Kingstone, S., & Richmond, Y. (2022). Leo Moana o Aotearoa Survey report. Wellington: The Ministry for Pacific Peoples. <https://www.mpp.govt.nz/assets/Reports/Leo-Moana/Leo-Moana-Survey-Report-Web.pdf>

⁶ Pacific Aotearoa Status Report: A Snapshot. 2020. Page 28. <https://www.mpp.govt.nz/assets/Reports/Pacific-Peoples-in-Aotearoa-Report.pdf>
Also see Wilson-Uili, S.L.-M., Kingstone, S., & Richmond, Y. (2022). Leo Moana o Aotearoa Survey report. Wellington: The Ministry for Pacific Peoples. <https://www.mpp.govt.nz/assets/Reports/Leo-Moana/Leo-oana-Survey-Report-Web.pdf> A according to survey results, 35% of Pacific people are not proficient in their Pacific heritage language. (See pages 34 – 36 of the report).



endangered. This means the language is only spoken by the grandparents or parents and not the children, or the children only speak the language within certain domains, such as at home.

Pacific peoples have increasingly adopted the dominant English language of Aotearoa as their first language, primarily because of schooling, and the perception that it enabled social and occupational mobility. Based on current trends, the use of Pacific languages will continue to decline amongst young Pacific peoples, particularly those born in Aotearoa.

Aotearoa New Zealand's Pacific communities have identified language and culture as an area of significant importance in terms of their aspirations for greater wellbeing. The government has a role to play in supporting communities to sustain their languages, cultures and identities which is consistent with domestic and international approaches; and based on a strong evidence base showing that these act as protective factors in a person's life.

Climate Change

The impacts of climate change are being increasingly felt around the world. Events in Aotearoa in early 2023 hit many Pacific communities hard, including devastating floods in Auckland and a trail of destruction left by Cyclone Gabrielle across the North Island. Pacific Island nations, with whom Aotearoa 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 on countries such as Aotearoa to take stronger action on climate change are growing.

COVID-19

COVID-19 demonstrated just how resilient Pacific peoples are, despite long-standing inequities, as collectives of Pacific peoples successfully mobilised to achieve common goals. The response to COVID-19 also proved that systems can change to be more responsive to these needs and aspirations of Pacific people and communities.

Economic contribution

Pacific peoples contribute significantly to Aotearoa New Zealand's economy despite the pressures and inequities they experience in health, education, housing, and employment. In 2018, the Treasury⁷ estimated that Pacific individuals and businesses, working across various industries, contributed \$8 billion to our GDP (Gross Domestic Product).

Sitting alongside conventional GDP measures, in 2021 we undertook research into Pacific people and volunteering and found that Pacific people reported spending approximately 66,000 hours per week of unpaid work and volunteering. This equates to an average of 33 hours per person per week spent on unpaid work and volunteering activities.

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.

⁷ Pacific-Peoples-in-Aotearoa-Report.pdf (mpp.govt.nz) (See page 4 of the report).

Government priorities

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

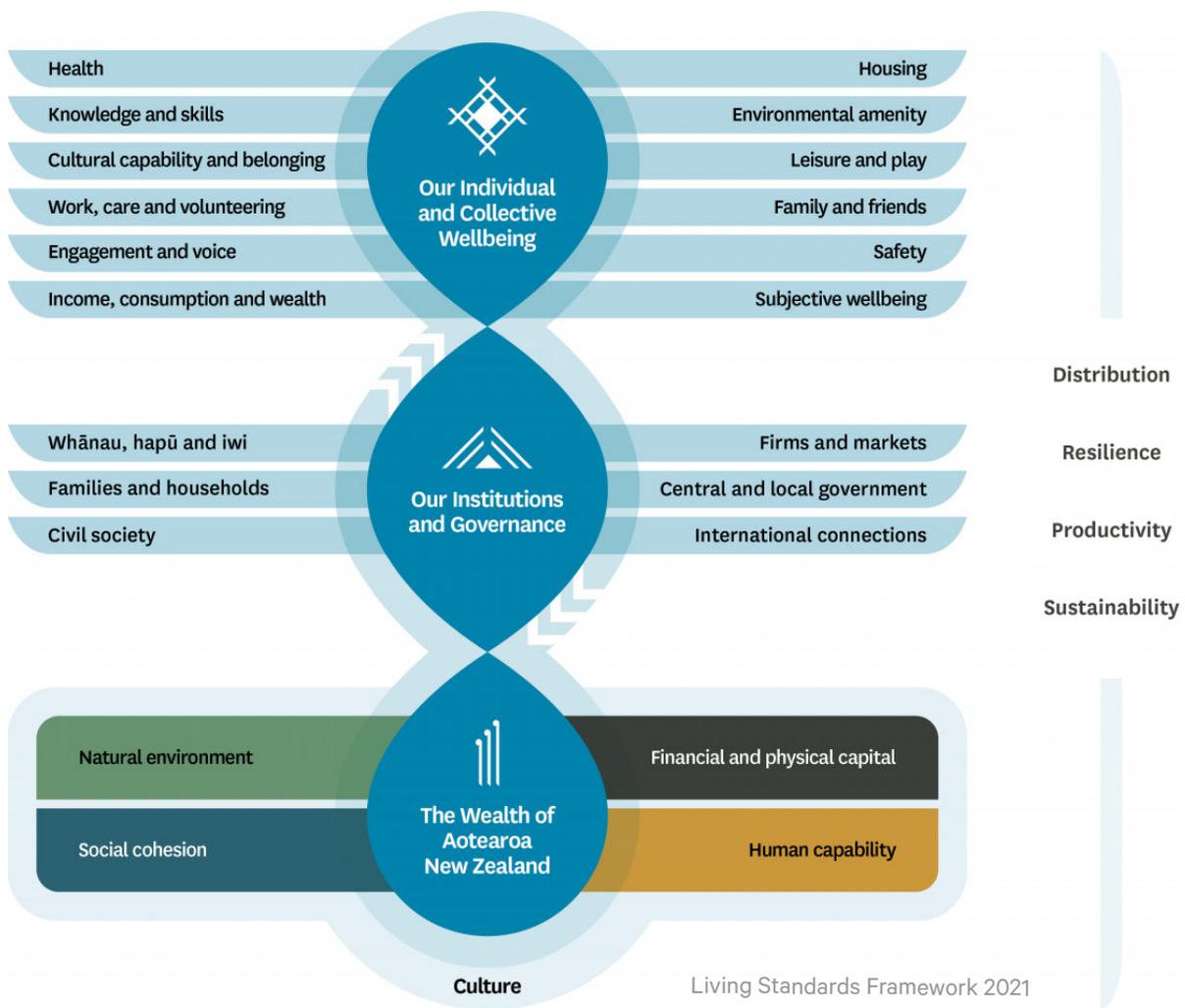
The Treasury's Living Standards Framework and He Ara Waiora

The Treasury's Living Standards Framework (LSF)⁸ is intended to guide government choices regarding priorities, policy, investment, and budget decisions with the overall aim of improving New Zealanders' wellbeing. The LSF captures many of the things that matter for New Zealanders' wellbeing, now and into the future, across 12 wellbeing domains.

Alongside the LSF, He Ara Waiora provides a Māori perspective on wellbeing. The term 'waiora' speaks to a broad conception of human wellbeing, grounded in wai (water) as the source of ora (life).

The Ministry contributes to the intent of LSF and He Ara Waiora, directly through the advice we provide to other government agencies and the interventions we deliver to Pacific communities, and indirectly through supporting other government agencies to design and deliver more effective, Pacific-relevant policies and interventions.

⁸ <https://www.treasury.govt.nz/information-and-services/nz-economy/higher-living-standards/our-living-standards-framework>.





How we will contribute to the Government's priorities

Delivering on goals for Pacific wellbeing

The 2018 Lalanga Fou report⁹ articulated four goal areas that Pacific communities collectively identified as being key to their overall wellbeing.

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

We are continually monitoring the effectiveness of our efforts to enable these goals to be realised and enabling a system to do this across all of government is one of our strategic intentions for system leadership.

Over the last four years, the goals from the 2018 report have defined how the Ministry has organised its efforts and our major work programmes to deliver on these goals are summarised below.

⁹ <https://www.mpp.govt.nz/assets/Reports/Pacific-Aotearoa-Lalanga-Fou-Report.pdf>

All-of-Government Pacific Wellbeing Strategy

The All-of-Government Pacific Wellbeing Strategy¹⁰ establishes how we respond to Pacific communities' expectations to improve wellbeing outcomes, now, and well into the future. The Strategy's primary objective is to coordinate and join up the existing efforts of individual government agencies, so that they are more visible, deliberate, and impactful. The overall objective of the Strategy is to strengthen strategic leadership, advice, policies, and programmes across All-of-Government. The focus areas are:

- **Lalaga Potu** | Pacific values and principles
- **Fale Fono** | Partnership and governance
- **Vaka Moana** | Performance and improvement
- **Te Kupega** | Capability.

Pacific Languages, Housing and Employment Strategies

The All-of-Government Pacific Wellbeing Strategy guides us in prioritising our efforts, enabling conditions for Pacific wellbeing to occur and government's system level outcomes for Pacific communities in education, health, employment and housing.

1. Pacific Languages Strategy 2022 – 2032.¹¹

The Pacific Languages Strategy is a united approach across All-of-Government to reverse the declining use of Pacific languages in Aotearoa New Zealand, and ensure Pacific languages thrive and prosper for the sake of future generations' wellbeing. The Ministry works with nine Pacific communities – Samoa, Tonga, Tuvalu, Tokelau, Niue, Cook Islands, Rotuma, Kiribati, Fiji – in the languages space.

2. Fale mo Aiga: Pacific Housing Strategy and Action Plan 2030.¹²

Fale mo Aiga: Pacific Housing Strategy and Action Plan 2030 (Fale mo Aiga) is the government's targeted response to the housing needs and aspirations of Pacific communities and a commitment to supporting better outcomes for Pacific peoples.

3. Pacific Employment Action Plan.¹³

The Pacific Employment Action Plan sets out how government will enable Pacific communities' aspirations for collective prosperity and employment, self-employment, and business ownership.

¹⁰ <https://www.mpp.govt.nz/assets/Reports/Pacific-Wellbeing-Strategy-2022/All-of-Government-Pacific-Wellbeing-Strategy.pdf>

¹¹ <https://www.mpp.govt.nz/assets/Pacific-Languages-Strategy/Pacific-Languages-Strategy-2022-2032.pdf>

¹² <https://www.mpp.govt.nz/programmes/pacific-housing-strategy/>

¹³ <https://www.mpp.govt.nz/assets/Corporate-Publications/Pacific-Employment-Action-Plan-FINAL-approved.pdf>

Our strategic intentions

The work of the Ministry connects two distinct perspectives.

- **Pacific people and communities** – those who are engaged in the system, the informed voices who tell us what progress has been made
- **system leadership** – leveraging the capacities and insights from system partners to catalyse, enable and support the process of systems-level change to improve outcomes for Pacific people and communities.

Our community partnership strategic intentions

How we will measure progress on our community strategic intentions is structured around the four Lalanga Fou goals.

- **Goal one:** Thriving Pacific languages, cultures, and identities
- **Goal two:** Prosperous Pacific communities
- **Goal three:** Resilient and healthy Pacific peoples

- **Goal four:** Confident, thriving, and resilient Pacific young people

Goal one: Thriving Pacific languages, cultures and identities.

Languages cultural knowledge, and inclusion of ethnic diversity is important for Pacific peoples' sense of belonging and identity, and integral to a person's potential to participate with confidence in society. Language proficiency also enables cross-cultural communication and is important for trade across cultural and international boundaries. Inclusion and sense of belonging is integral to social cohesion.

However, Pacific languages are declining both in New Zealand and overseas. The Ministry has a role to play in supporting communities to foster and sustain their languages, cultures and identities.

The impacts we will contribute to making

Our work will contribute to bringing about these key shifts

1. All Pacific identities are understood
2. Diverse Pacific identities are accepted, recognised, and celebrated in Aotearoa
3. Pacific languages are spoken, and cultures are fostered
4. More Pacific peoples participate in their cultural activities
5. Pacific MVPFAFF+/Rainbow+ community are supported

How we will measure these impacts

Impact	Measure	Baseline	Desired trend
1	Sense of belonging for Pacific people <i>SNZ, New Zealand General Social Survey</i>	Belonging in New Zealand as a whole 85.4% (lower than NZ Europeans)	
2	Percentage of Pacific respondents who reported being able to express their identity very easily or easily <i>SNZ, New Zealand General Social Survey</i>	75.3% (lower than NZ Europeans)	
	Proportion of Pacific respondents who were discriminated against in the last 12 months because of their race/ethnic group, gender, sexual orientation, religious beliefs or disability/health issues <i>SNZ, New Zealand General Social Survey</i>	23.4% (higher than NZ Europeans)	
3	Proportion of Samoan, Tongan, Cook Islands Māori, Niuean, Fijian, Tokelauan, and Tuvaluan who speak the language of these Pacific ethnic groups <i>Statistics New Zealand (SNZ), New Zealand Census</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%	
	Number of students involved in Pacific Language in Education <i>Ministry of Education (MoE), Education Counts (2022)</i>	9,524	
4	Proportion of Pacific respondents who belong to a religious/spiritual group, club or organisation <i>SNZ, New Zealand General Social Survey</i>	53.1%	
5	Proportion of Pacific people who identify as Pacific MVPFAFF+/Rainbow+ community <i>MOH, New Zealand Health Survey¹⁴</i>	3.4% (lower than NZ Europeans)	

¹⁴ MPP acknowledges the small sample size of Pacific in the NZ Health Survey, and is working to source an ideal measure.

Our role in contributing to this goal

The Ministry's role in contributing to thriving Pacific languages, cultures and identities include:

- implementing the Pacific Languages Strategy by leading the *Pacific Languages Government Action Plan* in partnership with the Ministries of Education, Culture and Heritage, and Foreign Affairs and Trade
- implementing the Pacific Languages Strategy by leading the *Pacific Language Community Action Plans* in partnership with ethnic-specific communities and key stakeholders
- monitoring progress against the key objectives in the Pacific Languages Strategy through a Measurement Framework.

Goal two: Prosperous Pacific communities

For Aotearoa to prosper, all its communities need to prosper. Pacific peoples experience lower economic prosperity, lower educational attainment, and poorer labour market and housing outcomes than the general population.¹⁵ They are also less likely to have intergenerational wealth created through ownership of businesses and productive and appreciating assets. However, in spite of these issues, there are significant strengths within Pacific communities that create enormous opportunities for economic and social success. Pacific peoples have demonstrated that they strive to be successful, to contribute, shape and maximise their participation in the future of Aotearoa.

The impacts we will contribute to making

Our work will contribute to bringing about these key shifts

1. Affordable and suitable housing
2. Contribution of Pacific Peoples to Aotearoa valued
3. Improved labour market participation
4. Wealth and business ownership
5. Improved pathways to residence

¹⁵ Pacific Aotearoa Status Report: A Snapshot. 2020. Page 50. <https://www.mpp.govt.nz/assets/Reports/Pacific-Peoples-in-Aotearoa-Report.pdf>

How we will measure these impacts

Impact	Measure	Baseline	Desired trend
1	Home ownership rate in Pacific peoples <i>SNZ, New Zealand Census</i>	21% (lower than NZ Europeans)	
	Housing quality measures for Pacific peoples <i>SNZ, New Zealand General Social Survey</i>	House or flat often or always is colder than they would like (32.2%) House or flat always has a problem with dampness (8.9%) (both higher than NZ Europeans)	
	Housing affordability for Pacific peoples <i>SNZ, New Zealand General Social Survey</i>	Rated their affordability between 0-5 on a 0-10 scale from very unaffordable to very affordable (53.5%) (more unaffordable than NZ Europeans)	
2	Volunteer rate in Pacific peoples (proportion of the total working-age population who did volunteer work in the previous four weeks) <i>SNZ, Household Labour Force Survey</i>	53.7% (higher than NZ Europeans)	
	Proportion of Pacific peoples who are satisfied or very satisfied with their job <i>SNZ, General Social Survey</i>	78.2% (higher than NZ Europeans)	
3	Employment, unemployment, labour force participation and underutilisation rates in Pacific peoples <i>SNZ, Labour Market Statistics</i>	Employment (65.0%) Unemployment (6.1%) Labour force participation (69.2%) Underutilisation (14.4%) (all measures are worse than NZ Europeans)	   
4	Median income of Pacific peoples <i>SNZ, Household Economic Survey</i>	\$37,518 (lower than NZ Europeans)	
5	Number of Pacific workers granted residence visas <i>MBIE, Immigration statistics</i>	5550 (2022)	

Our role in contributing to this goal

The Ministry's role in contributing to prosperous Pacific communities includes:

- All-of-Government Pacific Employment Action Plan
- managing the transformation of the Pacific Business Trust to 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 the Tupu Aotearoa programme to address barriers to sustainable employment and transition Pacific peoples into further education, employment, and/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
- providing advice to Immigration New Zealand on implementing improvements to Pacific immigration policies and the Pacific migrant settlement support system
- delivering information to key stakeholders on the important volunteer contribution that Pacific communities make to New Zealand.

Goal three: Resilient and healthy Pacific peoples

Pacific peoples aspire to lead healthier lifestyles, and most have a positive perception of their health.¹⁶ However, the reality is that Pacific peoples experience poorer health outcomes compared to the general population.¹⁷ Many Pacific health inequities, such as life expectancy, are long-standing, some such as childhood immunisation rates have appeared and widened over the course of the pandemic.

Pacific communities are concerned about the health and wellbeing of their people. A strong All-of-Government response is required to support Pacific-led health solutions and models of care with a focus on prevention, and working together to address the wider determinants of health. We must also continue to learn from and build on successful community and Pacific provider-led responses that are underpinned by Pacific values and an understanding of the context in which Pacific peoples live their lives.

¹⁶ Pacific Aotearoa Status Report: A Snapshot. 2020. Pages 92 - 93. <https://www.mpp.govt.nz/assets/Reports/Pacific-Peoples-in-Aotearoa-Report.pdf>
¹⁷ Pacific Aotearoa Status Report: A Snapshot. 2020. Page 1. <https://www.mpp.govt.nz/assets/Reports/Pacific-Peoples-in-Aotearoa-Report.pdf>

The impacts we will contribute to making

Our work will contribute to bringing about these key shifts

1. Pacific peoples' values and experiences leading the design and delivery of health and wellness services
2. Integrated prevention
3. Improved health for Pacific peoples
4. Improved mental health and wellbeing for Pacific peoples

How we will measure these impacts

Impact	Measure	Baseline	Desired trend
1	Proportion of doctors and total nurses practising who identify as Pacific ethnicity <i>Workforce Survey, Medical Council of New Zealand; Workforce Statistics, Nursing Council of New Zealand</i>	Doctors (2.1%) Nurses (3.3%)	
3	Rate of Ambulatory Sensitive Hospitalisations (ASH) in Pacific peoples <i>Ministry of Health (MoH)</i>	Children: 10,851 per 100,000 Adults: 7,099 per 100,000 (both are higher than NZ Europeans)	
	Unmet need for primary health care (in the past 12 months) in Pacific adults and children <i>MoH, New Zealand Health Survey of Health (MoH)</i>	Adults 11.4% Children 1.6% (both are higher than NZ Europeans)	
	Pacific children living with food insecurity in the past year <i>MoH, New Zealand Health Survey</i>	Food runs out often or sometimes in the past year (38.2%) (higher than NZ Europeans)	
4	Unmet need for professional help for their mental health (in the past 12 months) in Pacific adults <i>MoH, New Zealand Health Survey</i>	12.9% (higher than NZ Europeans)	

Note: The Ministry is currently sourcing an ideal measure for impact two.

Our role in contributing to this goal

The Ministry's role in contributing to resilient and healthy Pacific Peoples includes:

- working with key agencies (the Ministry of Health, Te Whatu Ora, 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
- working with the Ministry of Health to monitor the effectiveness of community health initiatives funded through Te Whatu Ora.

Goal four: Confident, thriving and resilient Pacific young people

The importance of youth to a country's development is significant, particularly since most countries, including Aotearoa, have increasing life expectancy and ageing populations.

The Pacific youth population represents a growing proportion of the overall population in Aotearoa, and this trend is set to continue. 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 Aotearoa and its future prosperity is significant.¹⁸

- Pacific young people are proud, hopeful for the future, and ambitious, as well as pragmatic and solutions-oriented towards the challenges they face. 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
- despite some improvements, education participation rates amongst Pacific young people continue to lag behind the general population
- Pacific young people are concerned about mental health
- Pacific young peoples' aspirations for future employment revolve around being able to pursue careers they enjoy while managing their responsibilities to their families and communities
- Pacific young people aspire to lead and are highly motivated to succeed.

The impacts we will contribute to making

Our work will contribute to bringing about these key shifts

1. Pacific young people are supported, confident, and thriving
2. Pacific young people have better pathways available to them, from education to employment in a broad range of careers
3. Pacific young people have improved mental health and wellbeing

¹⁸ Pacific Aotearoa Status Report: A Snapshot. 2020. Pages 21 and 112 <https://www.mpp.govt.nz/assets/Reports/Pacific-Peoples-in-Aotearoa-Report.pdf>

How we will measure these impacts

Impact	Measure	Baseline	Desired trend
1	Proportion of Pacific young respondents (15-24 years) who report it is easy to be themselves in New Zealand <i>SNZ, New Zealand General Social Survey</i>	88.9% (comparison to NZ Europeans not currently available)	
	Proportion of Pacific young respondents (15-24 years) who were discriminated against at school in the last 12 months <i>SNZ, New Zealand General Social Survey</i>	7.9% (comparison to NZ Europeans not available)	
2	Proportion of Pacific young people (15-24 years) not in education, employment or training (NEET) <i>SNZ, Household Labour Force Survey</i>	16.6% (higher than NZ Europeans)	
	Pacific young people who have consulted someone for their mental health in the past 12 months <i>MoH, New Zealand Health Survey</i>	Family, whānau, and/or friends (10.5%) (higher than NZ Europeans) GP or nurse (5.6%) Psychologist, counsellor, or psychotherapist (3.3%) Teacher (8.9%) (all other are lower than NZ Europeans)	
3	Psychological distress (K-10) in Pacific young people <i>MoH, New Zealand Health Survey</i>	12.1% (comparison to NZ Europeans not currently available)	
	Suicide rate in Pacific young people (15-24 years) <i>MoH, Suicide Facts</i>	18.1 per 100,000 (higher than NZ Europeans)	

Our role in contributing to this goal

The Ministry's role in contributing to confident, thriving and resilient Pacific young people includes:

- delivering the Toloa STEAM (Science, Technology, Engineering, Arts and Mathematics) programme to increase Pacific peoples' employment in the future of NZ workforce sectors
- 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
- delivering programmes 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
- annual delivery of the Prime Minister's Pacific Youth Awards initiative that is aimed at recognising high-achieving young Pacific New Zealanders.





Our system leadership strategic intentions

To deliver on the strategic intentions described above for Pacific communities we also need to coordinate and join up the existing efforts of individual government agencies (i.e. understanding system level improvements). This section sets out how we will understand system maturity, against the PWS focus areas:

- **Lalaga Potu** | Pacific values and principles
- **Fale Fono** | Partnership and governance
- **Vaka Moana** | Performance and improvement
- **Te Kupega** | Capability.

Strategic focus 1: Lalaga Potu – Pacific cultural values

Skilfully weaving and embedding Pacific values across government will provide opportunities to directly enhance Pacific wellbeing. Turning these commitments and aspirations into actions needs system-level change and a careful and intentional programme of development.

How we will measure progress

This focus area is about holding programmes, policies, and outcomes to account to Pacific values. Measures for whether the system is maturing include a qualitative assessment of whether government agencies consider Pacific cultural values in an ad hoc way, or are moving towards defined and documented processes for considering Pacific cultural values.

This focus area is also about strengthening government's understanding of what is important to Pacific peoples and communities. Measures for whether the system is maturing include a qualitative assessment of whether government agencies acknowledge history and power imbalances in an ad hoc way, or are moving towards to an equal partnership between Pacific communities and the Crown.

Strategic focus 2: Fale Fono – Partnership and governance

This focus area is a critical system-level strategic opportunity. It supports system leadership, partnerships between All-of-Government and Pacific peoples, and identifies the supporting elements that will convert these arrangements into collective action.

Our strategic intention is to build on the governance arrangements we have in place and use these to better deliver what's required.

How we will measure these impacts

This focus area is about enabling Pacific peoples to take leadership roles in decisions, design, and delivery that affect their lives. Measures for whether the system is maturing include a qualitative assessment of whether government agencies have separate processes for incorporating and embedding Pacific voices and community leadership (that are only included when it serves government), or are moving towards collective, defined, and documented processes for embedding diverse Pacific voices and leadership into policy and services.

This focus area is about establishing new ways for All-of-Government systems to work to support Pacific Wellbeing. Measures for whether the system is maturing include a qualitative assessment of whether system-level governance models support isolated decision-making that is unaware of the values base they are made from, or are moving towards governance models that support collective decision-making and consciously consider the values they represent.

Strategic focus 3: Vaka Moana – Performance and improvement

Our system focus on performance and improvement is woven into how we will measure progress on our other three strategic focus areas.

How we will measure these impacts

This focus area is about measuring outcomes for Pacific communities. Measures for whether the system is maturing include a qualitative assessment of whether government agencies consider Pacific measures and outcomes in an ad hoc manner, independent of Pacific communities, or are moving towards a shared measures and outcomes framework for collective performance of government agencies that allows Pacific communities to hold the government accountable for Pacific outcomes.

This focus area is about aligning work across government to achieve better outcomes for Pacific communities. Measures for whether the system is maturing include a qualitative assessment of whether government agencies plan investment in Pacific communities in an ad hoc way, or are moving towards working together using the full breadth of tools to deliver effective investment.

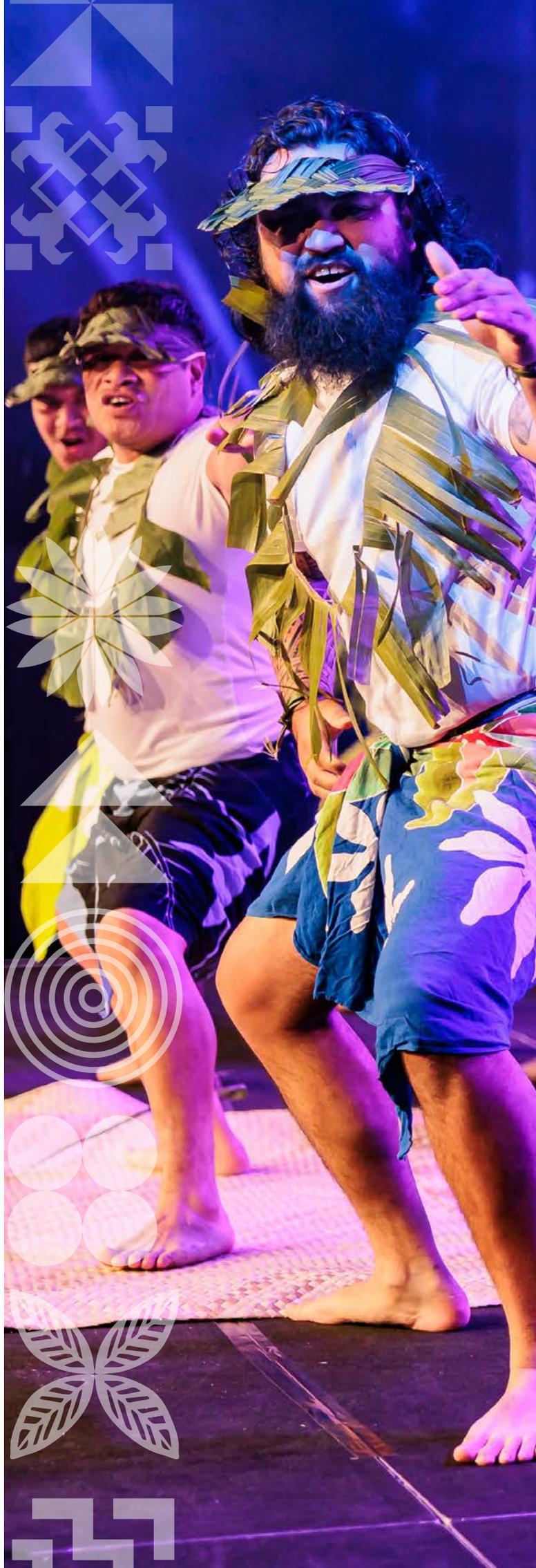
Strategic focus 4: Te Kupega - Capability

A key part of improving system leadership to account for better Pacific wellbeing is strengthening cultural capability and responsiveness. This focus area will build and improve Pacific cultural capability and engagement approaches across government so that agencies respond to the needs and aspirations of Pacific communities. This includes being open to cultural models held by the communities to be used and incorporated.

How we will measure these impacts

This focus area is about growing a Pacific workforce in government. Measures for whether the system is maturing include a qualitative assessment of whether individual government agencies make ad hoc decisions about their Pacific workforce recruitment, retention, development, and pathways to leadership, or are moving towards collective, defined, and documented processes for these opportunities.

This focus area is about improving government's Pacific cultural competency to better serve Pacific communities. Measuring progress on this strategic focus area requires us to benchmark and understand if government is measuring and supporting Pacific cultural competency in ad hoc ways (and only for their Pacific staff), or are moving towards consciously resourcing, maintaining, and collectively planning for these skills across their workforce.





Strengthening our organisation to deliver

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

Eliminating our gender pay gap

The government has committed to eliminating the gender pay gap within the public service and has made substantial progress so far.

The Ministry's February 2020 Gender Pay Gap Action Plan showed that the gender pay gap was favourable to women in most salary bands in 2018. Efforts to eliminate the small gender pay gap through reviewing salaries and more awareness of gender pay principles allowed MPP to close the pay gap between women and men, meeting its commitment to the government's pay gap elimination goals.

In 2020, the expansion of our work programme resulted in the Ministry embarking on a sustained recruitment drive over a two-year period, which resulted in our workforce increasing by 220% and an 8.8% gender pay gap in favour of men. The Ministry is very aware of the increases in its gender pay gap and we remain committed to closing this gap.

Our short to medium term priorities are to:

- publish our Eliminating our Gender Pay Gap (Kia Toipoto) plan and provide regular updates
- provide training to all managers
- monitor all salaries for inequities monthly
- investigate offering staff who provide regular cultural guidance an allowance to recognise their work
- promote and advertise roles more broadly
- continue to recruit interns and also explore offering a graduate programme to Pacific graduates
- ensure Ministry staff have meaningful learning and development plans to assist with their career progression
- better understand and address any roadblocks to development and progression
- implement the Korn Ferry-evaluated salary bands
- offer staff the opportunity to learn different Pacific Languages and te reo Māori
- continue to offer and monitor flexible work options.

Provide strong leadership and clear direction

We have set ambitious plans that have been made possible because of the credibility we have developed. This credibility is 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 track record of delivery.

Our short to medium- term priorities are to:

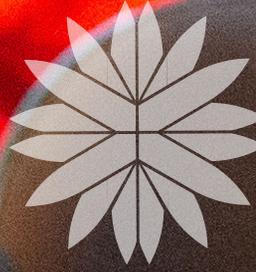
- build the capability of our senior leaders, in particular senior women leaders, so our organisation is regarded as the centre-of-excellence for advice and guidance on Pacific issues
- align our culture to our direction with the aim of building on our unique cultural strengths and strong Pacific values, while addressing any possible barriers to making the organisational changes we need to deliver on our strategy
- use strategic communications to advance our mission, including communications in Pacific languages across a range of both traditional (radio, print) and digital platforms.

Grow people capabilities and explore new ways of working

Our 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
- continue to deliver our core products and services to our various Pacific and government customers
- embed our functions and activities that are related or highly interdependent so they continue to be closely connected
- ensure we take maximum advantage of modern ways of working.



Improve our internal capabilities

Our organisation has significantly grown to enable us to deliver on our intentions. We will continue to improve our internal capabilities to ensure we have the supporting systems, processes and technologies to effectively deliver on our strategy.

Our mission of enriching Aotearoa with thriving, resilient and prosperous Pacific communities is brought to life through five key areas.

- policy advice
- innovation
- Pacific knowledge and expertise
- communications and engagement
- partnerships and leadership.

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
- use this data and information to evaluate our effectiveness so we can continuously improve
- 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 relationships

As the key connector of Pacific communities across Aotearoa, the Ministry leads and assists with a wide array of community engagements, acting as the conduit between the Pacific community and government agencies to expedite Pacific access to various funding pathways and assistance.

Strengthening our relationships will continue to be a strategic focus. Our short to medium term priorities are to:

- continue to 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
- continue to grow our relationship with Te Puni Kōkiri with a view to leveraging off our combined strengths and related population portfolio interests
- strengthen relationships across government that are key to fulfilling our strategic intentions (e.g. Statistics New Zealand, Ministry of Health).

Strengthen risk management

In 2022, dedicated resource was bought on to develop and lead the uplift in maturity across risk and assurance within the Ministry. An updated Risk Management Policy and Framework is being developed, based on AS/NZS ISO 31000:2018 and best practice. This will aid the Ministry to identify and respond to risks in a timely manner, ensuring the right information is in front of decision-makers.

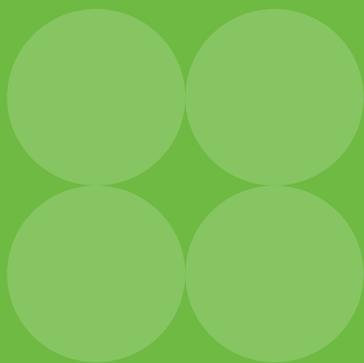
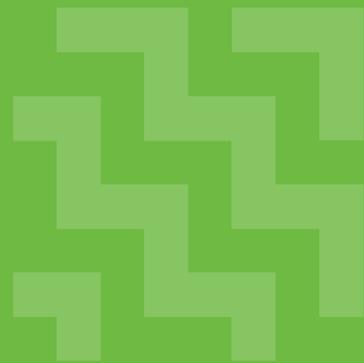
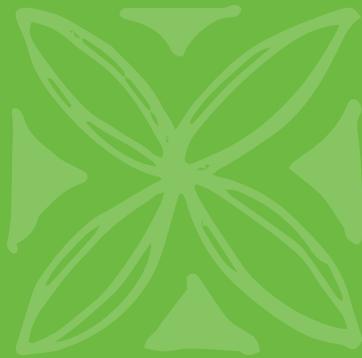
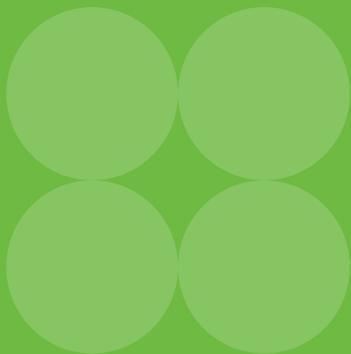
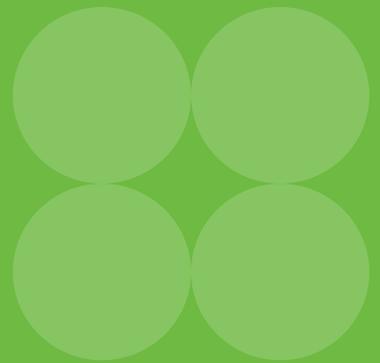
Alongside this, our Assurance, Risk and Advisory Committee provides Tautua (our senior leadership team) with risk and assurance advice and governance and monitoring of the Ministry's audit, risk and financial management systems.

Our short to medium term priorities are to:

- continue to mature our risk management practices
- build an understanding of our organisational, operational and change risks, and our response to mitigating these.







Ministry for
**Pacific
Peoples**

Te Manatū mō ngā Iwi o te Moana-nui-ā-Kiwa



Te Kāwanatanga o Aotearoa
New Zealand Government