



MINISTRY OF SOCIAL DEVELOPMENT

Te Manatū Whakahiato Ora

Pacific Strategy 2002

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MINISTRY OF SOCIAL DEVELOPMENT PACIFIC STRATEGY: SUMMARY STATEMENT

This document sets out the goal, principles and key directions for the Pacific Strategy of the Ministry of Social Development, and related action plans that are to apply, with a timeframe of up to 2004, to the two areas of the Ministry's brief: policy and purchase advice, and service development and service delivery.

Goal:

To enable the Ministry of Social Development to provide the best possible policy advice, purchase strategies, service development and service delivery to promote the social well-being of Pacific peoples, enhance their participation in social and economic life, and contribute to the development of strong Pacific families and strong Pacific communities.

Principles:

1. Strong relationships with Pacific communities, including relationships of partnership, are central to effective policies and services for Pacific peoples.
2. Pacific priorities, goals and aspirations must be reflected in policies and services for Pacific peoples.
3. Interagency co-ordination and collaboration are required to enhance social wellbeing and participation for Pacific peoples.
4. The Ministry must have the capacity and capabilities to enable its provision of effective policies and services for Pacific peoples.

Key Directions:

1. Building and maintaining constructive relationships with Pacific communities, including relationships of partnership.
2. Ensuring that policies and services recognise and are responsive to the needs, concerns and values of Pacific peoples.
3. Working with other agencies to improve outcomes for Pacific peoples.
4. Building internal capabilities and knowledge to enhance responsiveness to Pacific peoples.

WHY A PACIFIC STRATEGY?

A “Pacific Strategy” outlines how an agency intends to address issues relating to Pacific peoples, both externally in terms of its clients and internally as an organisation. Government agencies are increasingly recognising the importance of developing Pacific Strategies to help ensure their work is responsive to Pacific peoples.

To be effective, a Pacific Strategy needs to be specific to the work of the agency that develops it. The only overarching Government requirement is that, where a government agency has Pacific Provider Funding - that is, funding designated for services owned and governed by Pacific people that provide a service primarily for Pacific people - its Pacific Strategy must be informed by the goals and principles of the State Sector Pacific Provider Development Framework (PPDF), to which Cabinet agreed in October 2001. [CAB Min (01) 31/6B refers].

The emergence of Pacific Strategies has resulted from recognition of the growing significance of Pacific communities within New Zealand, and of the social and economic disparities that Pacific peoples often face. Government is committed to the goal of reducing inequalities for disadvantaged Pacific people. Pacific people comprise six per cent of New Zealand’s total population, and constitute one of the fastest growing ethnic groups in New Zealand. By 2051, Pacific people are expected to comprise 12 per cent of the population, with Pacific children comprising one in five children. The negative effects of the disparities many currently face will have long term costs for the individuals, their families, and New Zealand society as a whole. New Zealand cannot afford to have a significant proportion of the population not participating fully in its social and economic development. The projected increase in the Pacific peoples’ population signals that current disparities will be compounded in the future unless appropriate action is now taken.

As well, increased responsiveness to Pacific peoples constitutes an investment for New Zealand as a whole. Demographic forecasts for the next 50 years show that, while New Zealand’s population in general is ageing, the age structure of the Pacific population will remain relatively youthful for some time. Pacific young people will make up an increasing percentage of the workforce over the next 20 years. Over the next 50 years, there will be significant opportunities for New Zealand to gain economically and socially from a young and dynamic Pacific population who have opportunities to make maximum use of their potential. Through facilitating government responsiveness to Pacific peoples, Pacific Strategies can help ensure that these opportunities are available.

The Pacific Capacity Building Strategy of the Ministry of Pacific Island Affairs (MPIA) has been a major driver for government agencies’ development of Pacific Strategies. On 10 April 2000, the Government directed MPIA to lead the state sector in engaging and assisting Pacific communities to achieve their self-identified aspirations through the Pacific Capacity Building strategy [CAB (00) M 12/2H(4) refers]. Community Reference Groups (CRGs) were established in each region to ensure that the resultant Programmes of Action reflected the communities’ needs and aspirations.

Once CRGs finalised their Programmes of Action, government agencies were asked to respond to the milestones that the communities had developed, by identifying action points that could be implemented immediately within baselines or through policy change or funding changes. Agencies are now required to report back regularly to MPIA on their implementation of action points and, where these require policy change and/or additional funding, to scope this for decisions by individual Ministers.

BACKGROUND TO THE MINISTRY OF SOCIAL DEVELOPMENT'S PACIFIC STRATEGY

Prior to their merger on 1 October 2001 to form the Ministry of Social Development (MSD), the Department of Work and Income (DWI) and the Ministry of Social Policy (MSP) had each developed Pacific Strategies. DWI's strategy, the Pacific Peoples Strategy, was signed off by the Minister of Social Services and Employment in January 2001, and MSP's strategy, the Pacific Policy Strategy, was signed off by MSP management in September 2001.

MPIA's Pacific Capacity Building Strategy was a major stimulus for the development of both Strategies. Action points developed from the Pacific Capacity Building milestones form a large part of both the DWI and MSP Pacific Strategies. However, neither Strategy is confined to these milestones, and they both cover a wide range of measures aimed at enhancing the situation of Pacific peoples. Each Strategy includes detailed action plans for achievement of identified goals, the timeframes comprising 2001-2004 for the Pacific Peoples Strategy and 2001-2002 for the Pacific Policy Strategy.

The MSD Pacific Strategy presented in this document represents the integration of the DWI and MSP Pacific Strategies, in the context of the brief of this new agency. The document provides a statement of the goal, principles and key directions for MSD's Pacific Strategy, and sets out the action plans from the DWI and MSP Pacific Strategies, to which MSD is already committed, with reference to these. The actions have a timeframe of up to 2004, to reflect the timeframes in the two initial documents. They are presented separately for each area of the two areas of the Ministry's brief - policy and purchase advice, and service development and service delivery - and include action relating to work areas supporting these including knowledge management, human resources and communications.

FURTHER DEVELOPMENT OF THE MSD PACIFIC STRATEGY

The Steering Group on the integrated Pacific Strategy is to keep under review the Strategy presented within this document, to ensure that it remains relevant both to the needs and aspirations of Pacific peoples and to the emerging concerns of MSD.

BASIS OF GOAL, PRINCIPLES AND KEY DIRECTION

The goal, principles and key directions for MSD's Pacific Strategy have been developed with reference to:

- (i) The DWI Pacific Peoples Strategy and the MSP Pacific Policy Strategy
- (ii) MSD's vision, mission and goals
- (iii) The Pacific Provider Development Framework.

The DWI Pacific Peoples Strategy and the MSP Pacific Policy Strategy

DWI: the Pacific Peoples Strategy

The Pacific Peoples Strategy was aimed at contributing to the key Government goal of closing the disparities between socially disadvantaged Pacific peoples and other New Zealanders over the next five years. The Strategy focused on employment and income-related disparities, and also covers issues of DWI service delivery, human resources and organisational capacity and capability.

The Strategy set out the following expected or desired outcomes of DWI for its Pacific clients:

- Develop alliances with Pacific communities to develop their own solutions to economic and employment disparities.
- Reduced levels of long-term unemployment for Pacific peoples by increasing labour market attachment of Pacific peoples in sustainable employment.
- Reduced risk of Pacific youth becoming long-term unemployed by increased

participation of Pacific peoples in education and training that leads to stable employment.

- Increased innovation in programme design and local initiatives for Pacific job seekers.
- Increased understanding of the factors that underlie Pacific unemployment.

Four key strategies were presented to achieve the outcomes:

- Develop, in collaboration with other government agencies, a comprehensive and coordinated approach to close employment inequalities for disadvantaged job seekers.
- Close employment inequalities by establishing and maintaining effective partnerships with organisations to create employment opportunities and increase Pacific peoples involvement in the development of strategic and operational policy, planning and decision making.
- Ensure services delivered by the Department recognise and are responsive to Pacific peoples and assist them towards and into stable employment.
- Build the Department's capacity and capability in order to effectively communicate and respond to the needs of Pacific peoples.

MSP: the Pacific Policy Strategy

The Pacific Policy Strategy's goal, "to enable the Ministry to provide the best possible policy advice and purchase strategies to the Government to help improve the social well-being of Pacific peoples", followed MSP's vision "Social well-being for all New Zealanders". Within the context of this vision, MSP contributed to Government's overall strategic goals for social policy of ensuring that all new Zealanders have an opportunity to achieve their potential and realising their life goals, and ensuring that all New Zealanders attain an adequate quality of life so that they are able to participate and belong within society and the different communities within which they want to associate.

The goal for MSP's Pacific Policy Strategy was supported by four principles:

- Relationships with Pacific communities are central to well-informed policy and purchase advice.
- Policies aimed at improving the social well-being of Pacific peoples must reflect Pacific priorities, goals and aspirations.
- A co-ordinated approach across government agencies is required to improve the social well-being of Pacific peoples.
- The Ministry's structure, processes and practices will enable it to be responsive to Pacific peoples.

The Strategy's action plan was developed in relation to four key elements that reflect the four principles of the strategy:

- A well-developed relationship with Pacific communities to allow the Ministry to incorporate their issues and perspectives into its policy advice.

- A policy work programme that is inclusive of the priorities, goals and aspirations identified by Pacific leaders and communities.
- A commitment to work collaboratively with other government agencies to develop a co-ordinated approach to address social issues pertinent to Pacific peoples.
- Management commitment and human resources to deliver on responsive policy advice relevant to Pacific peoples.

MSD's vision, mission and goals

The finalisation of the vision and mission of MSD and the finalisation of its goals is scheduled for June 2002. The following working definition of Social Development was drafted within MSD to assist this work:

“Social Development is a process of planned social change to promote the wellbeing of the population as a whole. It aims to improve health, housing, education, safety and employment, rather than concentrating on one outcome to the detriment of others. It makes social investments to lift people's skills and avoids negative social consequences. It seeks gains from taking a whole of government approach to actions and partnerships.”

In accordance with this working definition, the following draft strategic goals have been identified for the Ministry so far in the course of this work:

- **Sustainable social outcomes:** To improve the co-ordination, development, alignment and effectiveness of policy and delivery across the social sector. MSD focuses on prioritisation and alignment of strategies for wellbeing because cross-sectoral strategies that are aligned, working in the same direction and to clear policy priorities will more effectively increase the overall wellbeing of New Zealanders, especially disadvantaged people.
- **Sustainable employment:** To increase client participation in sustainable employment. MSD focuses on sustainable employment because employment income allows workers and their families to thrive and plan for self-reliant futures. Sustainable employment also facilitates participation and inclusion in family and community life.
- **Social inclusion:** To increase the participation of clients in their communities. MSD will focus on supporting an increase in client participation because high levels of participation in communities benefits the wellbeing of people, compared to being isolated for lack of income or other reasons.
- **Strong families:** To improve families' access to resources necessary to help them provide an environment that is free from harm and encouraging to the healthy development of children and other family members. MSD will focus on strong families because they are central to the wellbeing of family members, especially children.
- **Strong communities:** To improve the capacity of communities and community-based organisations to develop and achieve their social, cultural and economic aspirations. MSD focuses on strong communities because co-

operative social relationships in well functioning communities improve social and economic outcomes through supporting individual and family wellbeing.

- **Internal MSD capability:** To ensure MSD's capability to contribute to the achievement of government goals now and into the future. MSD will focus on developing organisational capability in order to maximise opportunities and assure government that they are purchasing quality evidenced based policy advice, and efficient and effective services.

Government direction for Pacific Strategies: the Pacific Provider Development Framework

As an agency that makes available funding to services owned and governed by Pacific people and providing a service primarily for Pacific people, MSD is required to ensure that its Pacific Strategy is informed by the State Sector Pacific Provider Development Framework (PPDF). [CAB Min (01) 31/6B refers]. The PPDF is aimed at providing guidance for the implementation of Pacific provider development initiatives by the state sector, to help ensure a co-ordinated approach for the achievement of services of high quality. Its goals are:

- Establishment of a comprehensive and holistic service infrastructure for Pacific people
- Identification of, and addressing, the major barriers for Pacific people in participating as providers and achieving their full potential
- Consistency in the policy and funding framework across all sectors of government
- Establishment of partnership relationships between key government agencies and Pacific providers
- Co-ordination of Pacific provider policy implementation across the state sector.

The key principles of the PPDF, required to be reflected in Pacific Strategies of relevant agencies, are:

- **Recognition of Pacific values and principles:** The values and principles relevant to each Pacific community are reflected and recognised by each sector in policy development, funding and in their relationships with Pacific providers.
- **Recognition of diversity:** The diversity of Pacific communities is acknowledged and reflected by each sector.
- **Partnership relationships:** Pacific providers have input into the planning, implementation, and development of appropriate best practice models, evaluation, and other contracting models, including accountability and administrative requirements.
- **Sustainability of Pacific providers:** Each sector in developing their policy and funding processes will seek to strengthen and enhance their investment in the capability of Pacific providers to deliver services appropriate to the needs of Pacific people.
- **Governance and ownership of “by Pacific for Pacific” service:** State sector

agencies in developing relationships with Pacific providers will reflect the desire and expectation expressed by Pacific providers for services and processes that are responsive to their cultural and community needs and addresses their aspirations for self-determination and economic independence.

MSD Pacific Strategy: Goal and Principles

The goal of MSD's Pacific Strategy is:

To enable the Ministry of Social Development to provide the best possible policy advice, purchase strategies, service development and service delivery to promote the social well-being of Pacific peoples, enhance their participation in social and economic life, and contribute to the development of strong Pacific families and strong Pacific communities.

The goal is supported by four principles:

1. Strong relationships with Pacific communities, including relationships of partnership, are central to effective policies and services for Pacific peoples.
2. Pacific priorities, goals and aspirations must be reflected in policies and services for Pacific peoples.
3. Interagency co-ordination and collaboration are required to enhance social wellbeing and participation for Pacific peoples.
4. The Ministry must have the capacity and capabilities to enable its provision of effective policies and services for Pacific peoples.

Key Directions

The four principles that support the goal are reflected in the four key directions of MSD's Pacific Strategy Building, which provide the basis for its Action Plans:

1. Building and maintaining constructive relationships with Pacific communities, including relationships of partnership.
2. Ensuring that policies and services recognise and are responsive to the needs, concerns and values of Pacific peoples.
3. Working with other agencies to improve outcomes for Pacific peoples.
4. Building internal capabilities and knowledge to enhance responsiveness to Pacific peoples.

Key Direction (1): Building and maintaining constructive relationships with Pacific communities, including partnership relationships

Maintaining a constructive relationship with Pacific communities is central to obtaining effective input from Pacific peoples for policy development and service development. In particular, working in partnership with Pacific communities helps

identify innovative self-determining solutions and allow for greater development of bottom-up responses to local needs. Processes that build on long-term relationships are likely to be more successful than one-off consultation processes with Pacific peoples. Regional Commissioners have already built relationships with many people from Pacific communities within their regions, including members of the local Community Reference Groups.

Factors that contribute to building and maintaining constructive relationships include:

- Developing relationships at regional levels, including strong relationships with local networks.
- Working with existing structures and processes, to avoid the problem of duplication of effort.
- Utilising good practice consultation procedures specific to consultation with Pacific peoples.
- Developing effective communication processes, at national, regional and local levels. These help ensure that information is provided in a readily accessible and understandable form.
- Working with the Ministry of Pacific Island Affairs. MPIA is the Government's advisor on Pacific policy issues and under the December 2001 Protocol signed by MSD and MPIA, both agencies are committed to working together to ensure that their policies and services are responsive to Pacific cultural values and aspirations.

Key Direction (2): Ensuring that policies and services recognise and are responsive to the needs, concerns and values of Pacific peoples

Like other government agencies, MSD is required to report to MPIA every six months on progress towards achieving agency milestones derived from the Pacific Capacity Building Programmes of Action, developed from regional consultation facilitated by MPIA in 2000. These milestones, relating to policy and purchase and to service development and delivery, provide an opportunity for the MSD to assist and contribute to Pacific communities achieving their self-identified aspirations. As such, they provide an excellent starting point to enhance MSD's capacity to develop relevant policies for Pacific peoples that are based on a "bottom-up" rather than a "top-down" approach.

MSD also needs to develop processes for responding to other issues of concern that may be raised directly by Pacific peoples or more indirectly by other agencies. Contributing factors include:

- Formal recognition of Pacific issues within MSD's policy work programme.
- Mechanisms to ensure that issues raised which relate to Pacific people receive appropriate attention.
- Examination of the content and delivery of existing services to determine how well they meet the needs of Pacific peoples, including how well they accord with principles and values of Pacific peoples.
- Regional flexibility for service delivery that provides opportunities for initiatives

appropriate to local needs, relationships and circumstances of Pacific peoples.

Key Direction (3): Working with other agencies to improve outcomes for Pacific peoples

MSD cannot address and respond to the varying needs of the Pacific community on its own. Good social policy requires an understanding of issues that fall across traditional departmental boundaries. Similarly, good service development and delivery require a comprehensive, co-ordinated, intersectoral approach that recognises that the issues that come within MSD's brief are affected by a wide range of diverse factors. MSD therefore needs to work collaboratively with other key government and non-government agencies to ensure that a well-organised approach is developed and resources are used in the most efficient and effective manner to address the concerns of Pacific peoples.

Factors that contribute to this key direction include:

- Ensuring the involvement of other relevant agencies in work led by MSD on issues affecting Pacific peoples.
- Collaborating with other agencies on intersectoral initiatives that they are leading on issues affecting Pacific peoples.
- Contributing to work led by MPIA as the agency with responsibility for leading public policy development to improve outcomes for Pacific peoples.

Key Direction (4): Building internal capabilities and knowledge to enhance responsiveness to Pacific peoples

For the successful implementation of Key Directions (1), (2) and (3), MSD needs to develop a high level of competency in responsiveness to Pacific peoples. This includes helping staff to develop relevant skills, knowledge, cultural awareness and understanding, and also requires MSD's internal culture to be receptive to Pacific peoples. MSD requires internal structures, processes and practices that will help achieve these outcomes.

Contributing factors include:

- A commitment by MSD's senior management to responsiveness to Pacific peoples, and to ensuring that this will be reflected in staffing.
- Recruitment strategies, and career development strategies, to ensure that MSD's staff profile closely reflects the proportion of Pacific peoples in the labour force.
- Processes to ensure ongoing input from Pacific staff to MSD's organisational development.
- Training in responsiveness to Pacific peoples for all staff, appropriate to their specific area of work.
- Effective communication on MSD's commitment to responsiveness to Pacific peoples, and its initiatives for working towards this.

Action Plans: Overview

The Action Plans for each Key Direction are set out in the attachment for Policy and Purchase Advice, and Service Delivery and Development.

In each case, the Action Plans comprise:

- Action Points, which state the overarching task to be achieved.
- Milestones, comprising the tasks that make up this overarching task.
- Work Required, which refers to the work needed to achieve each milestone.
- Responsibility, which identifies the persons within MSD with responsibility for ensuring that the work required for each milestone is done. Where more than one person is identified as responsible for a milestone and its related work, this indicates that they share responsibility for the achievement of this specific milestone.

The Action Points for each Key Direction are now summarised.

Key Direction (1): Building and maintaining constructive relationships with Pacific communities, including relationships of partnership

Policy and Purchase Advice:

- Enhance with Pacific communities in Auckland, Wellington and Christchurch the profile of MSD's policy-related work
- Develop strategies that will ensure MSD engages with Pacific communities on policy-related projects that have major implications for Pacific peoples
- Finalise MSD's good practice procedures to be followed when considering involvement of Pacific peoples in research and consultation for policy-related projects
- Develop a Memorandum of Understanding between MSD and the Ministry of Pacific Island Affairs

Service Development and Delivery

- Keep under review the effectiveness of Work and Income projects for employment outcomes for Pacific peoples
- Develop guidelines for Work and Income consultation with Pacific communities
- Continue to support the Pacific Islands Employment Co-ordination Group (PILEC) Waitakere City with an ongoing contract for 2002/2003
- Support the establishment of a North Shore Pacific Advisory Board to function as an intermediary for employment advice and other issues relating to Pacific peoples on the North Shore
- Develop a community advisory group for employment that will be able to implement service delivery for Pacific peoples in Christchurch
- Ensure that information on products and services is communicated in culturally appropriate ways to Pacific peoples in Canterbury

Key Direction (2): Ensuring that policies and programmes recognise and are responsive to the needs, concerns and values of Pacific peoples

Policy and Purchasing Advice

- Ensure the actioning of MSD's policy milestones in the Pacific Capacity Building Programmes of Action
- Produce six-monthly progress reports for Ministry of Pacific Island Affairs on the actioning of the MSD's Pacific Capacity Building policy milestones

Service Development and Delivery

- Ensure that language barriers are mitigated for Pacific clients of Work and Income who have English as a their second language
- Increase stable employment outcomes for Pacific peoples
- Complete a profile of aggregated needs of Pacific peoples to inform on purchase of training and employment placement needs
- Enhance training opportunities for Pacific clients
- Enhance Pacific student employment
- Increase effective case management for Pacific clients
- Develop and implement training strategies for Pacific clients that are linked to real and emerging employment opportunities for Pacific peoples in Auckland North
- Develop and implement a comprehensive pathway that effectively links skills training and upskilling programmes for Pacific peoples to real opportunities in Auckland Central
- Develop and implement training and upskilling strategies that are linked to real employment opportunities for Pacific peoples on the Work and Income register in Auckland South
- Implement training in Auckland South for new Pacific migrants that builds on their overseas qualifications
- Ensure that barriers to career progression and sustained employment for Pacific peoples are addressed in Auckland South
- Develop training initiatives to support Pacific peoples into employment in Waikato
- Develop programmes and initiatives that address the barriers Pacific peoples face in attainment of employment in Waikato
- Implement employment training strategies for Pacific peoples in Porirua that are linked to real and emerging employment opportunities in the labour market
- Implement employment and training strategies for Pacific peoples in the Hutt Valley that are linked to real and emerging employment opportunities in the labour market
- Develop training programmes that will lead to real employment opportunities for Pacific peoples in Christchurch

- Develop appropriate pre-employment training programmes specifically targeted at Pacific peoples in Christchurch
- Develop a regional employment and training strategy for Pacific peoples to obtain gainful employment in Christchurch

Key Direction (3): Working with other agencies to improve wellbeing for Pacific peoples

Policy and Purchase Advice

- Work collaboratively with other key government and non-government agencies on policy issues concerning Pacific peoples
- Attend and participate in any intersectoral forums/working groups which focus on the reduction of disparities experienced by Pacific communities
- Provide feedback on policy papers forwarded to MSD that may have implications for Pacific peoples
- Provide input to further policy work led by the Ministry of Pacific Island Affairs on:
 - The Pacific Workforce Development Strategy
 - The Year 2 Pacific Capacity Building Work Programme

Service Development and Delivery

- Develop protocols for joint work programmes with other agencies to minimise the incidence of persistent disadvantage for Pacific peoples in the labour market
- Contribute to joint work programmes with other agencies on issues relating to Pacific peoples that are relevant to MSD – Work and Income
- Work collaboratively with the Community Employment Group to help CEG develop community development projects for Pacific peoples in West Auckland
- Work with key agencies to develop a regional employment and training strategy for Pacific peoples to obtain gainful employment in Christchurch
- Liaise with agencies to generate local employment opportunities for Pacific peoples in Canterbury and in the Auckland regions
- Work with employment-creating agencies to increase the number of Pacific clients placed in employment in Canterbury

Key Direction (4): Building internal capabilities and knowledge to enhance responsiveness to Pacific peoples

Policy and Purchase Advice

- Encourage Senior Managers and policy and purchase advice staff to attend Pacific Analysis Framework Training facilitated by Ministry of Pacific Island Affairs
- Require policy and purchase advice staff to include a specific “Pacific component” as part of their performance objectives
- Ensure the inclusion of Pacific cultural awareness training in the induction programme for all new policy and purchase advice staff
- Explore new avenues for attracting Pacific applicants to policy and purchase advice positions
- Explore options for the promotion of careers for Pacific peoples in policy and purchase advice
- Identify issues that affect retention of Pacific policy and purchase advice staff, and institute measures to improve their retention rates

Service Development and Delivery

- Hold National Fono for Pacific staff
- Develop a Pacific cultural awareness package for Work and Income and Specialist Services staff
- Develop a Strategic Pacific Capacity framework to enable secondments and staff exchanges with relevant agencies, for service development and delivery staff
- Develop the Pacific cadetship programme for service development and delivery
- Increase the number of Pacific peoples employed by MSD - Work and Income in Hamilton

ACTION PLANS

Key Direction (1): Building and maintaining constructive relationships with Pacific communities, including relationships of partnership

(i) Policy and Purchase Advice

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Enhance with Pacific communities in Auckland, Wellington and Christchurch the profile of MSD's policy-related work	<ul style="list-style-type: none"> Establish the Pacific Relations Advisor Position, Auckland. 	<ul style="list-style-type: none"> An appointment was made to this position in January 2000. 	<ul style="list-style-type: none"> General Manager Sector Policy
	<ul style="list-style-type: none"> Develop a working relationship with MPIA offices in Auckland, Wellington and Christchurch. 	<ul style="list-style-type: none"> The Pacific Relations Advisor has developed a good working relationship with MPIA in both Auckland and Wellington and is looking at developing a working relationship with its Christchurch office by July 2002. 	<ul style="list-style-type: none"> Pacific Relations Advisor
Develop strategies that will ensure MSD engages with Pacific communities on policy-related projects that have major implications for Pacific peoples	<ul style="list-style-type: none"> Inform the Pacific Relations Advisor of all projects that have implications for Pacific peoples for advice on consultation. 	<ul style="list-style-type: none"> This work is ongoing. 	<ul style="list-style-type: none"> General Manager Sector Policy
	<ul style="list-style-type: none"> Utilise Pacific Relations Advisor networks. 	<ul style="list-style-type: none"> The Ministry will continue to work closely with the Pacific Relations Advisor when considering any consultation with Pacific peoples. 	<ul style="list-style-type: none"> Pacific Relations Advisor
	<ul style="list-style-type: none"> Establish ongoing relationship with MPIA regional Community Reference Groups (CRGs). 	<ul style="list-style-type: none"> This work is ongoing. The Pacific Relations Advisor has met with all CRG members from the South Auckland, Central Auckland, and North Shore/Waitakere regions. 	<ul style="list-style-type: none"> Pacific Relations Advisor
	<ul style="list-style-type: none"> Make CRGs, Pacific Strengthening Families Working Group, and other possible network groups known to all staff; to contact and activate them and advise what input to expect from each. 	<ul style="list-style-type: none"> This will be an ongoing requirement for the Pacific Relations Advisor to inform staff through the use of seminars, the intranet, and monthly reports. 	<ul style="list-style-type: none"> Pacific Relations Advisor

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Finalise MSD's good practice procedures to be followed when considering involvement of Pacific peoples in research and consultation for policy-related projects	<ul style="list-style-type: none"> Develop good practice guidelines building on existing material (both in-house and external) and involving key people. 	<ul style="list-style-type: none"> This work will be completed in 2002, with a workshop for "potential users" held in mid-2002. 	<ul style="list-style-type: none"> General Manager Knowledge Management
	<ul style="list-style-type: none"> Monitor utilisation of guidelines. 	<ul style="list-style-type: none"> This work is to be ongoing. 	<ul style="list-style-type: none"> General Manager Knowledge Management
Develop a Memorandum of Understanding (MOU) between MSD and the Ministry of Pacific Island Affairs	<ul style="list-style-type: none"> Keep under annual review the MSD/MPIA MOU signed in December 2001. 	<ul style="list-style-type: none"> Annual reviews of the MOU will be undertaken in December of each year. 	<ul style="list-style-type: none"> Corporate and Governance (Relationship Manager for the protocol)
	<ul style="list-style-type: none"> Seek modifications to the MOU as required. 	<ul style="list-style-type: none"> Modification to the MOU will be sought by mutual agreement between annual reviews if circumstances require this. 	<ul style="list-style-type: none"> Corporate and Governance (Relationship Manager for the protocol)

(ii) Service Development and Delivery

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Keep under review the effectiveness of Work and Income projects for employment outcomes for Pacific peoples	<ul style="list-style-type: none"> With MPIA, develop a framework for auditing the effectiveness of Work and Income projects for employment outcomes for Pacific peoples. 	<ul style="list-style-type: none"> Develop a work programme with MPIA. 	<ul style="list-style-type: none"> Corporate and Governance (Relationship Manager for the protocol)
	<ul style="list-style-type: none"> Undertake six-monthly reports on the effectiveness of projects. 	<p>Reports are undertaken in conjunction with MPIA and are reflected in quarterly purchase Agreement reports, from September 2001, and six-monthly departmental performance assessments, from December 2001.</p>	<ul style="list-style-type: none"> Corporate and Governance
		<ul style="list-style-type: none"> Ongoing co-ordination of reports 	<ul style="list-style-type: none"> Corporate and Governance
Develop guidelines for Work and Income consultation with Pacific communities	<ul style="list-style-type: none"> Develop guidelines setting out protocols, circumstances for which consultation is required, accountability mechanisms, and feedback requirements. 	<ul style="list-style-type: none"> The guidelines are to be developed by 30 June 2002. 	<ul style="list-style-type: none"> National Commissioner (Service Development)
		<ul style="list-style-type: none"> Memorandums of Understanding have been signed off with CRGs. 	<ul style="list-style-type: none"> National Commissioner (Service Development)
Continue to support the Pacific Islands Employment Co-ordination Committee (PILEC) Waitakere City with an ongoing contract for 2002/2003	<ul style="list-style-type: none"> Continue contracted funding for the PILEC initiative for F02. 	<ul style="list-style-type: none"> Continue contracted funding for the PILEC initiative for F02. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland North)
	<ul style="list-style-type: none"> With PILEC, develop a regional employment strategy for Pacific peoples by 30 June 2002. 	<ul style="list-style-type: none"> Work and Income and PILEC are working together to develop an integrated Waitakere Employment and Skills Strategy which links to the Waitakere Economic Development Strategy. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland North)

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Support the establishment of a North Shore Pacific Advisory Board to function as an intermediary for employment advice and other issues relating to Pacific peoples on the North Shore	<ul style="list-style-type: none"> With MPIA and the Community Employment Group (CEG), Work and Income – Auckland North will support the establishment of a Pacific Advisory Board for the North Shore. 	<ul style="list-style-type: none"> Work and Income are supporting this activity and are awaiting confirmation of the appropriate governance structure from MPIA, who are the lead agency. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland North)
Develop a community advisory group for employment that will be able to implement service delivery for Pacific peoples in Christchurch	<ul style="list-style-type: none"> In association with CEG, Work and Income - Canterbury will assist Pacific communities to establish a Pacific community advisory group to develop and deliver employment services for Pacific job seekers in Christchurch. 	<ul style="list-style-type: none"> The Pacific Peoples Training and Education Working Party has been established. 	<ul style="list-style-type: none"> Regional Commissioner (Canterbury)
Ensure that information on products and services is communicated in culturally appropriate ways to Pacific peoples in Christchurch	<ul style="list-style-type: none"> Work and Income - Canterbury will deliver two community fono per annum on all products and services 	<ul style="list-style-type: none"> A community fono has been held. Consultation is taking place with the community on the next fono to be held. 	<ul style="list-style-type: none"> Regional Commissioner (Canterbury)
	<ul style="list-style-type: none"> Work and Income - Canterbury will participate in external expos and community meetings to encourage open and ongoing communication. 	<ul style="list-style-type: none"> Actively participate in community meetings and external expos. 	<ul style="list-style-type: none"> Regional Commissioner (Canterbury)
	<ul style="list-style-type: none"> In association with Tertiary Education Commission (the former Skill NZ), Work and Income – Canterbury will communicate to Pacific clients training opportunities that are available to them. 	<ul style="list-style-type: none"> Actively participate in organisation of expos. 	<ul style="list-style-type: none"> Regional Commissioner (Canterbury)

Key Direction (2): Ensuring that policies and programmes recognise and are responsive to the needs, concerns and values of Pacific peoples

(i) Policy and Purchase Advice

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Ensure the actioning of the MSD's policy milestones in the Pacific Capacity Building Programmes of Action (POAs)	<ul style="list-style-type: none"> MSD will report to the Minister of Social Services and Employment on the action taken and the involvement of local Strengthening Families management groups in initiatives to co-ordinate services for Pacific peoples. 	<ul style="list-style-type: none"> Strengthening Families Management Groups, in conjunction with MPIA, provided the foundation for the eight groups which last year developed the Pacific Capacity Building plans. Strengthening Families continues to provide a forum for discussion/resolution of interagency issues, including those touching on outcomes for Pacific peoples. 	<ul style="list-style-type: none"> Senior Manager Child, Family and Community Policy
	<ul style="list-style-type: none"> The Health, Education and Social Services Senior Officials Group (HESSOG) will report to the Ministers of Health, Education and Social Services and Employment on the development of policies to support Pacific peoples, families and children through intersectoral initiatives. 	<ul style="list-style-type: none"> Intersectoral initiatives are being considered through the following specific items on the HESSOG work programme: <ul style="list-style-type: none"> - Parent support and development: a report is to be provided to Ministers in March 2002. - Services for families with new-born infants: further work is dependent on Ministerial direction - Services for families with school-age children: to be considered in 2002 Budget work - Services for children and young people with high and complex needs: a report is to be provided to joint Ministers by 30 June 2002. 	<ul style="list-style-type: none"> Senior Manager Child, Family and Community Policy
	<ul style="list-style-type: none"> MSD will contribute to the work of the Ministerial Task Force on Youth Offending, for report back to the Ministers of Justice, Social Services and Employment, Police, Courts, Māori Affairs and Pacific Island Affairs, including its consideration of the issues relating to truancy and the value of mentoring programmes. 	<ul style="list-style-type: none"> MSD is working with the Task Force on Youth Offending to develop an interdepartmental Youth Offending Strategy and to provide advice to Cabinet on the establishment of a youth justice dataset, by June 2002. 	<ul style="list-style-type: none"> Senior Manager Youth and Families Policy

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
<p>Ensure the actioning of the MSD's policy milestones in the Pacific Capacity Building Programmes of Action (POAs) ctd.</p>	<ul style="list-style-type: none"> <i>In the Budget process, MSD will develop initiatives related to volunteering, including training needs, the interface with paid employment and the importance of unpaid activity in different cultural groups, including Pacific peoples.</i> 	<ul style="list-style-type: none"> MSD is leading an interdepartmental project on the impact of government policy, legislation and practice on volunteers and volunteering. A report on this project is to be provided to Ministers by July 2002. 	<ul style="list-style-type: none"> Senior Manager Child, Family and Community Policy
	<ul style="list-style-type: none"> MSD will report to the Minister of Social Services and Employment on its project on Funding Community Organisations – Improved Practice, and in particular on: <ul style="list-style-type: none"> - Progress on actions to reduce compliance costs and improve funding practice through lead funder arrangements, shared capability assessments, improved information sharing arrangements, simplifying documentation where appropriate, jointly developing and sharing examples of flexible projects - Outcomes that meet the needs of those involved - Culturally appropriate assessment criteria - Consultation protocols or principles for improved funding practice. 	<ul style="list-style-type: none"> MSD is supporting and facilitating the Steering Group set up by Ministers in September 2001 to addressing ways of applying the findings of the project on Funding Communications, including funding of iwi/Maori organisations and of Pacific peoples organisations. The Steering Group is to report to the Minister for the Community and Voluntary Sector by 30 June 2002. 	<ul style="list-style-type: none"> Senior Manager Child, Family and Community Policy
	<p>MSD will report back to the Cabinet Social Equity Committee on collaboration with Pacific community organisations and progress towards ensuring funding criteria are responsive to the needs of Pacific peoples.</p>	<ul style="list-style-type: none"> The Steering Group supported and facilitated by MSD is to report to the Minister for the Community and Voluntary Sector by May 2002 on funding protocols. 	<ul style="list-style-type: none"> Senior Manager Child, Family and Community Policy

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
<p>Ensure the actioning of MSD's policy milestones in the Pacific Capacity Building Programmes of Action (POAs) ctd.</p>	<ul style="list-style-type: none"> MSD will provide input to the project led by Treasury, on guidelines for central government contracting with non-government organisations. 	<ul style="list-style-type: none"> <i>The <u>Guidelines for Contracting with Non-Government Organisations for Services Sought by the Crown</u> were published in April 2001 and disseminated across government organisations. Cabinet has directed officials, led by Treasury in consultation with the State Services Commission, the Audit Office and the Ministry, to review the guidelines and report to Cabinet by October 2002.</i> 	<ul style="list-style-type: none"> Senior Manager Child, Family and Community Policy
	<ul style="list-style-type: none"> MSD will examine the specific needs of Pacific sole parents in the context of its sole parents project. Initiatives from this project, including those focused on the needs of Pacific sole parents, will form part of the Budget 2001 discussions. 	<ul style="list-style-type: none"> From August 2002, government will introduce the first statutory phase of a new approach to social security: social security through social development. This phase involves significant changes for sole parents and older women receiving the Domestic Purposes Benefit and Widows Benefit, with a focus on a flexible and individualised approach to supporting sole parents to enter and sustain paid employment as their family responsibilities allow. It is expected that this more holistic approach will enable a more culturally appropriate service to be available for Pacific sole parents. 	<ul style="list-style-type: none"> Senior Manager Social Assistance Policy
	<ul style="list-style-type: none"> MSD will conduct a review of Pacific family violence prevention programmes, to identify current initiatives and gaps in services. 	<ul style="list-style-type: none"> MSD's Family Violence Prevention Strategy document was released in March 2002. As part of its follow-up work, MSD is to work with MPIA to produce a strategy for preventing and/or reducing violence in Pacific communities, based on the outcomes of consultation with Pacific communities, by June 2003. 	<ul style="list-style-type: none"> Senior Manager Youth and Families Policy

	<ul style="list-style-type: none"> MSD will consider ways of facilitating Pacific peoples' access to childcare and Out of School Care and Recreation (OSCAR) services in its work on the funding, regulation and structure of childcare and OSCAR to be undertaken as a priority project on its work programme in 2000/01. 	<ul style="list-style-type: none"> This work is ongoing. Some Budget proposals arising out of this work are expected to be included in the next budget round. Other work will continue through 2002. 	<ul style="list-style-type: none"> Senior Manager Social Assistance Policy
ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Ensure the actioning of the MSD's policy milestones in the Pacific Capacity Building Programmes of Action (POAs) ctd.	<ul style="list-style-type: none"> MSD will give specific attention to the needs of Pacific older people in their communities in its development of a strategic framework on Positive Ageing, and will include relevant measures in the action plan for the framework. 	<ul style="list-style-type: none"> The Positive Ageing Status Report continues the inclusion of specific reference to Pacific goals in the Positive Ageing Strategy. MSD has responsibility for monitoring progress against the baseline for measurement provided in the Positive Ageing Strategy. 	<ul style="list-style-type: none"> Senior Manager Equity and Population Policy
	<ul style="list-style-type: none"> MSD will produce publicly available good practice research guidelines on working with Pacific peoples. 	<ul style="list-style-type: none"> This work will be included in 2002, with a workshop for "potential users" held in mid-2002. 	<ul style="list-style-type: none"> General Manager Knowledge Management
	<ul style="list-style-type: none"> MSD will participate in the interdepartmental work on measurement led by Statistics New Zealand (SNZ) for report-back to the Cabinet Policy Committee, including the development of a research programme to contribute to an understanding of the factors behind the observed disparities between Pacific and non-Pacific people, and the improvement of the quality of statistical data on ethnicity. 	<ul style="list-style-type: none"> The Ministry participated in initial interdepartmental work on measurement, in relation to improving the quality of statistical data on ethnicity and disparity, and has contributed to further work led by SNZ. 	<ul style="list-style-type: none"> General Manager Knowledge Management
	<ul style="list-style-type: none"> MSD will incorporate the use of the Pacific Analysis Framework and Pacific Consultation Guidelines, released in 1999 by the MPIA, within its policy analysis and development processes. 	<ul style="list-style-type: none"> MSD is encouraging senior policy managers and policy and purchase advice staff to attend Pacific Analysis Framework Training. See Key Direction (4). 	<ul style="list-style-type: none"> Human Resources Manager Senior Managers Pacific Relations Advisor

	<ul style="list-style-type: none"> MSD will have incorporated a Pacific Strategy to include effective recruitment of Pacific peoples and the meeting of developmental needs of Pacific staff, including their progression to positions of influence within the Ministry. 	<ul style="list-style-type: none"> MSD's Pacific Strategy includes action points relating to management commitment and human resources, including issues of recruitment and development of Pacific policy and purchase advice staff. See Key Direction (4). <p><i>(i)1.1.1.1.1.</i></p>	<ul style="list-style-type: none"> Human Resources Manager Senior Managers Pacific Relations Advisor
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ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
<p>Produce six-monthly progress reports for Ministry of Pacific Island Affairs on the actioning of MSD's Pacific Capacity Building policy milestones</p>	<ul style="list-style-type: none"> • In fulfilment of its obligations to the Year 2 Pacific Capacity Building Project, MSD will complete progress report for MPIA on the implementation of its Capacity Building policy milestones, for MPIA's monitoring reports, at six-monthly intervals as required. 	<ul style="list-style-type: none"> • The first two report backs were provided to MPIA in July 2001 and November 2001. • Further six-monthly reports will be provided to MPIA on an ongoing basis. 	<ul style="list-style-type: none"> • Senior Manager Equity and Population Policy

(ii) Service Development and Delivery

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Ensure that language barriers are mitigated for Pacific clients of Work and Income who have English as their second language	<ul style="list-style-type: none"> Provide translation/interpretation services and multi-language services for Pacific clients. 	<ul style="list-style-type: none"> Identify staff who are willing and able to communicate in the respective languages of Pacific clients on an ongoing basis. 	<ul style="list-style-type: none"> Regional Commissioners
		<ul style="list-style-type: none"> Translation and interpretation guidelines have been developed and placed on the iNet. 	<ul style="list-style-type: none"> National Commissioner Regional Commissioners
		<ul style="list-style-type: none"> A report on multi-language lines at Call Centres was provided in December 2001. 	<ul style="list-style-type: none"> National Call Centre Manager
Increase stable employment outcomes for Pacific peoples	<ul style="list-style-type: none"> Increase stable employment outcomes for short-term and long-term unemployed registrants and Pacific Youth. 	<ul style="list-style-type: none"> Increase by 1 per cent from the 2000/01 targets the share of stable employment outcomes for disadvantaged Pacific clients by 30 June 2001. 	<ul style="list-style-type: none"> Regional Commissioners
Complete a profile of aggregated needs of Pacific peoples to inform on purchase of training and employment placement needs	<ul style="list-style-type: none"> Ensure that all unemployed Pacific clients will have an up-to-date client plan. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Regional Commissioners
Enhance training opportunities for Pacific clients	<ul style="list-style-type: none"> Develop a Protocol with Tertiary Education Commission (the former Skill NZ) for purchase of employment-related training programmes to meet Pacific clients' needs, and referral of Pacific clients to TOPS courses. 	<ul style="list-style-type: none"> By 30 June 2003, scoping of training requirements, matches/mismatches, and a review of the relevance of Pacific programmes to Pacific clients needs; and co-ordination between Tertiary Education Commission (the former Skill NZ) and TOPS providers. 	<ul style="list-style-type: none"> Regional Commissioners (Auckland and Wellington)

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Enhance Pacific student employment	<ul style="list-style-type: none"> Creation of Pacific student employment opportunities. 	<ul style="list-style-type: none"> By 30 November 2003, a 5% increase in Pacific student job placements. 	<ul style="list-style-type: none"> General Manager Specialist Services
Increase effective case management for Pacific clients	<ul style="list-style-type: none"> Development and implementation of case management models effective for Pacific clients. 	<ul style="list-style-type: none"> Develop policy and guidelines for best practice for case management for the Aiga model; contracted out; and work and income specialisation, by March 2002. 	<ul style="list-style-type: none"> National Commissioner. Regional Commissioners (Auckland and Wellington)
		<ul style="list-style-type: none"> Trial case management models, beginning July 2003. 	<ul style="list-style-type: none"> National Commissioner Regional Commissioners (Auckland and Wellington)
		<ul style="list-style-type: none"> Roll out alternative case management models, beginning July 2004. 	<ul style="list-style-type: none"> National Commissioner Regional Commissioners (Auckland and Wellington)
Develop and implement training strategies for Pacific clients that are linked to real and emerging employment opportunities for Pacific peoples in Auckland North	<ul style="list-style-type: none"> Work and Income – Auckland North will implement a regional communication strategy that is culturally and ethnically appropriate to inform Pacific communities of the employment services, products and brokerage service available on the North Shore 	<ul style="list-style-type: none"> A communication strategy has been developed and implementation will follow Community Reference Group involvement with a completion date for June 2002. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland North)
Develop and implement a comprehensive pathway that effectively links skills training and upskilling programmes for Pacific peoples to real opportunities in Auckland Central	<ul style="list-style-type: none"> In association with MPIA and Tertiary Education Commission (the former Skill NZ), Work and Income – Auckland Central will develop a communication strategy to effectively inform Pacific peoples of training and employment services and opportunities. 	<ul style="list-style-type: none"> Work and Income - Auckland Central have established a Pacific people's staff network to develop projects targeted at Pacific clients within the region, in consultation with staff and the Pacific community. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland Central)
		<ul style="list-style-type: none"> The communication strategy will be signed off with the local Community Reference Group in the Auckland Central region at the end of April/May 2002. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland Central)

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Develop and implement training and upskilling strategies that are linked to real employment opportunities for Pacific peoples on the Work and Income register in Auckland South	<ul style="list-style-type: none"> Work and Income - Auckland South will provide employment brokerage services to link Pacific peoples to employment opportunities on an ongoing basis 	<ul style="list-style-type: none"> Auckland South is to continue to include this milestone in setting targets in the operational plan. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland South)
		<ul style="list-style-type: none"> Set the internal management of target achievement to facilitate control and accomplishment of the related targets. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland South)
	<ul style="list-style-type: none"> By 30 June 2002, subject to successful evaluation, Work and Income - Auckland South will consider the incorporation of Pacific pilot programmes into the business plan for the 2001/02 financial year. 	<ul style="list-style-type: none"> Incorporate successful Pacific pilot programmes into region's business plan for 2001/02 financial year. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland South)
Implement training in Auckland South for new Pacific migrants that builds on their overseas qualifications	<ul style="list-style-type: none"> Work and Income - Auckland South will refer Pacific clients with English for Speakers of Other Languages programmes on an ongoing basis. 	<ul style="list-style-type: none"> Continue to contract out services to training providers who run programmes for those Pacific peoples who have English as a second language. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland South)
Ensure that barriers to career progression and sustained employment for Pacific peoples are addressed in Auckland South	<ul style="list-style-type: none"> Work and Income – Auckland South will institute follow-up and support mechanisms for Pacific peoples placed into employment. 	<ul style="list-style-type: none"> By 1 July 2002, Work and Income - Auckland South, subject to successful evaluation, will fund and support the provision of three innovative Pacific targeted employment programmes. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland South)
		<ul style="list-style-type: none"> By 1 June 2002, Work and Income - Auckland South will provide, on an ongoing basis, post placement support for Pacific clients at risk of not retaining employment. 	<ul style="list-style-type: none"> Regional Commissioner (Auckland South)

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Develop training initiatives to support Pacific peoples into employment in Waikato	<ul style="list-style-type: none"> MSD Waikato will exceed placement and stable employment targets for Pacific peoples by 10% in 2001-2002. 	<ul style="list-style-type: none"> Pacific placements targets for Year to Date October 2001 were exceeded by 33 % and Pacific stable employment targets for Year to Date October 2001 were exceeded by 19%. 	<ul style="list-style-type: none"> Regional Commissioner (Waikato)
		<ul style="list-style-type: none"> Monitor regionally extended targets on a monthly basis. 	<ul style="list-style-type: none"> Regional Commissioner (Waikato)
	<ul style="list-style-type: none"> Two specialist case managers will be aligned to the Ministry's Labour Market Unit and Work Track programmes throughout 2002. 	<ul style="list-style-type: none"> Included in joint work programme with Community Reference Group. 	<ul style="list-style-type: none"> Regional Commissioner (Waikato)
		<ul style="list-style-type: none"> A Pacific Work Track Facilitator is working with staff who are Pacific specialists. 	<ul style="list-style-type: none"> Regional Commissioner (Waikato)
		<ul style="list-style-type: none"> Select two experienced case managers by June 2002. 	
Develop programmes and initiatives that address the barriers Pacific peoples face in attainment of employment in Waikato	<ul style="list-style-type: none"> A training programme on basic courtesies and communication will be made available to Case Managers in Hamilton as part of the regional calendar. 	<ul style="list-style-type: none"> This work is ongoing. 	<ul style="list-style-type: none"> Regional Commissioner (Waikato)
	<ul style="list-style-type: none"> A programme targeting youth (aged 16-24) will be delivered involving two specialist case managers and linked to Career Services and Tertiary Education Commission (the former Skill NZ). This programme will in particular focus on youth in the Five Cross Roads and Dinsdale areas. 	<ul style="list-style-type: none"> Include in regional plan for 2001/02. 	<ul style="list-style-type: none"> Regional Commissioner (Waikato)
Implement employment training strategies for Pacific peoples in Porirua that are linked to real and emerging employment opportunities in the labour market	<ul style="list-style-type: none"> Work and Income - Wellington will conduct a skills audit to investigate the skills of the local Pacific population and skills demand of the local Labour market in Porirua. 	<ul style="list-style-type: none"> A pilot programme called Pacific Aims to Employment (PATE) has been developed and commenced on 4 March 2002. 	<ul style="list-style-type: none"> Regional Commissioner (Wellington)

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Implement employment and training strategies for Pacific peoples in the Hutt Valley that are linked to real and emerging employment opportunities in the labour market	<ul style="list-style-type: none"> • Work and Income – Wellington will investigate joint venture options with Pacific community organisations to deliver various service delivery initiatives. 	<ul style="list-style-type: none"> • Incorporate this as part of the region’s 3 year Strategic Plan. 	<ul style="list-style-type: none"> • Regional Commissioner (Wellington)
		<ul style="list-style-type: none"> • Meetings with CRGs are planned for April 2002 to discuss joint work programmes. 	<ul style="list-style-type: none"> • Regional Commissioner (Wellington)
	<ul style="list-style-type: none"> • Work and Income – Wellington will implement a communication strategy to effectively inform Pacific peoples of training and opportunities. 	<ul style="list-style-type: none"> • Incorporate this as part of the region’s 3 year Strategic Plan. 	<ul style="list-style-type: none"> • Regional Commissioner (Wellington)
Develop training programmes that will lead to real employment opportunities for Pacific peoples in Christchurch	<ul style="list-style-type: none"> • With Tertiary Education Commission (the former Skill NZ), Work and Income – Canterbury will purchase training programmes for Pacific peoples that meet with labour market demands. 	<ul style="list-style-type: none"> • Two programmes of “Fuga Mai” are scheduled for completion by June 2002. Fuga Mai, an industry specific training programme, aims to increase the competitiveness of Pacific peoples within the local labour market. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)
	<ul style="list-style-type: none"> • Work and Income – Canterbury will purchase programmes specifically ‘for Pacific by Pacific’ peoples. 	<ul style="list-style-type: none"> • Deliver Work Track specifically for Pacific clients. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)
		<ul style="list-style-type: none"> • Fuga Mai is scheduled for completion by June 2002. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)
	<ul style="list-style-type: none"> • Work and Income – Canterbury will have stable employment outcomes for at least 90 Pacific peoples positions in Christchurch. 	<ul style="list-style-type: none"> • Achieve this target through the use of In-Work Support. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)
Develop appropriate pre-employment training programmes specifically targeted at Pacific peoples in Christchurch	<ul style="list-style-type: none"> • Work and Income – Canterbury will have developed a new industry specific pre-employment training module. 	<ul style="list-style-type: none"> • Fuga Mai is scheduled for completion by June 2002. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)
Develop a regional employment and training strategy for Pacific peoples to obtain gainful employment in Christchurch	<ul style="list-style-type: none"> • Work and Income – Canterbury, in partnership with key agencies, will deliver workshops that will identify and build on the life and work skills of Pacific peoples in Christchurch 	<ul style="list-style-type: none"> • Work and Income will be meeting with key agencies by the end of April 2002. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)
		<ul style="list-style-type: none"> • A meeting with the CRG is planned for April 2002. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)

Key Direction (3): Working with other agencies to improve wellbeing for Pacific peoples

(i) Policy and Purchase Advice

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Work collaboratively with other key government and non-government agencies on policy issues concerning Pacific peoples	<ul style="list-style-type: none"> Ongoing requirement 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Appropriate Manager
Attend and participate in any intersectoral forums/working groups which focus on the reduction of disparities experienced by Pacific communities	<ul style="list-style-type: none"> MSD will contribute its perspective to forums and working groups on reducing disparities experienced by Pacific communities. 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Senior Manager Equity and Population Policy
Provide feedback on policy papers forwarded to MSD that may have implications for Pacific peoples	<ul style="list-style-type: none"> MSD will provide feedback on papers with implications for Pacific peoples, with reference to the MSD's strategic goal of improving the social well-being of Pacific peoples. 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Senior Manager Equity and Population
Provide input to further policy work led by the Ministry of Pacific Island Affairs on:	<ul style="list-style-type: none"> MSD will contribute to the work being led by MPIA on the development of the State Sector Strategy on Workforce Development, to cover all relevant government agencies. 	<ul style="list-style-type: none"> <i>As required by MPIA</i> 	<ul style="list-style-type: none"> Senior Manager Equity and Population Policy
<ul style="list-style-type: none"> The Pacific Workforce Development Strategy The Year 2 Pacific Capacity Building Work Programme 	<ul style="list-style-type: none"> MSD will continue to support and contribute to the work led by MPIA on the Year 2 Capacity Building Work programme. 	<ul style="list-style-type: none"> As required by MPIA. <i>(i)1.1.1.1.1.</i> 	<ul style="list-style-type: none"> Senior Manager Equity and Population Policy

(ii) Service Development and Delivery

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Develop protocols for joint work programmes with other agencies to minimise the incidence of persistent disadvantage for Pacific peoples in the labour market	<ul style="list-style-type: none"> • Protocols will be developed specifying Work and Income contribution to other government agencies' initiatives for reducing inequalities. 	<ul style="list-style-type: none"> • Development of protocols with other government agencies by June 2002. 	<ul style="list-style-type: none"> • National Commissioner • Corporate Governance and
Contribute to joint work programmes with other agencies on issues relating to Pacific peoples that are relevant to MSD - Work and Income	<ul style="list-style-type: none"> • MSD – Work and Income will develop joint work programmes with other government agencies. 	<ul style="list-style-type: none"> • Develop and sign off joint work programmes with other government agencies by December 2002. 	<ul style="list-style-type: none"> • National Commissioner • Corporate Governance and
	<ul style="list-style-type: none"> • MSD – Work and Income will contribute to joint work programmes implemented with other agencies. 	<ul style="list-style-type: none"> • Incorporate the Work and Income contribution to joint work programmes into national and regional plans, over 2003-2004. 	<ul style="list-style-type: none"> • National Commissioner • Corporate Governance and
Work collaboratively with the Community Employment Group (CEG) to help CEG develop community development projects for Pacific peoples in West Auckland	<ul style="list-style-type: none"> • By 30 June 2003, Work and Income – West Auckland will assist CEG in identifying the needs of private training providers for delivering three community development projects for Pacific peoples in West Auckland. 	<ul style="list-style-type: none"> • Work and Income – West Auckland is to meet with CEG to discuss development of this work. 	<ul style="list-style-type: none"> • Regional Commissioner (Auckland North)
Work with key agencies to develop a regional employment and training strategy for Pacific peoples to obtain gainful employment in Christchurch	<ul style="list-style-type: none"> • Work and Income – Canterbury, in partnership with key agencies, will deliver workshops that will identify and build on the life and work skills of Pacific peoples in Christchurch. 	<ul style="list-style-type: none"> • Work and Income – Canterbury will be meeting with key agencies in Christchurch by the end of April 2002. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Liaise with agencies to generate local employment opportunities for Pacific peoples in Canterbury and in the Auckland regions	<ul style="list-style-type: none"> • Sign employment protocols with agencies that create employment opportunities in Canterbury. 	<ul style="list-style-type: none"> • A protocol was signed for the Canterbury Region, 30 September 2001. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)
	<ul style="list-style-type: none"> • Develop joint project plans with local agencies to identify employment opportunities in the Auckland regions. 	<ul style="list-style-type: none"> • One project plan per Auckland region was signed in 30 June 2001. 	<ul style="list-style-type: none"> • Regional Commissioners (Auckland Regions)
Work with employment-creating agencies to increase the number of Pacific clients placed in employment in Canterbury	<ul style="list-style-type: none"> • Generate employment opportunities from protocol arrangements with employment-creating agencies. 	<ul style="list-style-type: none"> • A report-back is to be provided by February 2002. 	<ul style="list-style-type: none"> • Regional Commissioner (Canterbury)

Key Direction (4): Building internal capabilities and knowledge to enhance responsiveness to Pacific peoples

(i) Policy and Purchase Advice¹

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Encourage Senior Managers and policy and purchase advice staff to attend Pacific Analysis Framework (PAF) Training facilitated by Ministry of Pacific Island Affairs	<ul style="list-style-type: none"> MSD will liase with MPIA to organise PAF training sessions for policy and purchase advice staff. 	<ul style="list-style-type: none"> Incorporate the Pacific Analysis Framework Training into MSD's training and development database, The Learning Centre, for accessing by policy and purchase advice staff. <p>(i)1.1.1.1.2.</p>	<ul style="list-style-type: none"> General Manager Human Resources General Manager Strategic Policy General Manager Sector Policy Finance Manager
	<ul style="list-style-type: none"> Funding is available to enable policy and purchase management and staff to take up places in the PAF training sessions. 	<ul style="list-style-type: none"> Advertise PAF training on a regular basis to policy and purchase advice staff. 	<ul style="list-style-type: none"> General Manager Human Resources General Manager Strategic Policy General Manager Sector Policy Finance Manager

¹ The deadline for all "Work Required" in Key Direction (4) for Policy and Purchase Advice is **28 June 2002**.

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Require policy and purchase advice staff to include a specific “Pacific component” as part of their performance objectives	<ul style="list-style-type: none"> Policy and purchase advice staff will be asked to consider ways in which they can personally contribute to the Pacific Strategy and include this contribution as part of their Performance Objectives. 	<ul style="list-style-type: none"> Provide policy and purchase advice staff with the necessary tools to assist in identifying performance objectives that contribute to the Strategy and are relevant to their roles. 	<ul style="list-style-type: none"> General Manager Human Resources Senior Managers
Ensure the inclusion of Pacific cultural awareness training in the induction programme for all new policy and purchase advice staff	<ul style="list-style-type: none"> Enable new non-Pacific policy and purchase advice staff, within six months of their starting date, to participate in a cultural awareness programme to develop understanding and knowledge of Pacific culture and protocols. 	<ul style="list-style-type: none"> Include the Pacific Strategy in the induction programme for policy and purchase advice staff. 	<ul style="list-style-type: none"> General Manager Human Resources Pacific Relations Advisor
		<ul style="list-style-type: none"> Develop a cultural awareness programme as part of the induction programme for policy and purchase advice staff. 	<ul style="list-style-type: none"> General Manager Human Resources Pacific Relations Advisor
Explore new avenues for attracting Pacific applicants to policy and purchase advice positions	<ul style="list-style-type: none"> Actively seek to recruit Pacific staff for policy and purchase advice positions by utilising approaches that Pacific people are likely to notice. 	<ul style="list-style-type: none"> Identify, maximise and utilise networks within the Pacific peoples community in order to increase the number of potential selection candidates for policy and purchase advice positions. 	<ul style="list-style-type: none"> Senior Managers Pacific Relations Advisor
		<ul style="list-style-type: none"> Develop and implement a recruitment strategy targeting Pacific peoples (e.g. scholarships and university promotions) for policy and purchase advice positions. 	<ul style="list-style-type: none"> Senior Managers Pacific Relations Advisor

Explore new avenues for attracting Pacific applicants to policy and purchase advice positions (contd)	<ul style="list-style-type: none"> Actively seek to recruit Pacific staff for policy and purchase advice positions by utilising approaches that Pacific people are likely to notice (continued from above) 	<ul style="list-style-type: none"> Advertise vacancies for policy and purchase advice positions through Pacific nations networks and media. 	<ul style="list-style-type: none"> Senior Managers Pacific Relations Advisor
		<ul style="list-style-type: none"> Measure and monitor the number of Pacific applicants for policy and purchase advice positions. 	<ul style="list-style-type: none"> Senior Managers Pacific Relations Advisor
Explore options for the promotion of careers for Pacific peoples in policy and purchase advice	<ul style="list-style-type: none"> Ensure that Pacific policy and purchase advice staff receive appropriate training and career path development. 	<ul style="list-style-type: none"> Source or commission and promote management and leadership training for Pacific policy and purchase advice staff. 	<ul style="list-style-type: none"> General Manager Human Resources Senior Managers Pacific Relations Advisor
		<ul style="list-style-type: none"> Monitor training and development of Pacific policy and purchase advice staff through training and career plans. 	<ul style="list-style-type: none"> General Manager Human Resources Senior Managers Pacific Relations Advisor

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Identify issues that affect retention of Pacific policy and purchase advice staff, and institute measures to improve their retention rates	<ul style="list-style-type: none"> Through analysis of exit interviews and feedback from current staff, identify issues that affect retention of Pacific policy and purchase advice staff. 	<ul style="list-style-type: none"> Amend exit interview forms to incorporate issues for retention of Pacific policy and purchase staff. 	<ul style="list-style-type: none"> General Manager Human Resources Senior Managers Pacific Relations Advisor
Identify issues that affect retention of Pacific policy and purchase advice staff, and institute measures to improve their retention rates ctd.	<ul style="list-style-type: none"> Implement measures to provide ongoing support to Pacific policy and purchase advice staff. 	<ul style="list-style-type: none"> Encourage Pacific policy and purchase advice staff to participate in networks and fono that provide culturally appropriate support. 	<ul style="list-style-type: none"> General Manager Human Resources Senior Managers Pacific Relations Advisor
		<ul style="list-style-type: none"> Encourage more Pacific policy and purchase advice staff to participate in training and special projects. 	<ul style="list-style-type: none"> General Manager Human Resources Senior Managers Pacific Relations Advisor
		<ul style="list-style-type: none"> Establish and actively promote coaching and mentoring of Pacific policy and purchase advice staff. 	<ul style="list-style-type: none"> General Manager Human Resources Senior Managers Pacific Relations Advisor

(ii) Service Development and Delivery

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Hold National Fono for Pacific staff	<ul style="list-style-type: none"> Organise annual National Fono open to all MSD Pacific staff, and facilitate the attendance of Pacific staff at the fono. 	<ul style="list-style-type: none"> Organise National Fono for on an ongoing annual basis for Pacific staff. The first National Fono was held on 30 September 2001. 	<ul style="list-style-type: none"> General Manager Human Resources
		<ul style="list-style-type: none"> Support at least 20% of all MSD Pacific staff to attend annual National Fono, on an ongoing basis. 	<ul style="list-style-type: none"> General Manager Human Resources
Develop a Pacific cultural awareness package for Work and Income and Specialist Services staff	<ul style="list-style-type: none"> Develop and implement Cultural Awareness training for service development and delivery staff 	<ul style="list-style-type: none"> Develop Cultural Awareness Training for service development and delivery staff by 30 March 2002. 	<ul style="list-style-type: none"> General Manager Human Resources Work and Income managers Specialist Services managers
		<ul style="list-style-type: none"> Implement Cultural Awareness Training for service development and delivery staff by 30 March 2003. 	<ul style="list-style-type: none"> General Manager Human Resources Work and Income managers Specialist Services managers

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Develop a Strategic Pacific Capacity framework to enable secondments and staff exchanges with relevant agencies, for service development and delivery staff	<ul style="list-style-type: none"> Develop and implement a Strategic Pacific Capacity framework for service development and delivery staff, for reciprocal secondments to established Pacific Community organisations that are ready to participate in this initiative 	<ul style="list-style-type: none"> Develop the Strategic Pacific Capacity framework for secondments and exchanges of service development and delivery staff by 30 June 2003. 	<ul style="list-style-type: none"> General Manager Human Resources National Commissioner
	<ul style="list-style-type: none"> Develop and implement a Strategic Pacific Capacity framework for service development and delivery staff, for reciprocal secondments and exchanges with other government departments and Crown entities. 	<ul style="list-style-type: none"> Operate reciprocal secondments and exchanges for service development and delivery staff from January 2004. 	<ul style="list-style-type: none"> General Manager Human Resources National Commissioner
Develop the Pacific cadetship programme for service development and delivery	<ul style="list-style-type: none"> MSD – Work and Income will increase biannually the number of Pacific targeted cadetships available to the Work and Income regions for service development and delivery. 	<ul style="list-style-type: none"> Hold final Hui for current Maori and Pacific cadets by June 2002. 	<ul style="list-style-type: none"> General Manager Human Resources National Commissioner
		<ul style="list-style-type: none"> HR are working towards developing a new programme for Maori and Pacific cadets 	<ul style="list-style-type: none"> General Manager Human Resources National Commissioner
		<ul style="list-style-type: none"> The next recruitment of Maori and Pacific cadets is to be in July 2002. 	<ul style="list-style-type: none"> General Manager Human Resources National Commissioner

ACTION POINT	MILESTONES	WORK REQUIRED	RESPONSIBILITY
Increase the number of Pacific peoples employed by MSD - Work and Income in Hamilton	<ul style="list-style-type: none"> • Work and Income - Waikato will have Pacific peoples employed in front line positions that are, at the minimum in proportion, to the Pacific population in Hamilton. 	<ul style="list-style-type: none"> • The front-line employment of Pacific peoples in proportion to the Pacific population has been achieved in Hamilton. 	<ul style="list-style-type: none"> • Regional Commissioner (Waikato)
	<ul style="list-style-type: none"> • There will be two recruitment drives in 2001 and 2002 which include the communication to Pacific communities of potential and required competencies for employment with MSD. 	<ul style="list-style-type: none"> • Agreement with CRG to continue monitoring this and include a process for recruitment information available to Pacific communities. 	<ul style="list-style-type: none"> • Regional Commissioner (Waikato)