

TĀTAKI AUCKLAND UNLIMITED

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# Teu Le Vā Pacific work programme - Evaluation



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*“Pacific peoples play an important role in the social and economic landscape of Tāmaki Makaurau and will continue to do so.”*

## *Auckland Plan 2050*

### **Executive Summary**

The journey to develop the Teu Le Vā Pacific work programme started at the end of 2018. Its purpose was to address a fundamental question: *Is there a role for Tātaki Auckland Unlimited, a mainstream regional economic and cultural agency to participate in, and influence economic development initiatives that affect Pacific peoples in the region?* If there is, how would Tātaki Auckland Unlimited ascribe interventions that are genuine, sustainable, and relevant?

The question evolved into a proposition to reflect Tāmaki Makaurau Auckland’s changing demography (and the societal and cultural norms that go with it): *How does a mainstream regional economic development agency support Pacific peoples in Tāmaki Makaurau Auckland to have economic choice and live socially and economically prosperous lives?*

This fundamental question became the ‘vision’ of Teu Le Vā – Tātaki Auckland Unlimited’s<sup>1</sup> Pacific work programme. This inclusion guaranteed the work programme would be operationalised and brought to life.

The evaluation will journey the reader through the background, provide evidence as to the need for a mainstream regional economic development agency’s participation in Pacific economic development, and therefore why a Pacific work programme must exist in this environment. It will highlight key findings that align with Tātaki Auckland Unlimited’s Business Intervention Key Performance Indicator and other influential Pacific focused initiatives. It will feature existing strategic relationships across government, industry and not-for-profit, all with the intention to stand-up Pacific economic and social development in Tāmaki Makaurau Auckland. A comprehensive list of recommendations concludes this evaluation, for consideration to commence 1 July 2023.

Not to be understated, this evaluation affirms the authenticity and integrity of the narrative and prose of the Pacific authors evaluating the Teu Le Vā work programme from their unique viewpoint.

Finally, the authors recognise the special place of Māori as tangata whenua in Aotearoa New Zealand and the relationship between Māori and the Crown as Treaty partners. In the context of this evaluation, we recognise Pacific peoples as Tauīwi in Aotearoa, with a nod to ancient familial links and their whanaunga to Māori.<sup>2</sup>

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<sup>1</sup> Auckland Tourism Events and Economic Development Ltd (ATEED) and Regional Facilities Auckland Limited (RFAL) merged to become Tātaki Auckland Unlimited on 1 December 2020.

<sup>2</sup> Shane Ta’ala (1 May 2019). CPO Pasifika Staff Collective, Auckland Council ‘Concept Paper’ attachment, email correspondence.

# 1. Background

## 1.1. The impact of Pacific peoples on the macro and political environment in Tāmaki Makaurau Auckland

Tātaki Auckland Unlimited holds a unique position in the South Pacific. It is the economic and cultural agency for Tāmaki Makaurau Auckland — the biggest Polynesian city in the world<sup>i</sup> — and on a trajectory to permanently transform its demographic make-up and the face of its labour force by 2060.<sup>ii</sup>

The 2018 Census data showed the Pacific population of Tāmaki Makaurau Auckland was younger than all the other main ethnic groups, with a median age of 24 years. It revealed close to one in four children in Tāmaki Makaurau Auckland (24 per cent) had at least one Pacific ethnic identity.<sup>iii</sup>

Two other significant government reports were published in 2018.

Firstly, the *New Zealand Pacific Economy report* funded by Treasury and The Pacific Business Trust. It identified that the work of Pacific individuals and businesses contributed \$8 billion to Aotearoa New Zealand’s Gross Domestic Product (GDP) using Treasury’s income measure.<sup>iv</sup> The spending of Pacific households contributed \$10.4 billion to the expenditure measure of the nation’s annual GDP.<sup>v</sup> On the production side, Pacific business employers and not-for-profit organisations had assets totalling \$8.3 billion.<sup>vi</sup> Arising from these assets, the total production GDP (or value added) of Pacific in Aotearoa New Zealand was estimated to be \$3.1 billion annually.<sup>vii</sup> It was, and still is, widely agreed the GDP measure of ‘value’ is a narrow measure. The Treasury Living Standards Framework acknowledges the concept of contribution to an economy should include broader measures including voluntary work, cultural capital, spiritual wellbeing, and intergenerational considerations.<sup>viii</sup>

Secondly, the *Pacific Aotearoa Lalanga Fou Report* authored by the Ministry for Pacific Peoples. This described the changing and modern environment of Pacific peoples in Aotearoa New Zealand. By 2018, over 60 per cent were born in New Zealand.<sup>ix</sup> The premise of this report is language, culture and identity underpin prosperous, resilient, confident, and thriving young Pacific peoples — important factors to consider when developing Pacific social and economic based work programmes.

2018 also saw the introduction of Labour’s Pacific Reset policy which triggered a relocation of government led, Ministry of Foreign Affairs and Trade (MFAT) Pacific Connections team members to Tāmaki Makaurau Auckland. This shift was momentous as it signalled a renewed commitment and acknowledgment of the importance of people (Pacific) and the place (Tāmaki Makaurau Auckland). “*You’ve got to be here doing things face-to-face to really understand the true essence of where people are coming from and what their interests are,*” stated the then MFAT Pacific Connections Director Georgina Roberts.<sup>x</sup> Intentionally or not, this move reinforced the emerging perception of ‘mainstream’ Tāmaki Makaurau Auckland as the stronghold of Aotearoa’s Pacific peoples.

## 2. Why a Pacific work programme?

### 2.1. A step in the right direction

During this seminal time, a lesser-known piece of work was underway. The former regional economic development agency known as Auckland Tourism, Events and Economic Development Limited (ATEED) (now Tātaki Auckland Unlimited) approved an investigative piece of Pacific focused research, to stand-up a ‘work programme’ for the then Economic Development department. This was led by its Economic Places business unit in collaboration with the Research and Insights team.

Based on observational analysis, desktop research and information acquired from across Tātaki Auckland Unlimited, Pacific related initiatives were discovered but varying in degrees of cross-organisation engagement, visibility and depth of Pacific cultural understanding and competence. This insight created an opportunity.

It became the building blocks to create a legitimate ‘work programme’ with purpose. It became the default repository, one-stop-shop for most things Pacific to sit under. This was the genesis of the Teu Le Vā Pacific work programme.<sup>xi</sup>

### 2.2. What’s in a name?

The programme name was intentional. It was selected because the word vā (a Samoan term and a commonly referred-to Pacific concept used to describe relational engagement) refers to the relational space between people and objects, physical and intangible. An adept description for the work programme, the term Teu Le Vā means to ‘nurture the relationship.’ This term spoke to the organisational interaction and relationships with its physical buildings, including the GridAKL innovation network – GridAKL, GridMKN, Click Creative Tech Studios, and Reserve – and west Auckland situated film studios, to its engagement with a range of business types including delivering the Regional Business Partner Network (RBP) programme and other business support related interventions and events. The notion of Teu Le Vā also talks to connecting with the public as demonstrated through its major events and conference hosting initiatives. Inherently, these different types of engagement talk to the heart of the meaning of ‘Teu Le Vā’ – putting the onus on Tātaki Auckland Unlimited to ‘nurture’ these multifaceted relationships.

Unlike typical Pacific protocol where receiving a name is a ceremonious occasion, the name was instead asked for from the Teu Le Vā manager of the Auckland War Memorial Museum Tāmaki Paenga Hira.<sup>xii</sup> The premise of this approach was two-fold. Firstly, both organisations were whanaunga<sup>xiii</sup> through links to Te Kaunihera o Tāmaki Auckland Council, and Tāmaki Paenga Hira had a substantial Pacific work programme already underway. Secondly, because of its substantial, existing Pacific work programme, it would be a good ally. This relationship was the start of what would form a significant part of this evaluation - strategic engagement and relationship facilitation (as later identified).

### 2.3. Momentum

Establishing relationships was a priority. Initial meetings were set up with key Pacific agencies to peer review the Teu Le Vā Pacific work programme including: internal senior Pacific staff at ATEED across Major Events and Economic Development, Te Kaunihera o Tāmaki Makaurau Auckland Council chairs of the Pacific staff network Moana Pasifika; lead of the newly formed Pasifika Success team, the Western Initiative, the Pacific research economist specialist from its Research and Evaluation Unit (RIMU) and its International Relations Pacific lead. This reach extended to other Council-controlled Organisations (CCOs) including Eke Panuku Development, Auckland Transport and the respective Pacific engagement leads and staff networks.

The end of 2019 culminated in a soft launch of the Teu Le Vā Pacific work programme and a verbal agreement to be more collaborative with the MFAT Pacific Connections team. A panel discussion was held at ATEED between Pacific Youth and Heads of Mission in the Pacific, opened by then MFAT Pacific Connections Director Georgina Roberts and then General Manager Economic Development Pam Ford. As word got around, so did the opportunity to present the Teu Le Vā work programme. Momentum built from there. Outside the Auckland Council group, external agencies were targeted based on their credibility in the Pacific space – a meeting with then Chief Executive of Le Vā, Deloitte’s Pacific Pas Peau team, Pacific Business Trust, Director of Pacifica Arts Centre, Ministry of Justice, Ministry of Social Development and Ministry for Pacific Peoples. Whilst not fully understood why a mainstream economic development agency was working in the Pacific space, Tātaki Auckland Unlimited had piqued enough curiosity of external agencies and peers to quietly be admitted into the Pacific space.

## 3. Key findings and observations

The Teu Le Vā Pacific work programme and supporting research was first published in 2020.

In December 2020, Tātaki Auckland Unlimited was established by merging Regional Facilities Auckland Limited (RFAL) and ATEED. Subsequent updates were made to the programme to reflect the change in Tātaki Auckland Unlimited’s broader direction and purpose, per its Statement of Intent.


Census 2018 data is the predominant source of evidence for the Pacific demography in Tāmaki Makaurau Auckland. It will provide a baseline comparison for the next Census in March 2023.

The findings are arranged in three parts. Firstly, a review of the formation of the Teu Le Vā Pacific work programme and reiteration of some of the key data; secondly, the Tātaki Auckland Unlimited’s Business Intervention Key Performance Indicator (KPI) applied to Pacific businesses; thirdly a deeper look at key Pacific related programmes delivered across Tātaki Auckland Unlimited, and lastly a description of the stakeholder engagement based on identification, development, and growth of relationships (or ‘nurturing the vā’).

### 3.1. Teu Le Vā - Pacific work programme

The Teu Le Vā Pacific work programme revealed a new perspective of secondary data collated by Tātaki Auckland Unlimited. It was the first-time research had aligned Tātaki Auckland Unlimited’s Prosperity Index next to the population of Pacific peoples by local board. This granular feature is not typically described in general analysis. It is important nevertheless because it is relevant to Tātaki Auckland Unlimited’s place-based economic development focus, and the growing relevance and influence of local boards and their decision-making authority.<sup>xiv</sup>

**FIGURE 1. TEU LE VĀ - PACIFIC PROGRAMME WORK STREAMS - PROPOSED**

9 Teu Le Vā – ‘Nurture the relationship’ – Tātaki Auckland Unlimited (TAU) Pacific work programme. 					
<b>Purpose:</b>	Enriching cultural and economic life in Tāmaki Makaurau.				
<b>Strategic outcomes:</b>	Enhancing Auckland as a culturally vibrant city for all.	Expanding economic opportunities for all Aucklanders.	Providing an effective social, economic, cultural and environmental return on TAU's investment.	Enhancing Auckland's local, national and global reputation and appeal.	Increasing capital invested into Auckland for economic and cultural outcomes.
<b>Teu Le Vā vision:</b>	That Tātaki Auckland Unlimited supports Pacific peoples to have economic choice and are living socially and economically prosperous lives.				
<b>Alignment:</b>	1) Enhance Auckland as a culturally vibrant city for all, 2) Expand economic opportunities for all Aucklanders, 3) An effective social, economic, cultural and environmental return on Tātaki Auckland Unlimited's investments, 4) Enhance Auckland's local, national and global reputation and appeal, and 5) Increase capital invested into Auckland for economic and cultural outcomes.				
<b>Approach:</b>	<b>Workstream 1: Organisational Culture:</b> Supporting the development of cultural understanding within Tātaki Auckland Unlimited.		<b>Workstream 2: Pathways:</b> Creating opportunity for Pacific peoples to access quality jobs.		<b>Workstream 3: Business, Enterprise and Innovation:</b> Supporting Pacific businesses to be sustainable, capable and prosperous.
<b>Programme and Partnership examples:</b>	<ul style="list-style-type: none"> <li>- <b>Cultural Intelligence Workshops:</b> Team participation in workshops designed by MIT Pasifika team.</li> <li>- <b>Cross-Council agencies Pacific 'Diversity and Inclusion' Working Group</b> – Leverage Teu Le Vā work programme to support the stand-up of this rōpū.</li> <li>- <b>Pasifika Festival</b> – maximising exposure, impact and organisational collaboration.</li> <li>- <b>Teu Le Vā</b> – Leverage to provide economic development direction of initial Auckland Council Pacific Responsiveness framework, now adopted as the Auckland Council Ara Moana Strategy.</li> </ul>		<ul style="list-style-type: none"> <li>- <b>Project Ikuna</b> (Auckland Pacific Skills Shift - APSS) - Flagship Pacific focused workforce programme led by the Skills &amp; Workforce team.</li> <li>- <b>TupuToa</b> – Māori and Pacific graduate internship programme. Third year of partnership and continually expanding across the organisation.</li> <li>- <b>Pasifika Festival</b> – job creation.</li> <li>- <b>Henderson Creative Precinct</b> – currently led by the Investment and Innovation Precincts team. Includes Skills &amp; Workforce component in partnership with MSD.</li> </ul>		<ul style="list-style-type: none"> <li>- <b>The Pacific Business Trust (PBT)</b> – Memorandum of Understanding signed in July 2021, to work better together to support Pacific businesses, entrepreneurs and start-ups.</li> <li>- <b>The Pacific Business Trust Awards</b> – (bi-yearly) Sponsor</li> <li>- <b>Regional Business Partner Network (RBP)</b> – continue to create awareness of this programme and its purpose to support businesses and entrepreneurs.</li> <li>- <b>GridMNK/ Manukau and Tāmaki Innovation Hub</b> – Both part of the regional Innovation Hub strategy to enable businesses to connect and collaborate.</li> <li>- <b>Moana Pasifika</b> – Agreement to have Mt Smart Stadium as home for this team from 2022 – 2028.</li> <li>- <b>Pasifika Festival</b> – Support local Pacific businesses.</li> </ul>
<b>What does success look like?</b>	<ul style="list-style-type: none"> <li>- Tātaki Auckland Unlimited has built a reputation amongst government agencies and knowledge institutions as a credible source of research, evaluation of Pacific economic development data and insights.</li> <li>- Tātaki Auckland Unlimited recognised by its peers for its leadership in Pacific economic development.</li> </ul>		<ul style="list-style-type: none"> <li>- Growth of Pacific peoples in employment.</li> <li>- Funding received from Central Government for APSS.</li> <li>- Improved training and employment opportunities for Pacific peoples as a result of participating in respective Tātaki Auckland Unlimited (partnership) programmes.</li> <li>- Shift attendee satisfaction perception of Pasifika Festival.</li> </ul>		<ul style="list-style-type: none"> <li>- Number of businesses signed up to Tātaki Auckland Unlimited programmes/ interventions and circularity/ sustainability initiatives.</li> <li>- Positive feedback from Pacific businesses involved in Tātaki Auckland Unlimited programmes.</li> <li>- Leverage Pasifika Festival to host national and international guests; deliver Pacific related business events, and to talanoa topical issues.</li> </ul>

Other important revelations highlighted in the data at the time it was conceived are now generally accepted and used by mainstream agencies to describe the Tāmaki Makaurau Auckland Pacific peoples' narrative. As of the 2018 Census, these important revelations are:

### 3.1.1 Pacific demography in Tāmaki Makaurau Auckland

- Tāmaki Makaurau Auckland has the largest Pacific population in Aotearoa New Zealand (with 243,966 Pacific peoples).
- Almost two thirds (63.9 per cent) of New Zealand's Pacific population live in Tāmaki Makaurau Auckland.
- Most Pacific peoples (54 per cent) live in south Auckland, followed by west Auckland at 19 per cent.
- Tāmaki Makaurau Auckland local boards that have the biggest Pacific constituencies are Māngere-Ōtāhuhu (19 per cent), Ōtara-Papatoetoe (16 per cent), Manurewa (14 per cent), and Henderson-Massey (10 per cent).
- Of the top five Pacific peoples by ethnicity, there are more Cook Island Māori (46,668 versus 12,703) and Niuean (23,088 versus 1,166) in Tāmaki Makaurau Auckland than in their country of origin.
- A third (32.3 per cent) of the Pacific population in Tāmaki Makaurau Auckland is aged 0–14 years.

### 3.1.2 General Pacific employment and comparative earnings to non-Pacific peoples

- By year-end June 2019, over 106,000 Pacific peoples were employed in Tāmaki Makaurau Auckland, a 25 per cent increase from 2016.
- Analysis of Pacific peoples' income versus total ethnic groups revealed in 2019 the average weekly income of Pacific peoples in Auckland was \$672. This was \$246 less than the average weekly incomes of total ethnic groups. The average annual income of Pacific peoples was only \$34,944 compared to \$47,736, the average annual income of total ethnic groups.

- By year-end June 2019, the Household Labour Force Survey showed the top five industries which Pacific peoples were employed in. Wholesale and Retail characterised the biggest representation at 13.8 per cent, Manufacturing was closely behind at 13.0 per cent, Other Business Services was third at 11.7 per cent, Utilities and Construction was 11.2 per cent and Health Care and Social Assistance came in at fifth place with 9.9 per cent.
- The top five occupations held by Pacific peoples were Professionals (16.6 per cent), Labourers (16.1 per cent), Clerical and Administrative Workers (15.2 per cent), Operators and Drivers (12.2 per cent) and Technicians and Trades Workers (11.2 per cent).

### **3.1.3 Pacific peoples and higher-level educational achievement**

The Ministry of Education's Education Counts 2017 revealed:

- Almost half (44.6 per cent) of all Pacific students in Tāmaki Makaurau Auckland (15,070) studied a bachelor's degree or higher qualification with 36.0 per cent studying a bachelor's degree.
- The general participation rate for Pacific peoples aged 20–24 years was 30.6 per cent.
- Across all levels, course completion rates were high for Pacific peoples (72.0 per cent). Almost three quarters (73.0 per cent) of Pacific students completed a bachelor's degree, 78.0 per cent a graduate certificate or diploma, 80.0 per cent an honour's degree and 83.0 per cent a master's degree.
- The most popular type of bachelor's degree for Pacific peoples was Society and Culture (32.2 per cent) followed by Management and Commerce (15.6 per cent) and Health (13.5 per cent).
- The top disciplines within Society and Culture were Human Welfare Studies and Services, Language and Literature, Studies in Human Society, and Behavioural Science and Law.



### 3.2 Tātaki Auckland Unlimited Business Intervention KPI – Pacific businesses

A Key Performance Indicator (KPI) for Tātaki Auckland Unlimited outlined in the Statement of Intent 2022–2025, is to measure the number of businesses that have been through a programme or benefitted from an intervention delivered by Tātaki Auckland Unlimited.<sup>xv</sup>

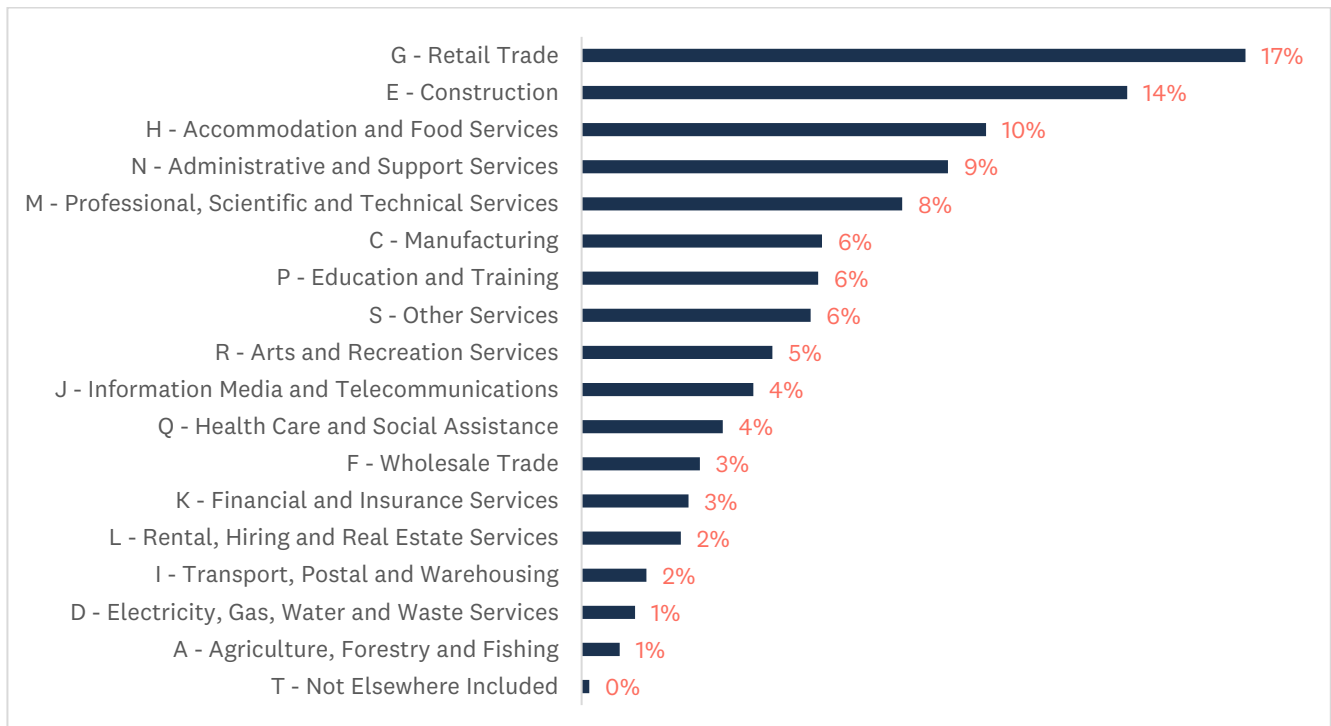
The purpose of this KPI is to show the breadth of Tātaki Auckland Unlimited’s activity across Tāmaki Makaurau Auckland, and the number of businesses Tātaki Auckland Unlimited supports and have benefited from its work. In this evaluation, this KPI has been applied to Pacific businesses.

Pacific businesses self-identify as Pacific upon registration with Tātaki Auckland Unlimited. Many are sole traders, but all have a New Zealand Business Number (NZBN). In contrast, all Pacific businesses that register with The Pacific Business Trust go through a more rigorous process and must be 50 per cent owned by Pacific peoples.

For the period from 2020 to 2022, 1,048 Pacific businesses had either completed and/or benefited from an intervention delivered by Tātaki Auckland Unlimited.

Of the Pacific businesses that had either completed a Tātaki Auckland Unlimited programme and/or benefited from a Tātaki Auckland Unlimited intervention, Retail Trade (17 per cent) was the main industry that Pacific businesses operated in followed by Construction (14 per cent), Accommodation and Food Services (nine per cent) and Professional, Scientific and Technical Services (eight per cent). See Figure 2.

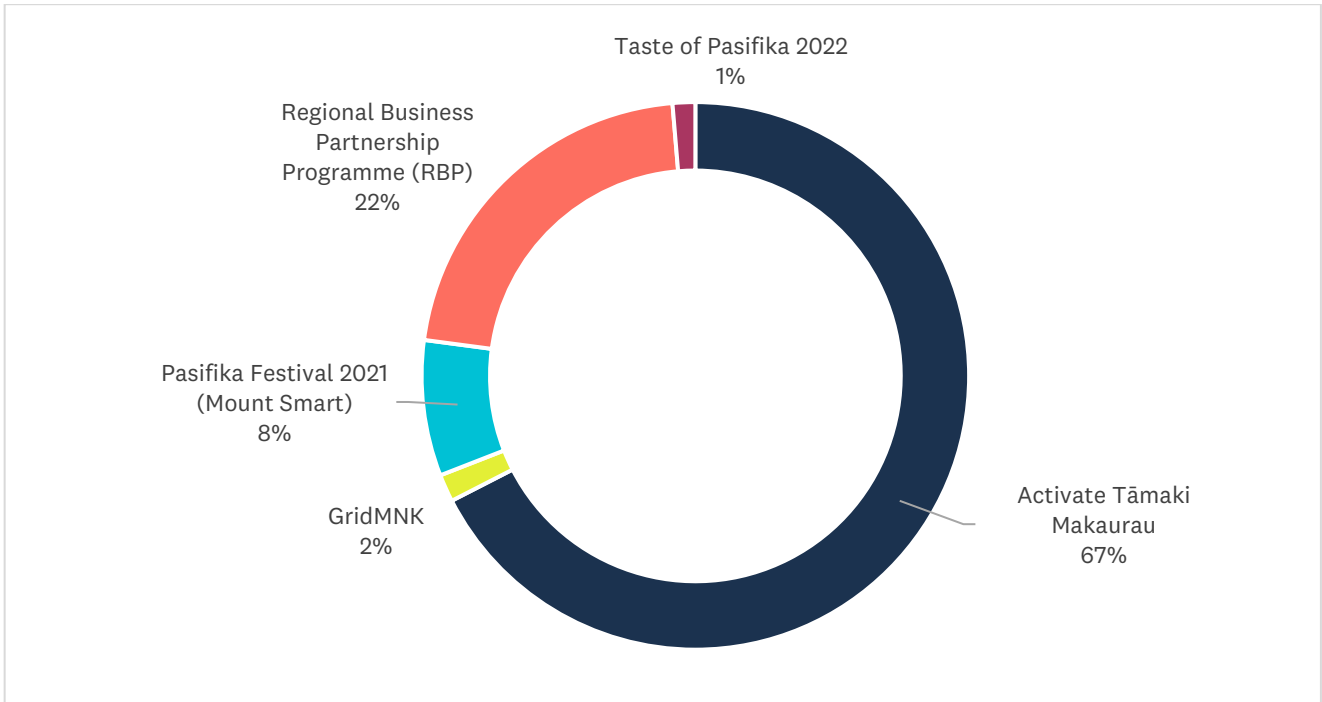
**FIGURE 2. TĀTAKI AUCKLAND UNLIMITED BUSINESS INTERVENTION KPI - PACIFIC BUSINESSES BY INDUSTRY (ANZSIC CODE)**



Two thirds (67 per cent) of Pacific businesses that had either completed a programme and/or benefited from an intervention delivered by Tātaki Auckland Unlimited during 2020 to 2022 were part of the Activate Tāmaki Makaurau (ATM) COVID-19 business support work programme. See Figure 3.

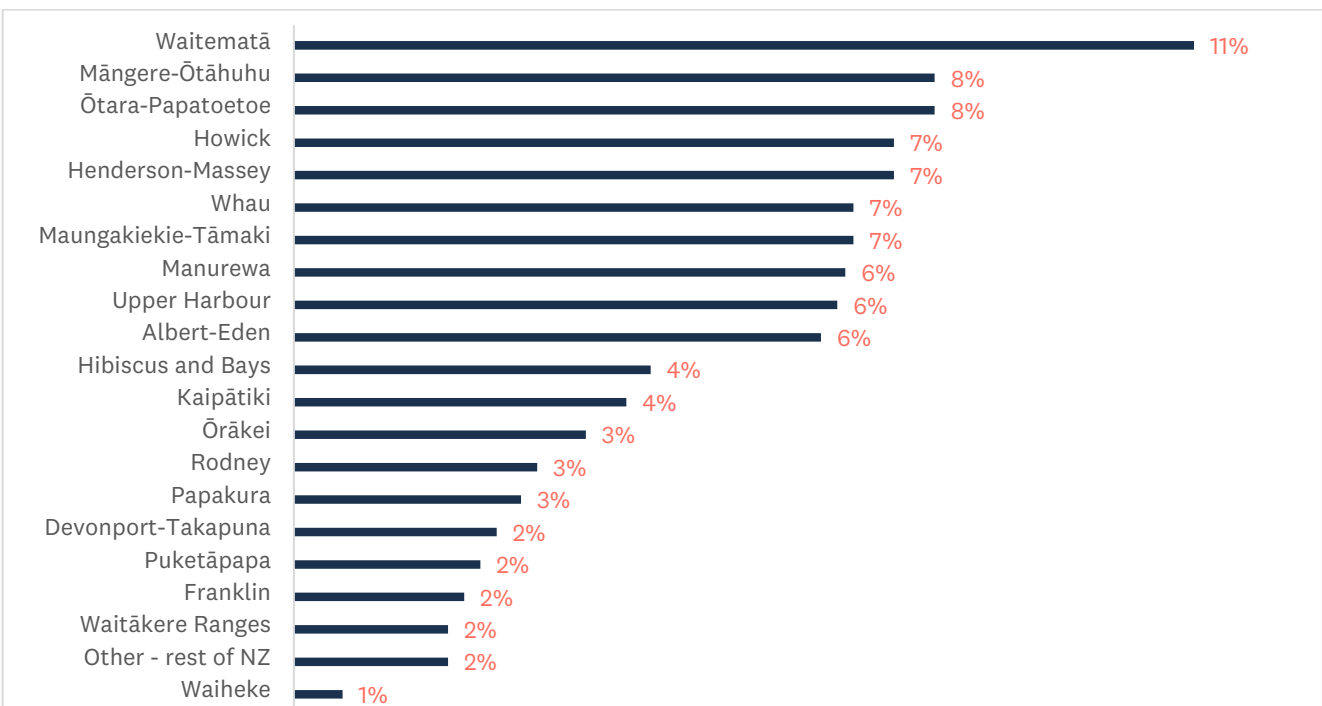
Almost a quarter (22 per cent) of Pacific businesses were part of the Regional Business Partner Network (RBP) programme, while nine per cent were stallholders in the 2021 Pasifika Festival (eight per cent) or 2022 Taste of Pasifika event (one per cent), and two per cent were part of GridMNK.

**FIGURE 3. TĀTAKI AUCKLAND UNLIMITED (TAU) BUSINESS INTERVENTION KPI - PACIFIC BUSINESSES BY TAU WORK PROGRAMME**



The local board area with the largest representation of Pacific business was Waitemātā local board (11 per cent) followed by Māngere-Ōtāhuhu (eight per cent) and Ōtara-Papatoetoe (eight per cent). See Figure 4.

**FIGURE 4. TĀTAKI AUCKLAND UNLIMITED (TAU) BUSINESS INTERVENTION KPI - PACIFIC BUSINESSES BY LOCAL BOARD**



### 3.3 Pacific related programmes

The stocktake of Pacific related programmes was a valuable exercise. Initially limited to just the Economic Development business unit, this focus proved too narrow (at the time). As a result, the stocktake was adjusted to extend across Tātaki Auckland Unlimited. Notable Pacific programmes and related initiatives were discovered. The following summaries build on the data above.

#### 3.3.1. Pasifika Festival

This is the longest running Pacific programme across the entire Auckland Council group. The inaugural festival was held in March 1993, at Western Springs in Tāmaki Makaurau Auckland. A standout on Tāmaki Makaurau Auckland’s annual calendar of cultural festivals and celebrations, at its height in the late 1990’s, up to 200,000 people attended each year’s event. Pasifika Festival celebrates Pacific peoples, their culture and heritage in the context of the world we live, in a uniquely Tāmaki Makaurau Auckland way. Interestingly, Pasifika Festival sits in all three pillars of the Teu Le Vā Pacific work programme.

Over the past two years, 98 Pacific stallholders have participated in Pasifika Festival as well as Taste of Pasifika. Attendee satisfaction results showed:

- Two thirds of survey respondents (64 per cent) said they were either ‘satisfied’ or ‘very satisfied’ with Taste of Pasifika 2022 overall.
- Most survey respondents (78 per cent) said they were either ‘satisfied’ or ‘very satisfied’ with Pasifika Festival 2021 overall.

#### 3.3.2. Project Ikuna

The Ministry of Business, Innovation and Employment (MBIE) is supporting Tāmaki Makaurau Auckland Pacific peoples working in jobs more likely to be affected by automation and other technological change as well as the economic impacts of COVID-19, through the Auckland Pacific Peoples Skills Shift Initiative known as Alo Vaka.

Tātaki Auckland Unlimited, Auckland Council’s community and social innovation arm The Southern Initiative (TSI), and Pacific social change agency The Cause Collective, are strategic partners in this initiative.

Tātaki Auckland Unlimited’s part of the initiative is named [Project Ikuna](#). It is a four-year programme to deliver in-work (micro-credential) learning for Pacific workers to upskill during working hours and move into sustainable employment pathways. The programme is available to Tāmaki Makaurau Auckland businesses that want to upskill their Pacific workers, enabling them to adapt to the changing nature of work, while creating a better employee experience.

Project Ikuna launched on 1 July 2021 and to date, more than 2,000 learners have been awarded a Project Ikuna digital badge, recognising the new skills they have gained. Tātaki Auckland Unlimited’s goal is to award 3,450 digital badges by the end of 2024.

Project Ikuna initially offered two short courses – *Future Ready: Money Confidence* and *Future Ready: Life Online*. The course offering has now expanded to twelve Future Ready short courses including:

- Life Online
- Life Online 2
- Money Confidence
- Money Confidence 2
- Introduction to Leadership
- Assertiveness and Confidence

- Conflict Resolution
- Leadership Confidence
- Preparing for Home Ownership
- Preparing for Your Retirement
- Wellbeing
- Kaitiakitanga

Project Ikuna received the Commendation Award for Inclusive Economic Development at the 2022 Economic Development New Zealand (EDNZ) Awards.

### 3.3.3. Activate Tāmaki Makaurau

Activate Tāmaki Makaurau is the business support delivery programme for Tāmaki Makaurau Auckland businesses impacted by the COVID-19 pandemic. Tāmaki Makaurau Auckland was disproportionately impacted by COVID-19, with small to medium businesses experiencing the significant cumulative impacts of five regional lockdowns.

Between 17 August and 2 December 2021, the region was in lockdown for 107 days. United in a call for support, Tāmaki Makaurau Auckland businesses and sector groups came together, combining skills and knowledge to make a recommendation to Government to bring urgent relief and set a path for recovery.

On 22 October 2021, Government announced a \$60 million support package for Auckland businesses impacted by COVID-19 lockdowns.

As the Regional Business Partner, Tātaki Auckland Unlimited led distribution of this support package - which became known as the Activate Tāmaki Makaurau - in partnership with the Ministry of Business, Innovation and Employment and the region's business support network.

Designed, launched, and delivered during lockdown, Activate Tāmaki Makaurau took an innovative and agile approach to deliver a broad range of support to Tāmaki Makaurau Auckland businesses.

Key outcomes include:

- 12,700+ applications for funding support, including:
  - 1,200 Māori businesses
  - 1,500 Pacific businesses
- Tātaki Auckland Unlimited won the Best Practice Premier Award at the 2022 Economic Development New Zealand (EDNZ) Awards.

### 3.3.4. GridMnk

GridMnk, a space for creatives, innovators and entrepreneurs located in Manukau, is an outcome of Tātaki Auckland Unlimited's Innovation Precinct strategy. It is part of a wider network of collaborative workspaces to support 'communities of innovation'. The network is targeted at entrepreneurial individuals and start-up businesses to connect, share ideas, and access the tools they need to help them grow. GridMnk specifically provides infrastructure to co-work and holds events accessible to the community. GridMnk helps Tāmaki Makaurau Auckland to:

- Transform its productivity by embracing innovation and technology as a key driver of growth.
- Build strong inclusive innovation communities developing partnerships which nurture Māori and Pacific peoples.
- Grow businesses and capability for Tāmaki Makaurau Auckland's economic future.

At the time of writing, 18 Pacific businesses utilise the GridMnk space.

### 3.3.5. Mt Smart Stadium

Mt Smart Stadium is part of the regional facilities portfolio and identified as a strategic asset in Tātaki Auckland Unlimited’s Statement of Intent. In September 2021, an agreement was signed to call Mt Smart’s training facility and 25,000 capacity stadium ‘home’ for the Moana Pasifika rugby union team from 2022–2028. The Moana Pasifika team is made up of players from various Pacific Island nations including New Zealand or Australia born players of Pacific heritage.

Benefits for Moana Pasifika include home-base certainty for its 38 players. Tātaki Auckland Unlimited’s Chief Executive Nick Hill alludes to future social and economic outcomes by his statement, *“This franchise enhances the diversity of major sporting and cultural events in Tāmaki Makaurau, and we cannot wait to see the impact it will have on Super Rugby and on the thousands of fans who will flock to the stadium.”* This is reiterated by Moana Pasifika patron Tuifa’asisina Sir Bryan Williams, who astutely points out the significance of securing a home for the Moana Pasifika team, *“To grow the game in the Pacific, we need to inspire our young players from an early age. They’ll see their heroes run out on the field in Moana Pasifika colours and believe that they can be just like them when they grow up.”*<sup>xvi</sup>

### 3.3.6. TupuToa

Established in 2016, TupuToa is an innovative internship programme creating pathways for Māori and Pacific students into careers in the corporate, government and professional sectors. Designed collaboratively by representatives of business, tertiary institutions, students and Māori and Pacific communities, its objective is to bring about a fundamental shift in the pattern of Māori and Pacific success in the corporate world and is premised on the belief that culture is the key to this success. Since 2016, more than 500 Māori and Pacific interns have participated in the programme and 200 businesses have joined their partner network.

Since 2020, Tātaki Auckland Unlimited has taken on nine interns in total with five for the summer of 2021-2022. The breakdown of Pacific interns for 2021-2022 was:

- A Samoan student studying a Bachelor of Laws and a Niuean studying a Bachelor of Commerce went into the Change and Transformation team.
- A Tongan student studying a conjoint of Bachelor of Laws and Bachelor of Arts was appointed to the Industry and Investment team, as was a person of East Timor descent studying a Bachelor of Business.
- A Fijian student studying a Bachelor of Arts and a Bachelor of Music was matched with the People and Culture team.

### 3.3.7. Screen Auckland

Tātaki Auckland Unlimited is home to Screen Auckland, the region’s film office. It supports and develops the local screen sector, which plays an important role in the local economy.

*“In the year to March 2020, film and television GDP alone topped \$1.14 billion for Auckland, employing over 7,500 people in about 1,800 businesses – many in the screen heartland of Auckland’s west.”*<sup>xvii</sup>

Screen Auckland works across attraction, facilitation, and advocacy. It attracts productions to the region, including large-scale international productions such as Netflix Originals *Sweet Tooth* and season one of Amazon Prime Studios’ *The Lord of the Rings: The Rings of Power*. It helps facilitate screen production by issuing permits for filming on public land across the Auckland region. Finally, it advocates on behalf of the film industry to local and central government on important issues for the screen industry.

- Screen Auckland sponsored the Pasifika Youth Short Film Competition — a programme aimed to connect Pacific learners with their families to have conversations about identity and family history so they could tell these stories through short film. 35 schools took part in the inaugural competition with more than 35 Pacific high school students from Auckland, Rotorua, and Tauranga.
- In 2020, Screen Auckland supported a festive film celebrating Pacific peoples called: Mama’s Music Box. Writer and director Stallone Vaiaoga-loasa and producer Abba-Rose Dina Vaiaoga-loasa tasked themselves with making a self-funded feature film in 30 days from scratch. Screen Auckland supported by providing a full fee waiver to assist them.<sup>xviii</sup>

## 4. Stakeholder Engagement

Compared to the previous quantitative findings, the relationships identified here are harder to measure but nonetheless an equally important contribution to this evaluation.

To reiterate, the lack of integration and consolidation of Pacific work across Tātaki Auckland Unlimited created an opportunity to realise the Teu Le Vā Pacific work programme. An unintended outcome was that the author from the Economic Places team became the strategic engagement expert and point of contact for most, if not all, things Pacific across Tātaki Auckland Unlimited. The purpose of these findings brings to light the breadth and depth of these key Pacific engagements and relationships.

Beforehand, and worth noting as it is not included in the below external stakeholder analysis, was the identification of 240 Pacific businesses in Tātaki Auckland Unlimited’s Customer Relationship Management (CRM) database between 1 July 2019 to 22 September 2020. This work was to support the early stages of Tātaki Auckland Unlimited’s COVID-19 business support delivery programme, which became known as Activate Tāmaki Makaurau. This identification process was pivotal as Tātaki Auckland Unlimited was not aware of the number or calibre of Pacific businesses it held in this database.

For the period from 2020 to 2022, 65 external stakeholders had been engaged with as a direct result of the Teu Le Vā Pacific work programme. One of the most significant during this time was the establishment of the memorandum of understanding with The Pacific Business Trust.

### 4.1. The Pacific Business Trust

The purpose of the memorandum of understanding (MoU) was to outline how Tātaki Auckland Unlimited would work with The Pacific Business Trust to advise on economic matters and initiatives that benefit Pacific communities in Tāmaki Makaurau Auckland. The MoU reinforced the ongoing work between Tātaki Auckland Unlimited and The Pacific Business Trust, acknowledging the important role Pacific peoples play in the social, cultural, and economic landscape of Tāmaki Makaurau Auckland, as explained by Tātaki Auckland Unlimited’s Chief Executive Nick Hill, *“Auckland’s ethnic and cultural diversity is one of the greatest assets we have in working towards an inclusive, prosperous, and sustainable future for the region. Pacific Aucklanders are a predominantly young, connected, and creative talent pool that we need to enable and champion.”*<sup>xix</sup>

The MoU with The Pacific Business Trust and commitment from Tātaki Auckland Unlimited to enhance the working relationship has opened significant collaborative opportunities and outcomes including:

- The Pacific Business Trust included as a key delivery partner of Activate Tāmaki Makaurau.
- The use of The Pacific Business Trust’s digital customer data base system to manage the unprecedented flow of customer data and recording of information to successfully deliver the Activate Tāmaki Makaurau, COVID-19 business support programme.
- Collaboration on the design and delivery of Create Auckland 2030 - a 10-year plan to grow the creative economy in Tāmaki Makaurau Auckland.

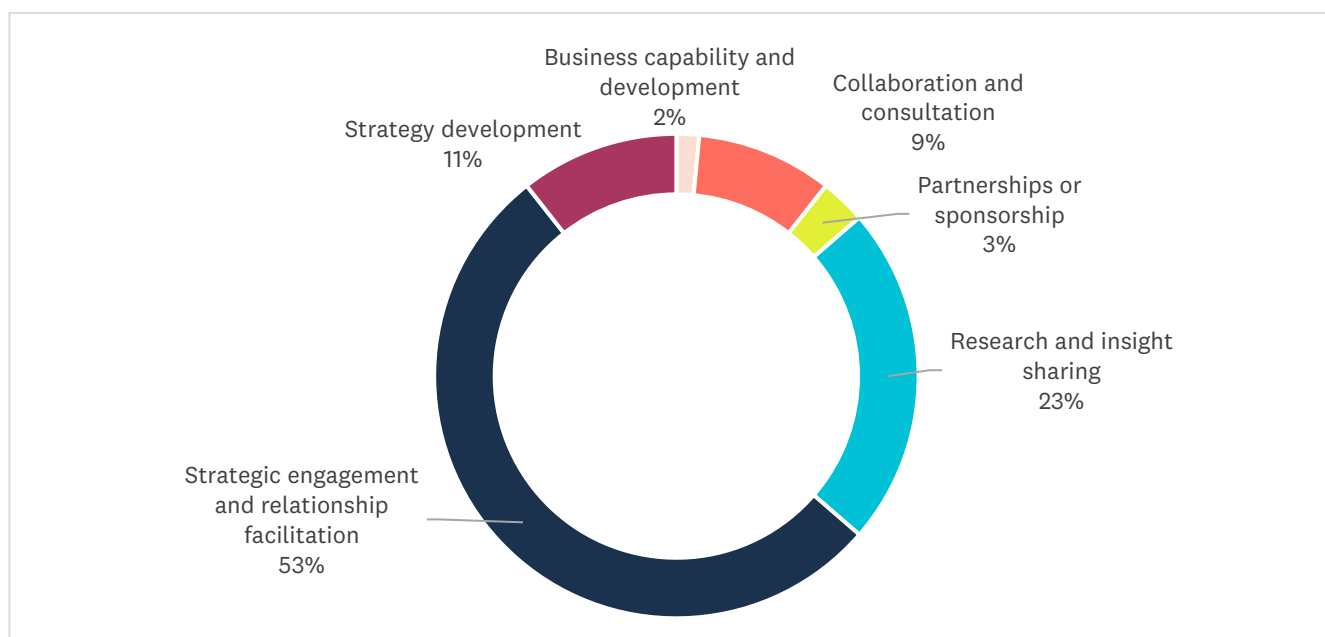
- Leveraging innovation hubs (an outcome of the Tātaki Auckland Unlimited Innovation Precinct strategy) for delivery of Pacific Business Trust programmes including HATCH Pacific Programme — a programme that seeks to promote and develop entrepreneurship enabling young Pacific peoples (18–35 years) to transform their ideas into viable businesses.

#### 4.2 Strategic engagement summary

In analysing the stakeholder engagement outcomes of the Teu Le Vā Pacific work programme, strategic engagement/relationship facilitation was the main outcome at over half (53 per cent) at this level. See Figure 6.

- Almost a quarter (23 per cent) of stakeholder engagement included the sharing of research and insights, while 11 per cent involved strategy development, nine per cent collaboration and consultation, three per cent partnerships or sponsorship activity, and two per cent business capability and development.

**FIGURE 6. TEU LE VĀ – STAKEHOLDER ENGAGEMENT OUTCOMES**



Examples of stakeholder engagement range across Tātaki Auckland Unlimited are shown in Table 1. Whilst not exhaustive, this list demonstrates the need for Pacific specific expertise, and the relevance of Pacific engagement.

**TABLE 1: STAKEHOLDER ENGAGEMENT**

Type of engagement	Examples
<b>Strategic engagement and relationship facilitation (53 per cent)</b>	<ul style="list-style-type: none"> <li>- Recommended Pacific C-Suite and senior executive contacts to attend Auckland’s Future Now economic summit (for two consecutive years). An outcome was connecting the Māori and Pacific Trades Training (MPTT) Pacific lead with the Investment lead on the Southern Corridor. At this meeting, the MPTT contact was introduced to the Franklin Local Board Broker, who brought MPTT in subsequent meetings about potential land and building development opportunities through the Methodist Church Sinoti Samoa in Drury.</li> <li>- Head of Tech Economy and Skills introduced to Ministry for Pacific Peoples (MPP) Director National Programmes to discuss MPP’s national Taloa (STEAM) programme. An outcome from this meeting was a future hosting opportunity to include the Director at the HiTech Awards.</li> </ul>

	<ul style="list-style-type: none"> <li>- Guided Black Grace (Tāmaki Makaurau Auckland’s international contemporary dance company) on strategic connections within Tātaki Auckland Unlimited. For example, hosting Tātaki Auckland Unlimited’s Manager of Creative Industries and Director of Partnerships at the Black Grace 2022 programme launch. Identified strategic connections through the utilisation of Auckland Live facilities. Secured Black Grace on the West Creative Precinct Industry stakeholder engagement list.</li> <li>- Produced list of C-Suite Pacific health experts for Tātaki Tech Industry lead for consideration to participate in Medtech IQ development discussions, led by the University of Auckland, Callaghan Innovation and Health New Zealand.</li> <li>- Fostered relationships with several key Pacific people and Pacific led initiatives in west Auckland, as Economic Places lead for Henderson. This includes the Head of School for Unitec Te Pūkenga, immediate past Chief Executive Crescendo Trust, and the Director of the Pacifica Arts Centre, who is also a board member of Corban Estate Arts Centre.</li> </ul>
<p><b>Research and insight sharing (23 per cent)</b></p>	<ul style="list-style-type: none"> <li>- Developed Pasifika Kainaga page on MS Teams to mobilise Pacific staff to join from across the council group, including CCO staff from Eke Panuku and Auckland Transport, at the onset of COVID-19. This innovative platform enabled Pacific related, COVID-19 related material, and other Pacific specific notices and updates to be posted in a neutral space.</li> <li>- Inspired Auckland Transport and Eke Panuku Development to participate and collaborate to develop own Pacific networks, strategies and work programmes.</li> <li>- Endorsement by KPMG for Innovation and Growth – Māori Growth, <i>“Getting heaps of use out of this document thank you, such an awesome resource.”</i></li> </ul>
<p><b>Strategy development (11 per cent)</b></p>	<ul style="list-style-type: none"> <li>- Succeeded in using Teu Le Vā programme research and data to stand-up Te Aka Wāhine o Tāmaki Te Hā o Hineahuone Māori and Pacific Strategic Action Plans.</li> <li>- Spearheaded Tātaki Auckland Unlimited involvement with Auckland Council Pasifika Success team. This led to participation on various Pacific related working groups including council’s Thriving Communities Pacific engagement, contribution to the development of the Pacific Responsiveness Framework, which became the Ara Moana Pacific strategy, representation on the council People of Pacific Outcomes network (POPO) and an active member of council’s Moana Pasifika network.</li> <li>- Key advisor on the development and writing of Tātaki Auckland Unlimited’s Pasifika Festival International Growth strategy.</li> <li>- Invited to join the MBIE Pacific Policy team led working group for initial discussions and imagination of the Auckland Pacific Peoples Skills Shift programme, now known as Project Ikuna.</li> </ul>
<p><b>Collaboration and consultation (nine per cent)</b></p>	<ul style="list-style-type: none"> <li>- Led cultural engagement discussion with The Conference Company in preparation for its pitch to MFAT to deliver the inaugural Conference for Pacific Education Ministers held in Auckland in March 2023. Attendees included 17 Pacific Island nations and their high-profile delegates including ministers and senior education officials, development partners, and national and Pacific regional civil society organisations. The Conference Company credited (in part) its subsequent success in securing the conference to Tātaki Auckland Unlimited.</li> <li>- Partnered with MFAT Pacific Connections to deliver a panel discussion with Pacific Youth and Heads of Mission in the Pacific, opened by MFAT Pacific Connections Director Georgina Roberts and then ATEED’s GM Economic Development Pam Ford. Guest speakers included Alexia Hilbertidou of GirlBoss success, and Ross Ardern, a New Zealand diplomat and Administrator of Tokelau at the time. Since this time, the relationship with MFAT Pacific Connections has markedly strengthened. Although engagement is informal, it is frequent, productive and supportive.</li> <li>- Responsible for the Ministry of Pacific Peoples Taloa (STEAM) team, partnership to deliver the Young Enterprise Scheme (focused on Pacific Youth) at MOTAT (Tātaki Auckland Unlimited is the landowner and advises Auckland Council on levy setting and board appointments).</li> </ul>



<p><b>Partnership or sponsorship (three per cent)</b></p>	<ul style="list-style-type: none"> <li>- Secured sponsorship from Tātaki Auckland Unlimited for The Pacific Business Trust’s 2022 Pacific Business Awards attended by over 650 Pacific businesses, start-ups and entrepreneurs from across the country. High net worth individuals, dignitaries, government ministers and Auckland councillors were among the guests. Oversaw invitation list to secure senior organisation representation and councillors and local board members showcased Tātaki Auckland Unlimited’s work to support and strengthen connections and relationships.</li> <li>- Negotiated TupuToa sponsorship which Tātaki Auckland Unlimited is now in its third year of sponsoring. A key benefit is greater access to an emerging talent pool of young Pacific tertiary qualified graduates. Identified opportunity to build on connecting with existing network of corporate and industry partner TupuToa sponsors.</li> <li>- Led strategic engagement on behalf of Major Events to advise New Zealand Defence Force (on inaugural Women’s International Defence Rugby Competition) Pacific engagement.</li> <li>- Consulted on Pacific stakeholder engagement and preparation of invitation list and facilitated introductions for Wharf42 Limited, a client of the Auckland Convention Bureau. The event was the 2035 Oceania Summit.</li> <li>- Supported International Partnerships to lead on Pacific representation and engagement at the Edmund Hillary Fellowship (EHF) welcome event. The EHF is a community of 500+ innovators, entrepreneurs and investors committed to Aotearoa as a basecamp for global impact. Its vision is that Aotearoa inspires global leadership and solutions for future generations, built on tangata Tiriti and values of Sir Edmund Hillary. Also facilitated connections, direct outcomes were introductions to Ministry for Primary Industries (MPI), Ministry for Pacific Peoples (MPP), Māori and Pacific Trades Training (MPTT), the Pacific Business Trust and MFAT Pacific Connections. The focus was on sustainability, circular economy, agriTech, food and beverage and renewal energy.</li> </ul>
<p><b>Business capability and development (two per cent)</b></p>	<ul style="list-style-type: none"> <li>- Participated in initial working group for the \$12 million Pasifika Festivals Initiative led by Ministry for Culture and Heritage (MCH), Creative New Zealand (CNZ) and Ministry for Pacific Peoples (MPP). The role was to advocate for the inclusion of the Tātaki Auckland Unlimited’s Pasifika Festival. The Teu Le Vā work programme and data was used as evidence to support its relevance in this space, and importance to Auckland.</li> <li>- Advocate for The Pacific Business Trust to internal business units of which a number have actively reached out to engage for support. This includes Major Events, Pasifika Festival delivery project team, Auckland Stadiums Operations, Tech Economy and Skills, Creative Industries and Entrepreneur Network team, and Economic Places.</li> <li>- Executed pilot partnership with Pacific Business Trust, Ministry of Social Development, and Auckland Council Strategic Procurement lead on behalf of Manurewa local board to demonstrate engagement with local Pacific businesses and explain the business related programmes and services available to them. Opportunity to roll this out as part of the Auckland Council Local Board Locally Driven Initiatives (LDI) work programme for FY23/24.</li> </ul>

## 5. Conclusion

The purpose of this evaluation report was to address the fundamental question: *Is there a role for Tātaki Auckland Unlimited, a mainstream regional economic and cultural agency to participate in Pacific economic development? If so, then How does it support Pacific peoples in Tāmaki Makaurau Auckland to have economic choice and live socially and economically prosperous lives?*

The evaluation of the Teu Le Vā Pacific work programme is not an exhaustive stocktake of all Tātaki Auckland Unlimited's activities, assets, strategic plans, and work programmes, but what is covered is substantive and has measurable outcomes.

Based on the evaluation of supporting information and examples, the authors conclude that there is a role for a mainstream regional economic development agency to participate in Pacific economic development, and that Tātaki Auckland Unlimited can use its 'mainstream' position to positively influence and effect change for Pacific peoples in Tāmaki Makaurau Auckland.

The future workforce of Tāmaki Makaurau Auckland looks largely Pacific as evident in the 2018 census, however there is huge inequity still for Pacific peoples. This is reflected in the educational attainment data, and wage and occupation abstract. Important to note is prior to COVID-19, Pacific peoples showed promising results in higher-level educational attainment. In describing the contribution of the Pacific economy to Aotearoa New Zealand, the current measurements are narrow. The Treasury Living Standards Framework acknowledges the concept of contribution to an economy should include broader measures including voluntary work, cultural capital, spiritual wellbeing, and intergenerational considerations. These are commonplace examples when describing broader Pacific contributions and attributes. This insight is important as the richness of these descriptions are not included in demography detail — easily perpetuating a bias of a narrative positioned from a deprivation starting point, rather than one of aspiration and achievement.

Secondly, identified across Tātaki Auckland Unlimited are several independent work programmes and initiatives that are an advantageous source of untapped opportunity for Tātaki Auckland Unlimited to leverage to effectively support the growing Pacific workforce and economy. These work programmes and initiatives can genuinely assist Tātaki Auckland Unlimited in supporting a prosperous economic and social Pacific peoples' narrative.

Thirdly, strategic engagement with internal and external stakeholders is an equal source of great potential for Tātaki Auckland Unlimited to unlock sustainable, responsive, and inclusive programmes to support Pacific social and economic prosperity. Therefore, it is prudent for Tātaki Auckland Unlimited to focus on building genuine relationships with a view to form long-term strategic partnerships. Working in partnership will help to realise sources of funding, leading to a wider pool of benefactors to support the delivery of future Pacific inclusive programmes, research, and initiatives. It is worth noting here the apparent influence and alignment with the 'economic development' side of Tātaki Auckland Unlimited's target audience becomes crystalised as industry and business, first and foremost.

This evaluation demonstrates Tātaki Auckland Unlimited has the relevant building blocks in place.

Only through inclusion can equitable outcomes be achieved. This commitment to change is no small feat, but through action and accountability, Tātaki Auckland Unlimited can leverage its 'mainstream' position to genuinely benefit and support industry, sectors and organisations that have a Pacific specific focus, and importantly serve the growing and ever-changing Pacific demography in Tāmaki Makaurau Auckland, to have economic choice and live socially and economic prosperous lives.

This evaluation has illustrated the need for Tātaki Auckland Unlimited’s intervention in this space. The following recommendations elaborate at high-level, how we may move forward.

## 6. Recommendations

Table 2. lists the Activity, Strategic Alignment, Key Actions and Benefits/Measures of existing and potential organisational work programmes, and strategic partnerships that can be leveraged to make maximum impact with limited resources.

These are high-level examples. If agreed in principle, next steps must be discussed as to what areas are realistic for Tātaki Auckland Unlimited to focus on. The outcome of this will be an updated Teu Le Vā Pacific work programme. In the meantime, impact and effectiveness measurements have not been included in Table 2., nor marketing or communication support and commitment at this stage.

**TABLE 2. TEU LE VĀ PACIFIC WORK PROGRAMME RECOMMENDED PRIORITIES FOR FY23/24 - DRAFT**

<b>External - Strategic Engagement and Partnerships</b>			
<b>Activity</b>	<b>Strategic Alignment</b>	<b>Key Actions - (Example of how to operationalise activity)</b>	<b>Benefits/Measures</b>
The Pacific Business Trust	Pacific Business Trust, External Communications, Investment, Major Events, Economic Places, Economic Transformation, Creative Industries, Film Auckland, Art Gallery	<ul style="list-style-type: none"> <li>- Continue to manage the MoU with Pacific Business Trust (PBT).</li> <li>- Continue to facilitate and lead engagement with new CE and board chairperson to realign work priorities.</li> <li>- Elevate engagement on the Southern Corridor with the Investment team.</li> </ul>	<ul style="list-style-type: none"> <li>- Build credibility of Tatakai Auckland Unlimited in the Pacific space by association and leverage programmes deliberately targeted to Pacific peoples.</li> <li>- Extend reach and engagement to Pacific businesses.</li> <li>- Create awareness of mainstream organisation (Tatakai Auckland Unlimited) and its benefits to support local business and industry. This ‘mainstream’ integration aligns with the Ministry for Pacific Peoples Employment Action Plan.</li> </ul>
Ministry for Pacific Peoples (MPP)	External Communications, Economic Transformation, Tech Economy and Skills, MPP, Creative Industries, Film Auckland, Art Gallery	<ul style="list-style-type: none"> <li>- Continue to lead strategic relationship engagement with MPP – STEAM (Science, Technology, Engineering, Arts, Mathematics) with a focus on Tech Tāmaki Makaurau deliverables.</li> <li>- Discuss Pacific Business Village initiative and opportunity to collaborate.</li> <li>- Facilitate and lead engagement with new CE and CPA Deputy Secretary Corporate Services.</li> </ul>	<ul style="list-style-type: none"> <li>- Cultivate a credible, trustworthy relationship with MPP with a long-term view to translate into strategic partnership across Tātaki Auckland Unlimited.</li> <li>- Collaborate on opportunities including government funding bids and other initiatives.</li> </ul>

Ministry for Foreign Affairs and Trade (MFAT) – Pacific Connections Team	External Communications, International Partnerships, MFAT, Art Gallery	<ul style="list-style-type: none"> <li>- Continue to strengthen strategic relationship engagement with MFAT Pacific Connections.</li> <li>- Discuss locally based initiatives that can be leveraged in the Pacific.</li> <li>- Facilitate ELT engagement with Director of MFAT Pacific Connections to explore and activate greater collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>- Strengthen central government relations.</li> <li>- E.g., Interests range from co-delivery of events/possible interest in our strategic pou, through to operational use of Tātaki Auckland Unlimited facilities.</li> <li>- Problem solving and sharing of information.</li> <li>- Build credibility and reputation by partnering on Auckland led narrative around governance (difference between Auckland and Wellington), policy (migration and investment), and connectivity (trade and supply chain issues).</li> </ul>
TupuToa	Skills and Workforce, People and Culture, TupuToa, Art Gallery	<ul style="list-style-type: none"> <li>- Continue to leverage and support the partnership with TupuToa.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide Tātaki Auckland Unlimited with Māori and Pacific interns</li> <li>- Leverage partnership for Tātaki Auckland Unlimited to connect with industry.</li> <li>- Leverage partnership to connect with Tātaki Auckland Unlimited Youth Specialist – Skills and Workforce.</li> </ul>
Project Ikuna	Skills and Workforce, Economic Places, Economic Transformation, Prosperity and Programme Manager	<ul style="list-style-type: none"> <li>- Facilitate Project Ikuna team to put forward a proposal for the LDI FY23/24 funds (due end of February for integration workshops).</li> </ul>	<ul style="list-style-type: none"> <li>- Demonstrate understanding and support of subregional equity and prosperity.</li> </ul>

**Internal – Business Unit engagement and work programme integration (NB. These examples do not cover all of the Tātaki Auckland Unlimited business units and programmes such as major events and attractions, and the ongoing support and advocacy for Pasifika Festival)**

<b>Activity</b>	<b>Strategic Alignment – (Internal teams)</b>	<b>Key Actions - (Example of how to operationalise activity)</b>	<b>Benefits/Measures</b>
Auckland's Future Now	Economic Transformation, External Communications, Investment	<ul style="list-style-type: none"> <li>- Collaborate on the development and delivery of of 2023 events programme.</li> </ul>	<ul style="list-style-type: none"> <li>- Provide an expert Pacific voice and technical advice at decision making level.</li> </ul> <p><i>Auckland's Future, Now programme required to develop measurements for alignment with the Pacific work programme.</i></p>
Local Board Locally Driven Initiatives (LDI) work programme	Economic Places, Skills and Workforce, Pacific Business, Ministry of Social Development, Auckland Council	<ul style="list-style-type: none"> <li>- Pick up Pacific Business Trust pilot with MSD, AC social procurement team for LDI FY23/24 funds (due end of February for integration workshops).</li> </ul>	<ul style="list-style-type: none"> <li>- Scale up pilot to target local boards with large Pacific populations to support business capability and development.</li> <li>- Creating awareness of Teu Le Vā programme in public.</li> </ul>

Targeted Advocacy and Engagement	External Communications, Internal Communications, Economic Transformation	<ul style="list-style-type: none"> <li>- Support Tātaki Auckland Unlimited's advocacy and engagement plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Commence recording of Pacific engagement for Statement of Intent KPI FY23/24 reporting.</li> </ul> <p><i>Confirm metrics for the Advocacy and Engagement Plan.</i></p>
Teu Le Vā Pacific Work Programme	Economic Transformation, Research and Insights	<ul style="list-style-type: none"> <li>- Evaluate Teu Le Vā work programme (underway).</li> <li>- Design of update work programme post ELT feedback.</li> </ul>	<ul style="list-style-type: none"> <li>- Provides evidence of the impact and effectiveness of Tātaki Auckland Unlimited's involvement in the Auckland Pacific economy (a useful internal and external resource).</li> </ul>
Southern Corridor and Henderson Creative Quarter	Economic Places and Precincts	<ul style="list-style-type: none"> <li>- Continue from previous meet and greet with Investment lead and the Franklin Southern Corridor.</li> <li>- Work with Investment lead and Auckland Council strategic procurement team to ensure fair Pacific representation.</li> </ul>	<ul style="list-style-type: none"> <li>- Support local Pacific business and economic places.</li> </ul>
Cultural Competency Training	Auckland Council, Ara Moana Strategy, Pasifka Success team, Diversity, Equity and Inclusion Lead Advisor, Tātaki Auckland Unlimited	<ul style="list-style-type: none"> <li>- Representative on the Auckland Council led Cultural Capability Guidance Group.</li> <li>- Representative on the Auckland Council Chief Policy Office (CPO) Pacific staff collective.</li> </ul>	<ul style="list-style-type: none"> <li>- Opportunities to leverage community and major events to deliver joint initiatives.</li> <li>- Contribute to the development of the Auckland Council Ara Moana Pasifika Strategy.</li> </ul>
Strategic Partnerships and Engagement	Major Events, Auckland Convention Bureau, all of Tātaki Auckland Unlimited	<ul style="list-style-type: none"> <li>- Continue to support colleagues with strategic advice and stakeholder engagement requests.</li> </ul>	<ul style="list-style-type: none"> <li>- Provides specialist Pacific strategic and stakeholder engagement advice.</li> </ul>
Strategic Research and Advice	Economic Transformation, Research and Insights	<p>An example to describe this type of internal engagement could look like:</p> <ul style="list-style-type: none"> <li>- Engagement with Research and Insights team and AC Rimu and to undertake deep-dive of Pacific peoples in the top five local board areas (as referenced in the Teu Le Vā Pacific work programme).</li> <li>- The purpose of this breakdown is to examine, the year they arrived, the purpose of their arrival and country of origin, against traditional demography metrics including age, income and role.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a better understanding of who this audience is, and what interventions (if any) can we tailor to support them.</li> <li>- Inform partner agencies of findings.</li> <li>- Potential for Insights Paper based on helping to 'shift' the dial of Pacific peoples coming from a base of deprivation.</li> </ul>

#### Internal - Development of staff capability and expertise

Activity	Strategic Alignment - (Internal teams)	Key Actions - (Example of how to operationalise Activity)	Benefits/Measures
Create Pacific Economy team	Investment and Industry Director	<ul style="list-style-type: none"> <li>- Create Pacific Economy and Engagement Manager role.</li> <li>- Create Research and Insights Manager - Pacific Economy role.</li> </ul>	<ul style="list-style-type: none"> <li>- The establishment of this team will signal to partners in industry and across government Tātaki Auckland Unlimited's commitment to Pacific equity and inclusion.</li> </ul>

			<ul style="list-style-type: none"><li>- To reflect the visibility of this work programme and senior level of engagement required (from CE level down to B2C engagement).</li><li>- The research and evaluation of Pacific economic development data and insights is required for the delivery of the Pacific work programme.</li></ul>
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## Footnotes

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- <sup>xii</sup> Email from Sarah Leo Anderson to Olivia Taouma (Thursday, 23 January 2020, 11:53 AM). RE: ATEED Pasifika work programme discussion.
- <sup>xiii</sup> Auckland War Memorial Museum Act 1996. <https://www.aucklandmuseum.com/your-museum/about/our-organisation/auckland-war-memorial-museum-act-1996>
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- <sup>xvii</sup> Pam Ford (19 May 2021). The importance of the screen industry continues to grow and create opportunities in Auckland, <https://www.stuff.co.nz/business/prosper/advice/300305482/the-importance-of-the-screen-industry-continues-to-grow-and-create-opportunities-in-auckland>
- <sup>xviii</sup> Email from Marie Jenkins to Sarah Leo Anderson (Tuesday, 4 October 2022, 09:29 AM). RE: Teu Le Vā – Pacific Work Programme: Pacific Engagement Please
- <sup>xix</sup> Tātaki Auckland Unlimited (July 2021). MoU signing: “Auckland’s ethnic and cultural diversity is one of the greatest assets we have” Tātaki Ako/ News Intranet: <https://aklcouncil.sharepoint.com/sites/AkoNews/SitePages/Pacific-and-Auckland-economic-agencies%E2%80%99-partnership.aspx>

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