

Strategy

2022

A pathway to an
Aotearoa where
ethnic communities
feel at home.

2025



Ministry for
Ethnic
Communities
Te Tari Mātāwaka

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Te Tari Mātāwaka waiata: Whakarongo ki ngā reo

The waiata of the Ministry for Ethnic Communities: Whakarongo ki ngā reo

Composed for the Ministry by Kaye Vaka'uta

Whakarongo ki ngā reo

E koekoe te tūi, e ketekete te

kākā, e kūkū te kererū

E rere e te manu atatū

Ki ngā hau o te rangi

Ki ngā hau o te whenua

Ki ngā wai a Tangaroa ki

Paerangi

Tō ana te rā, ka hoki mai anō

Ki ōna taumata ka ea

Ka pō ka ao ka awatea e

Ka pō ka ao ka awatea e

Voices enriching our environment

The tūi sings, the kākā chatters, the kererū coos

Waking in the forest at dawn, flying into the sunrise

Each on journeys of discovery and growth

Flying over the land of mother earth,

Following flowing streams of water over earth

and sands to the ocean

Soaring upward towards the horizon

Returning at twilight to the forest

To contemplate and celebrate achievements

Resting together again until new daybreak

Foreword From Our Minister



Priyanca

Hon Priyanca Radhakrishnan
Minister for Diversity
Inclusion and Ethnic Communities

It is a privilege to introduce the Ministry for Ethnic Communities' first Strategy, which sets out the actions the Ministry will take over the next few years to achieve better wellbeing outcomes for the communities it serves.

The Ministry was launched just over a year ago, and its four key priorities were developed based on what ethnic communities told us was most important to them. I then set the incoming Chief Executive a priority task: to develop a Strategy based on those priorities, that would make a real difference to people's lives. This Strategy sets out our initial pathway towards creating an Aotearoa where people from ethnic communities are able to feel safe, valued and are supported to participate in society.

Our ethnic communities make up close to 20 per cent of our population, and continue to grow in size, diversity and geographical spread. These communities make a significant contribution across various sectors to our economy and to the richness of our social fabric.

However, many groups within our ethnic communities face specific barriers that lead to poorer social and economic outcomes for them. Many struggle to find suitable employment that pays a decent wage. Others face challenges accessing Government services and far too many people experience prejudice and discrimination, including racism. There is more work to do.

Our Government considers our diversity a strength and wants to build a society that values diversity and takes tangible steps to be more inclusive. The establishment of the Ministry for Ethnic Communities was an important milestone in Aotearoa's journey towards realising this vision. This Strategy is another milestone. It sets out how the Ministry will work with others, including other Government agencies to enable better outcomes for our ethnic communities.

Ngā mihi nui.

Kia ora koutou

I am delighted to share with you the first Strategy of the Ministry for Ethnic Communities. It sets our direction for the next three years.

That direction has been set by Aotearoa New Zealand's ethnic communities – as it should be. When we were setting up the Ministry we spoke with people from across those communities and asked what was most important to them. From those conversations we developed four strategic priorities:

- Promoting the value of diversity and improving inclusion of ethnic communities
- Ensuring equitable provision of, and access to, Government services for ethnic communities
- Improving economic outcomes, including addressing barriers to employment
- Connecting and empowering ethnic community groups.

Having a clear direction, set by our communities is vital. Even more important is making sure we take the right actions to deliver on those priorities. That is why we took a draft of the Strategy to our communities to make sure our proposed actions would make a difference. Hundreds of community members and service providers gave us feedback through online engagement sessions, an online survey and by email. The Ministry held 16 regional and 11 national interactive online sessions to hear as many voices as possible, including those of youth, women, former refugees, the rainbow community, and older people.

Communities told us the actions we had set out in the draft strategy would make a difference, and we are focused on the right things. People also highlighted where we could

strengthen the Strategy. Among others, they suggested to outline how the Strategy aligns with Te Tiriti o Waitangi and how it will foster strong links between ethnic communities and tāngata whenua. The need for greater consideration of marginalised cohorts within the community was also raised. We have added to our actions based on this important feedback.

This Strategy is our beginning. It is our first step. It will drive where we put our effort for the next three years. Work has already begun in a number of areas. The Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan was recently launched. We have developed an ethnically diverse talent pipeline of ethnic graduates placed in roles across Government, and we continue to fund community-led initiatives that aim to empower communities and their families.

There is a lot more to do. We had hoped to start this work earlier but, like many organisations around the world, COVID-19 has had a huge impact. A lot of resource has been needed to support the Government's response to the pandemic. Now we can focus on delivering this Strategy. We will not be delivering on the Strategy alone; we know that we will have the support from our cross-Government partners, our communities and business stakeholders.

I would like to take this opportunity to thank all those who engaged with us and to acknowledge your generosity in sharing your time, insights, knowledge and lived experience. Your participation has ensured that this Strategy reflects the priorities and goals of the communities we serve.

Ngā mihi nui.

A Message From Our Chief Executive



Mervin Singham
Chief Executive



Introduction

Aotearoa New Zealand is superdiverse. We are one of the world's most ethnically diverse countries. There were 941,571 people from ethnic communities recorded at the 2018 Census, an increase of 45 percent since the 2013 Census. Our ethnic communities make up about 20 percent of the population. Although our ethnic communities are young and highly qualified, this does not necessarily always translate into good outcomes.¹ They persistently find it more difficult to secure work and are more likely to earn less than the rest of the population.² This signals that there is a lot of untapped potential in our skilled workforce. Members of our ethnic communities have

valuable skillsets, overseas experience and international connections that can help invigorate Aotearoa New Zealand, diversify our economy, and foster good international relations and business opportunities.

As Aotearoa New Zealand grows more diverse, we need to challenge ourselves and shift from acknowledging our ethnic communities to embracing and celebrating our different ethnic cultures and people. Ethnic people are not only migrants or former refugees, they are also asylum seekers, long-term settlers and multi-generational New Zealanders. Other intersectional issues and systemic barriers

faced by disabled people, people in our rainbow communities, older people, former refugees, and other marginalised communities will also need to be addressed. In order for our ethnic communities to succeed, Aotearoa New Zealand will need to work together to reduce racism and discrimination against ethnic minority groups.

Our ethnic communities influence, shape, and transform our complex social fabric. Over the next 16 years, the share of Māori, Asian and Pasifika populations is projected to increase to 18.4 percent, 22 percent, and 10.2 percent respectively.³ Middle Eastern, Latin American,

and African (MELAA) populations are projected by Stats NZ to increase their share of the overall population to 3 percent.³ The future of Aotearoa New Zealand's society is only going to become more diverse. There is no better time than now for us to use this opportunity to set Aotearoa New Zealand apart, as an example to show the world that we champion diversity, and our people thrive in diversity.

We want to help create an Aotearoa New Zealand where ethnic communities feel respected, valued, and proud of their culture and heritage, and whose varied contributions to Aotearoa New Zealand are recognised.

¹ Ward, C. et alia, Meeting the needs and challenges of migrants and former refugees in the Nelson and Tasman regions, 2018.

² Malatest International, Drivers of migrant New Zealanders' experiences of racism, 2021.

³ Stats NZ (2018) National ethnic population projections: 2013(base)-2038 (update). Retrieved from http://archive.stats.govt.nz/browse_for_stats/population/estimates_and_projections/NationalEthnicPopulationProjections_HOTP2013-38/Commentary.aspx.

About this strategy

This is the first Strategy of the Ministry for Ethnic Communities since its establishment on 1 July 2021. It lays out our direction for the next three years and **sets out the actions the Ministry will prioritise to achieve better outcomes for ethnic communities.**

The Ministry consulted widely on a draft strategy in late 2021 to make sure our direction reflects the voices of ethnic communities, and those who serve them. This Strategy reflects what we heard. The common vision that underpins the Strategy **is for an Aotearoa New Zealand where everyone feels welcome, safe, included, and valued.**

The Strategy aligns with wider Government priorities such as:

- Our post COVID-19 economic recovery and resilience Strategy;
- Our diversity and inclusion in the Public Service objectives;
- The New Zealand Refugee Resettlement Strategy and the New Zealand Migrant Settlement and Integration Strategy;
- The Employment Strategy; and
- The social cohesion programme of work and the implementation of the Government's response to the report of the Royal Commission of Inquiry into the terrorist attack on the Christchurch masjidain on 15 March 2019.

Our Ministry's priorities and outcomes

Prior to the establishment of the Ministry, in April and May 2021, extensive consultation was undertaken with hundreds of people on what the Ministry should focus on to have the biggest impact for ethnic communities. These discussions, and many others over the years, helped develop the following initial four strategic priorities and long-term outcomes for the Ministry.

These priorities were agreed to and endorsed by Cabinet in June 2021, and underpin the actions set out in this Strategy.



Take action to promote the value of diversity and improve inclusion of ethnic communities

Outcome: New Zealanders value diversity and actively include ethnic communities across all spheres of public life.



Develop and support initiatives to improve economic outcomes, including addressing barriers to employment

Outcome: More ethnic communities are fully employed and continue to make a strong contribution to New Zealand's economy.



Ensure equitable provision of, and access to, Government services for ethnic communities

Outcome: Ethnic communities have access to, and experience positive outcomes from high quality public services.



Work to connect and empower ethnic community groups

Outcome: Ethnic communities are connected, empowered and flourishing.

**Who
We
Are**

**What
We
Do**

We champion diversity and help overcome barriers

The Ministry is the Government’s chief advisor on ethnic communities, ethnic diversity, and the inclusion of ethnic communities in our diverse society. Although our role is not to advise the Government on issues related to faith, we recognise the indivisibility of faith and ethnic identity, and hence we will continue to work with faith communities and faith-based communities to better understand the needs of ethnic communities.

Through our role we aim to ensure that:

- All New Zealanders continue to embrace the benefits that ethnic diversity brings, including increased innovation and creativity, and cultural and economic contributions;
- Challenges and inequities are reduced by promoting inclusion and supporting the wellbeing of our ethnic communities; and
- We strengthen the Government’s response to the needs of our diverse communities and continue to engage them in more relevant ways.



We honour Te Tiriti o Waitangi

An integral part of our role is to honour the Crown’s responsibility to act in a way that is consistent with the principles under Te Tiriti o Waitangi. Aotearoa New Zealand’s ethnic communities acknowledge the crucial place of Te Tiriti o Waitangi as the foundation for the relationship with tāngata whenua. Great importance is placed on respect for tāngata whenua and their status as the indigenous people of Aotearoa New Zealand.

The place of Te Tiriti o Waitangi, tāngata whenua, and te ao Māori is central to this Strategy. Ethnic communities appreciate that Aotearoa New Zealand is a bicultural nation, with multicultural communities. There are actions in this Strategy that aim to strengthen relationships with tāngata whenua and grow understanding of te ao Māori.



We advise, influence, support and develop Government policies that are inclusive

Leading the system to improve outcomes for ethnic communities.

Ensuring ethnic diversity and inclusiveness is a whole-of-Government goal.

We work with Government and public-sector agencies to deliver systemic and practical change in portfolio areas that are important to ethnic communities, such as education, health (including mental health) and employment.

We also work with public service agencies to help lift cultural competency and ensure services can be tailored to meet the needs of ethnic communities. Our work will be done when our advice is no longer required across the public sector, because it will be part and parcel of the fabric of the public service.



Delivering robust policy advice on behalf of our ethnic communities

Policy advice is the foundation of effective Government decision-making on a range of important matters such as employment, education, health and business that are front of our communities' mind.

Our role is to advise the Government on these key issues with the goal of improving the medium to long-term wellbeing of ethnic communities.

We do this in many ways. We develop policy advice to support our Minister and work alongside other Government organisations to support their Ministers and the Government to make policy decisions. A critical aspect of our work is to identify how the policy options will impact on ethnic communities, including the impact on different groups within ethnic communities, such as women, youth, older persons, recent or settled migrants, and former refugees.

We help to support other agencies, identify, plan and evaluate policy and services to ensure they are appropriate for ethnic communities. We communicate potential inequitable access to services and inequity in outcomes, and advocate for change.

Our aim is to develop tools to support other Government organisations to work with, and respond to the needs and aspirations of, ethnic communities.



Monitoring and gathering data to develop more robust public policies

Robust policy advice is underpinned by sound evidence. We either develop or work closely with others, to provide the best-available evidence to inform and influence policies and decision-making in relation to our ethnic communities.

We do this by analysing available data, insights (based on our communities' lived experience) and research from Aotearoa New Zealand and overseas. We aim to share our research as much as possible to ensure that others – whether it's Government, the private sector or our communities – can use it to guide and influence the needs of ethnic communities in Aotearoa New Zealand.

Better, more precise, and more consistent tracking, collection and analysis of evidence is necessary to understand emerging trends and issues related to our communities' wellbeing, especially marginalised communities that include rainbow communities, older people, and disabled people.

Over time, our aim is to create a national report that regularly helps monitor and evaluate the impact and effectiveness of Government policies and interventions that affect ethnic communities and their wellbeing. This will help to build long-term changes to support our ethnic communities and for improved policies, initiatives and

practices. It will also provide evidence to ensure the contributions of ethnic communities are valued and to promote inclusiveness.

Key to the Ministry's success is identifying valuable policy, data, research and insights to creatively design and deliver, or support others to deliver, innovative and relevant programmes which improve outcomes for our ethnic communities.

Brokering relationships between our communities and the Government

Proactive engagement with ethnic communities is critical to understanding how Government can continue to improve their wellbeing. In addition to our own engagement and partnering, we broker connections between other public sector agencies with our ethnic communities to help ensure public stakeholder consultations continue to be meaningful and relevant.

We look to leverage partnerships to promote and celebrate the value of ethnic diversity and the richness it brings. Along with our community, business and Government stakeholders, we aim to help make Aotearoa New Zealand more inclusive.

Our mahi is guided by our four core values

As a new Ministry, we have identified four core values that will become part of our identity as an organisation. They will help guide us on how we work with each other, with the communities we serve and with stakeholders, as we work together towards delivering on our strategic priorities and outcomes.

Our statutory responsibilities for strategic intentions

The Ministry is a 'departmental agency' under Schedule 2, Part 2 of the Public Service Act 2020, with the Department of Internal Affairs (DIA) being its host department. DIA supports the delivery of corporate services to the Ministry such as human resources, IT, finance and facilities management, which allows the Ministry to concentrate on its core role and functions.

The Ministry's statutory responsibilities for strategic intentions under the Public Finance Act 1989 are met by DIA's Strategic Intentions Ngā Takune Rautaki 2021 - 2025 Strategic-Intentions-2021-2025.pdf (dia.govt.nz) . This Strategy sits along the DIA document, giving the Ministry its own identity and voice.

Whakakotahitanga (Inclusive)

Unifying thought, opinion and action for the collective good.



Whakamanawanui (Courageous)

Act valiantly and courageously.



Manaakitanga (Kind)

Encompasses care and generosity, for the purpose of nurturing relationships.



Ngākau Pono (Authentic)

Act with integrity and sincerity.





The Communities We Serve





At the heart of this Strategy are the people and communities we serve.

The Ministry's remit includes people who identify their ethnicity as African, Asian, Continental European, Latin American or Middle Eastern. They include former refugees, asylum seekers, new and temporary migrants, long-term settlers and multi-generational New Zealanders. Ethnic communities make a significant contribution to our economy and to the richness of our social fabric. Aotearoa New Zealand's ethnic communities make up almost a million people and growing⁴.



The demographic data on pages 28 and 29 come from the 2018 Census and is accessible via our data dashboard at: Ethnic Communities' Data Dashboard. We are an increasingly diverse nation, and this diversity is a strength. It is important that diversity is acknowledged and valued in areas such as education, employment and health, as well as in business and corporate environments.

Our aim is to work with others to lift the wellbeing of our ethnic communities across the social, cultural, civic and economic tapestry of our society and to effect change through the Government's policy agenda.



⁴ www.stats.govt.nz/news/ethnic-group-summaries-reveal-new-zealands-multicultural-make-up



STATISTICS

Ethnic communities represent almost **20%** of Aotearoa's **total population**.

941,571 people out of 4,699,755 identify as an ethnic community member.

There are **more members of ethnic communities** with a **bachelor's** and **post graduate qualification** when compared to the rest of the population.

The **largest** numbers of ethnic **communities** live in these five cities:

- Auckland
- Christchurch
- Wellington
- Hamilton
- Lower Hutt

The largest ethnic communities population groups in Aotearoa New Zealand are:

Chinese	Indian	Filipino
4.9%	4.7%	1.5%
Korean	South African European	
0.7%	0.7%	

76% of ethnic people were born overseas while **24%** were born in Aotearoa.

The **top three industries** that ethnic communities **work** in are:

- Accommodation and Food Services;
- Professional, Scientific and Technical services;
- Health Care and Social Assistance services (Aged Care, Child Care, Residential Care) and Retail.







What Communities Told Us About The Strategy



Developing the Ministry's first Strategy has been an iterative process. A process that has actively sought and reflected the voice of ethnic communities and those who serve them, in shaping the direction of the Ministry.

Phase 1 took place in April and May 2021 when our Minister asked communities to help shape the priorities of the new Ministry. Hundreds of community members and those who serve them shared their visions for the Ministry, and importantly – what they thought the Ministry should focus on in its first few years.

The four strategic priorities informed Phase 2 - to develop a Strategy that outlines the actions we propose to enable the shifts communities want to see in each priority. Many of the actions had been proposed by communities earlier on in the year, or in previous years.

And so, as a new Ministry, we engaged with communities again between September and November 2021 to seek feedback on our draft strategy, and to make sure we were heading in the right direction. We specifically wanted to understand whether our proposed actions hit the mark and that they would make a positive impact for communities. Though we had anticipated engaging with people in person, nation-wide lockdowns meant that we had to go virtual.

Nonetheless, more than 400 people across the country told us what they thought about the draft strategy. Engagements took place in interactive online sessions, and through an online survey. People could also send us feedback via email. We held 16 regional and 11 national sessions, including with ethnic leaders, youth, women, former refugees, the rainbow community, older people, and NGOs. The regional sessions were also attended by service providers, local councils, and people from other public service agencies.

Most contributors were excited about the proposed direction and thought that we were on the right track. But even more critical, participants helped us see gaps and in turn, improve our final Strategy.

Over 80 percent of survey respondents thought the proposed actions (existing and planned) will help make a real difference for communities.

About 15 percent told us they were not sure – and many provided feedback on areas they thought would improve the draft strategy. Similar sentiments in support of the proposed actions were echoed in online Zoom sessions, and in email feedback.



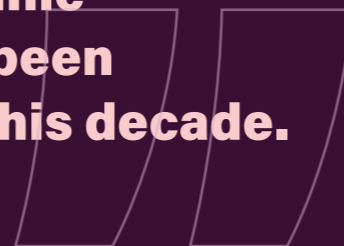
In their own voice, participants shared what excited them about the draft strategy:



I love that there is a focus on data and having proper **accountability** mechanisms for other Ministries. **The burden of action for ethnic communities cannot fall solely on the Ministry for Ethnic Communities.**

The **deliberate intent** to start pulling different levers that help demonstrate the richness, colour and vibrancy of a cohesive multi-cultural society.

Overall, the Strategy has great inclusion of priorities that were discussed in the Dunedin community, it has outlines of **what a majority of the ethnic community members have been discussing and needing in this decade.**



Participants also shared what worried them about the Strategy. Again, in their own voice:



Erasure of other marginalised identities (e.g., LGBTQIA+ and disability) under the broad umbrella term of “ethnic communities”. **Please consider incorporating intersectionality in the Strategy.**

If the **mainstream** will have enough **buy-in** to support it.

Outline a lot more clearly and from the onset, the **crucial place of Te Tiriti o Waitangi, tāngata whenua, and te ao Māori in the Strategy.**



Although ethnic communities are incredibly diverse and have a broad spectrum of needs, there are common threads that run through what diverse communities told us, for example they:



Want to **belong**; they want to **contribute**; they want to bring their international connections to bear **positively** on Aotearoa New Zealand's **future**.



Want to **connect** with **Māori**, Pacific and Pakeha **businesses** to expand **opportunities** for **all**.

See Aotearoa New Zealand as a **multicultural** society based on the **bicultural foundations** outlined in **Te Tiriti**.



Want to be **remunerated fairly** and commensurate with their **skills**.



Want to **preserve** their **mother tongues** and to **evolve** their ethnic **identities** in Aotearoa New Zealand.



Want to **support** the building of an **inclusive country** where everyone can be themselves.

Want to be seen as **strong contributors** to Aotearoa New Zealand's growth.



We have revised the draft 2022 - 2025 Strategy with this in mind. Specifically, we are committed to honour Te Tiriti o Waitangi, and to actively identify opportunities to build strong, reciprocal, and respectful connections between tāngata whenua and ethnic communities. Though we had intended to finalise this Strategy earlier this year, work to revise the Strategy was delayed by the prolonged impact COVID-19 had on communities and our staff.

We are confident that this Strategy reflects the common themes and aspirations from our communities and stakeholders, and we hope that you can see your aspirations in it. As our communities become more diverse, we expect the Strategy to evolve and stay relevant.





Priorities

Outcomes

Actions

Impacts



Priority 1

Take action to promote the value of diversity and improve inclusion of ethnic communities

The following pages outline the actions underway, and actions we plan to progress, under each of our four priorities and high-level desired outcomes. Our long-term horizon visions under each priority are necessarily ambitious and point to an ideal future Aotearoa New Zealand.

They paint a picture of what ethnic communities told us they wanted to see if they were standing in the future 10, 20, or 30 years from now. We realise these visions will take time and collective action between Government, communities, and the private sector. We all have a role to play. Our impacts reflect what success is likely to look like over the medium to long term, if we do what we are setting out to do. The impacts are those that could be experienced by individuals, communities or wider society in the short, medium or longer term. Some actions are cross-cutting, taking an intersectional approach and may sit under more than one priority. For example, ‘develop opportunities for inter-cultural dialogues within and between communities, including with tāngata whenua’ could sit under the first and the fourth priority.

Vision for this outcome

Aotearoa New Zealand is a truly inclusive nation where people can participate fully and without fear of discrimination, racism, or bias. Ethnic communities can freely express their culture and identity. They are valued for doing so and value others for doing the same. Marginalised populations within ethnic communities are explicitly considered, such as those from the rainbow community, former refugees, older people, disabled people, women and youth.

Actions underway

- Improve the representation of people from ethnic communities on public sector boards and committees.
- Support the implementation of the Royal Commission of Inquiry into the Christchurch Terror Attacks’ (RCOI) recommendations.
- Support community initiatives that promote diversity and inclusion, including the Race Unity Speech Awards.
- Support other agencies on work to reduce and eliminate racism and discrimination, and improve social cohesion.

Actions we plan to progress

- Collaborate with the education sector to address racism and discrimination in the education system and other places of learning, with specific focus on marginalised cohorts within ethnic communities.
- Host research hui to promote collaboration across the research community on matters that affect ethnic communities.
- Commission, publish and collate existing research on the value of diversity. Promote community-initiated and led research.
- Develop initiatives that empower ethnic communities to tell their stories through different forms of media.
- Highlight findings from existing surveys, e.g. the New Zealand General Social Survey, on attitudes towards diversity and inclusion.
- Develop a self-assessment practice to promote and measure organisational cultural intelligence and safety within the public service.
- Develop opportunities for cultural dialogues within and between communities, including with tāngata whenua.

What does success look like in the medium to long term?

- The proportion of appointments to public sector boards and committees increases over time and there are more ethnic people in public sector leadership positions.
- Our ethnic communities have access to mainstream media to tell their stories in their own words and more can see themselves fairly represented in the media. A vibrant community media sector plays an important role in partnership with mainstream media.
- In the long term, the public service would have the prerequisite cultural intelligence required to deliver better outcomes for ethnic communities and therefore for Aotearoa New Zealand.
- Ethnic communities feel an increased sense of belonging through social and cultural activities hosted by the Ministry or other Government agencies in collaboration with the Ministry.
- Over time, instances of racism and discrimination in places of learning decrease.



Priority 2

Vision for this outcome

The system is more reflective of, and more responsive to, the diverse needs and aspirations of ethnic communities. Government services are designed and delivered to better address the challenges ethnic communities face. Such services include employment, housing, social welfare, health including mental health, education, English language and literacy support, drugs and addiction support, and immigration services.

Ensure equitable provision of, and access to, Government services for ethnic communities

Actions underway

- Ensure ethnic communities are represented in the COVID-19 vaccine rollout.
- Work with Stats NZ to improve official data gathering and reporting on the outcomes from Government services for ethnic communities.
- Community engagements with marginalised cohorts within ethnic communities – including older people, youth, women, disabled people, former refugees, and the rainbow community, to understand their aspirations and gaps in services.
- Improve the delivery of information on services to ethnic communities.
- Provide guidance to public sector agencies on how to engage with ethnic communities on proposed changes to services and processes.
- Provide secondary policy advice to public sector agencies to ensure the voice of ethnic communities is reflected in policy development.
- Partner with other agencies, such as health, education, and social development to improve outcomes for ethnic communities, including in relation to the prevention of family and sexual violence.
- Broker connections with other population agencies to develop common approaches and to address common challenges.

Actions we plan to progress

- Build our data and insights capability to provide evidence-based policy advice as well as to produce insights and monitor public sector agencies on outcomes for ethnic communities across a range of measures.
- Publish 'State of the Nation Report' on the wellbeing of ethnic communities in Aotearoa New Zealand.
- Develop an ethnic communities policy development tool for use within Government so that policy analysis and policy options consider the impact on ethnic communities.
- Partner with local Government and NGOs to improve services for the local ethnic communities in the regions.
- Develop a best-practice crisis management approach to enable the Ministry to be a conduit between impacted ethnic communities and Government agencies who are delivering support.
- Develop and deliver resources for public sector agencies to increase cultural capability and intelligence.

What does success look like in the medium to long term?

- After the development of base data, there is a measurable benchmark to track likely improvements in the outcomes for ethnic communities from key Government services, such as health, education and social support.
- An ethnic communities policy development tool is being used widely to assess the impact on ethnic communities for future Government policies.
- Over time, there is increased cultural competency within the public sector, local Government and the private sector.



Priority 3

Develop and support initiatives to improve economic outcomes, including addressing barriers to employment

Vision for this outcome

An inclusive labour market that enables ethnic communities to pursue jobs, careers and business opportunities matched with their skills, experience, and aspirations. Ethnic communities are increasingly seen as key contributors to the economy of Aotearoa New Zealand, and a valued addition in workplaces both as employers and employees. Employment outcomes are not being driven by unconscious bias or overt discrimination in hiring practices.

Actions underway

- Progress implementation of the Employment Action Plan that prioritises recent migrants, former refugees, and ethnic community members who face multiple barriers to enter and succeed in the labour market. This will be done in collaboration with the Ministry for Social Development, Ministry of Education and the Ministry for Business, Innovation, and Employment.
- Continue to support current intakes in the Ethnic Communities Graduate Programme.
- Support community-led initiatives to improve employment outcomes for ethnic communities, including for example literacy support.

Actions we plan to progress

- Explore opportunities for graduates who face the greatest barriers to secure employment in the public service, and potentially the private sector.
- Use existing research to understand how barriers to the recognition of overseas qualifications and experience can be overcome.
- Create opportunities to leverage the knowledge of ethnic business owners, including experience with international markets. Connect, support, and empower them, including connecting them with tāngata whenua businesses and mainstream business support platforms.
- Develop resources for workplace cultural competency for use across the public and private sectors. Ensuring that the public service as a whole has the prerequisite cultural intelligence required to deliver better outcomes for ethnic communities.
- Work with relevant Government agencies to identify actions to reduce both ethnic pay gap and pay gap for ethnic women, and support career progression.

What does success look like in the medium to long term?

- The number of ethnic community members likely to be gainfully and meaningfully employed in jobs that match their skills and experience increases.
- More former refugees have the opportunity to be in gainful employment in their first five years in Aotearoa New Zealand and are likely to have opportunities made available to upskill themselves.
- Over time, the ethnic pay gap, and the ethnic women pay gap narrow.
- Over time, the number of those working in the public service from an ethnic community background increase at all levels, including in leadership.
- Over time, community feedback indicates that qualifications and experience are better understood by employers.



Prioriti

ty 4

Vision for this outcome

Ethnic communities feel connected within their own community, with other communities, including with tāngata whenua. Larger and more well-established communities are empowered to support and collaborate with smaller, emerging and hard to reach communities. This includes our rainbow communities, disabled people, asylum seekers, former refugees and youth communities. Ethnic communities have a meaningful voice in the important conversations, including when engaging with Government.

Work to connect and empower ethnic community groups

Actions underway

- Support and fund community-led capability development initiatives and initiatives to celebrate diverse cultures and diverse identities.
- Host stakeholder events for different communities to network and share knowledge.
- Connect ethnic communities (especially smaller and emerging community groups) with other parts of Government, including other funders.

Actions we plan to progress

- Establish an Ethnic Leaders Forum, including ethnic youth, to connect pan-ethnic leaders and help bring the voice of communities to decision makers.
- Develop programmes for Ethnic Young Leaders and Ethnic Women Leaders to support these potentially key players to participate fully in democratic processes.
- Make funding and training and development opportunities, more accessible for smaller and emerging ethnic communities, and for marginalised groups such as youth, women, older people, the rainbow community, disabled people and former refugees.
- Create intentional opportunities for sharing skills and experience within and between ethnic communities, and with tāngata whenua.

What does success look like in the medium to long term?

- There is increased collaboration across communities.
- Over time, there is an increase in Government funding opportunities for ethnic communities, especially for smaller, hard to reach communities and for marginalised groups.
- Ethnic leaders have a co-ordinated voice on important issues that ethnic communities face.
- More people from ethnic communities participate in social and political discourse, ranging from participating in public consultations to running for local or central Government elections.



Outcomes Framework

The Outcomes Framework sits under the four priorities. It shows the desired high-level outcomes for Aotearoa New Zealand and gives example of impacts that could be experienced by individuals and communities in the short, medium and longer term.

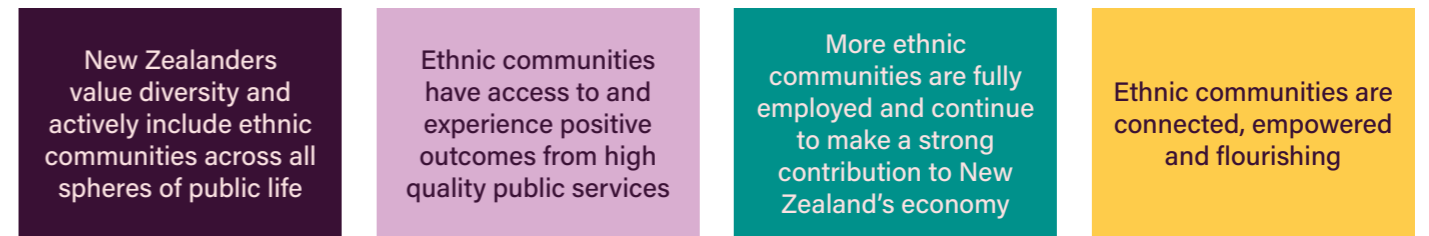
The outcomes framework, impacts, and impact indicators will continue to be strengthened and monitored with evidence-based rigour as the Ministry builds its data and analytics capability and develops a better understanding of the current outcomes for ethnic communities in Aotearoa New Zealand.

The impact indicators are the areas we would expect to see positive movement over time, as a result of our actions and are able to be measured and monitored to some degree. The Ministry often does not have direct control and works with other Government agencies, public sector organisations and partners to effect change.

The Ministry is accountable for eight performance measures which measure our key outputs.

Outcomes

What are our goals for Aotearoa New Zealand?

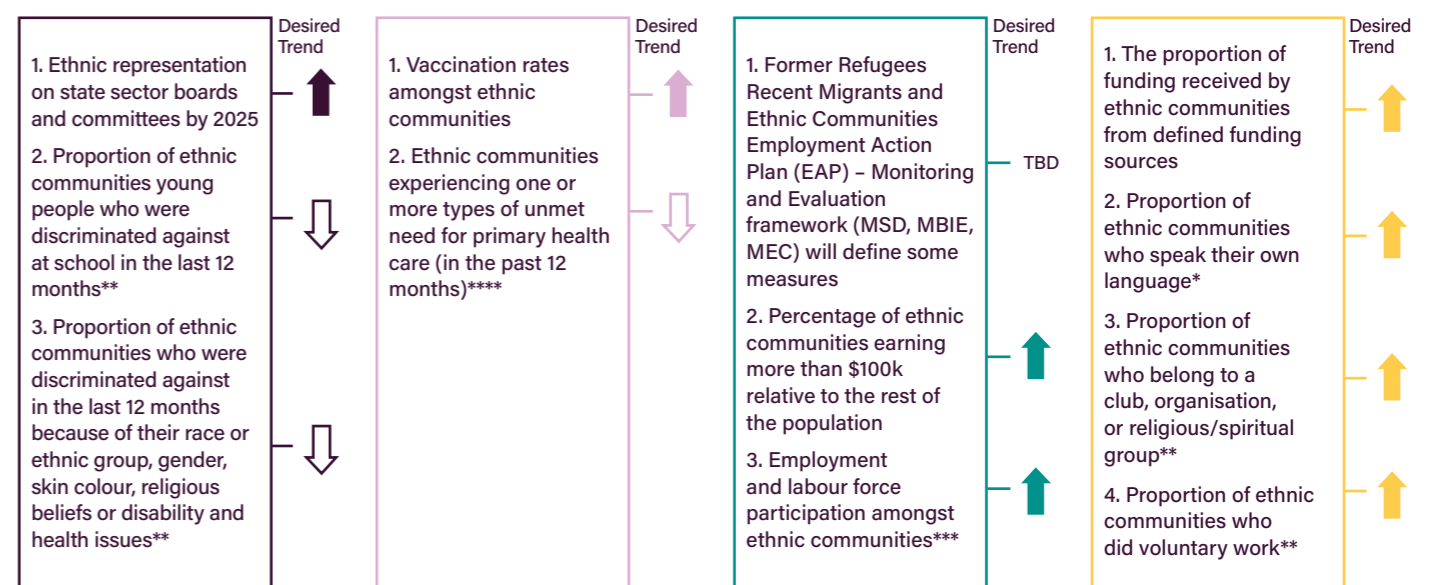


Impacts

What difference are we making and what would we expect to see?

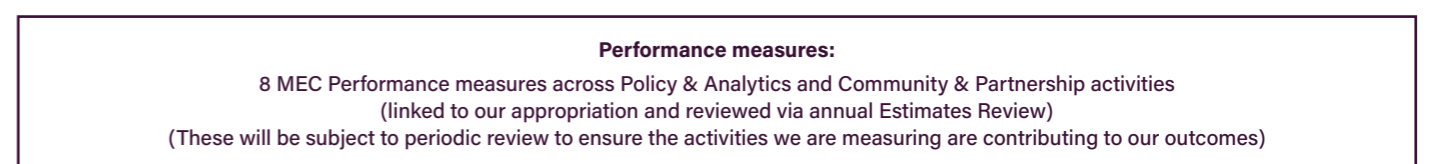


Impact Indicators



Outputs & Resources

What activities are we undertaking and how are we using our resources?



Baseline data sources:

- *Stats NZ Census 2018
- **Stats NZ, NZ General Social Survey 2016,2018
- ***Stats NZ, Labour market statistics
- ****MOH, New Zealand Health Survey 2019/20





Implementation: **How We Will Deliver**



We are astutely aware that we cannot deliver on the 2022 - 2025 Strategy alone. Successful implementation will require collective action. A critical priority for the Ministry will be to influence the system across Government through partnerships in key initiatives across the ecosystem with a range of stakeholders including community organisations, service providers, local Government, and the private sector.

The Ministry will deliver on this Strategy by working in partnership with other Government agencies to effect change in areas critical to the wellbeing of ethnic communities and through our own programme of work. Ensuring that information we receive from ethnic communities is turned into valuable insights for Government policy makers and operations will be fundamental. In addition, building the Government's overall cultural capability will enable us to further influence the Government system to deliver better outcomes for ethnic communities.

The Strategy will help focus our efforts and resources to achieve the best possible outcomes against our strategic priorities.

We will need to be adaptable to enable us to respond to uncertainties and changes in both our internal operating environment and the wider external environment where our ethnic communities live, learn, work and play. Empowering ethnic communities to engage constructively and share their voice with Government through relationship brokering will also be a focus for the Ministry.

The first Strategy is a living document and will continuously consider the timing and phasing of actions, budget dependencies and Government priorities.

The Ministry is committed to remaining visible to communities in its progress for the delivery of our actions outlined in this Strategy.



