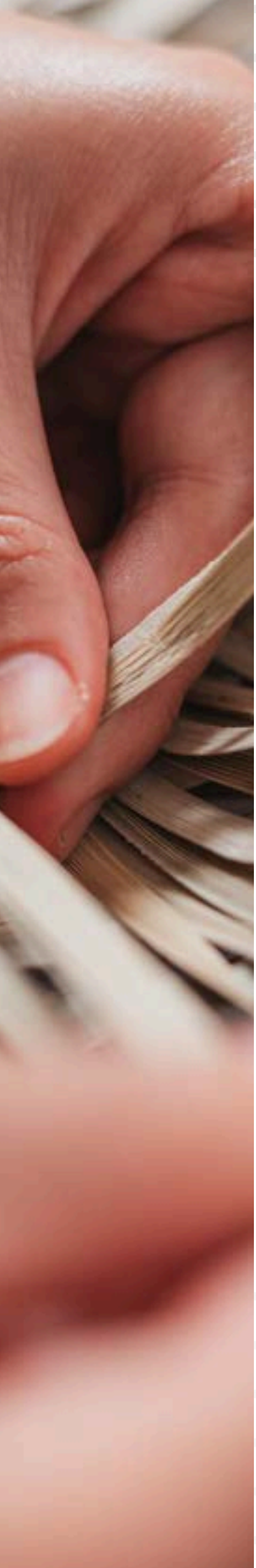


MANUREWA *Pan-Pacific* STRATEGY

2025 into the future

AUGUST 2025

Manurewa Local Board
Auckland Council



INTRODUCTIONS



Message from the Chair

"When Pacific peoples thrive, the whole of Manurewa thrives"

SAOATULAGI-OLE-TAGALOA PENINA IFOPO-SARAU
Chairperson - *Manurewa Pan-Pacific Committee*

Talofā lava, Mālō e lelei, Kia orāna, Fakālofa lahi atu, Tālofa, Ni sa bula vinaka, Tālofa ni, Noa'ia, Mauri, Tenā koutou katoa and warm Pacific greetings.

It is with deep pride and gratitude that I present the Manurewa Pan Pacific Strategy—a vision shaped by our Pacific peoples, for our Pacific peoples.

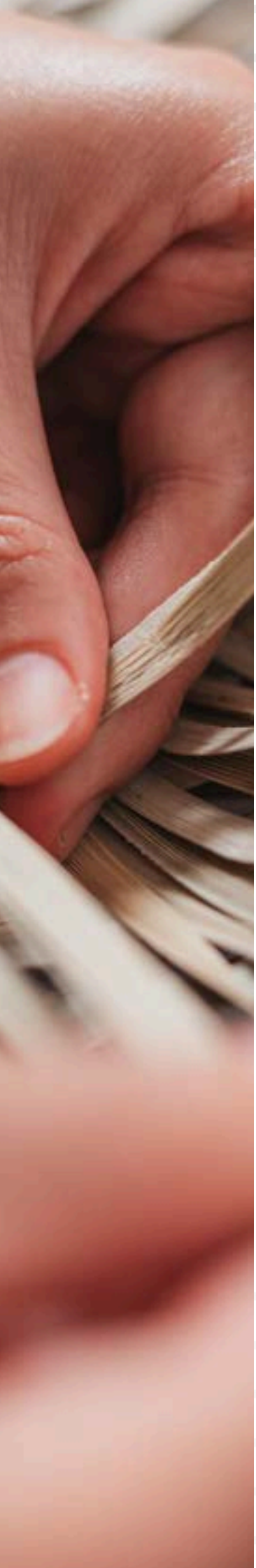
This strategy represents more than a document; it is a living testament to the strength, wisdom, and aspirations of our communities. Rooted in the richness of our cultures, values, and traditions it charts a course for a future where Pacific families in Manurewa are thriving, resilient, and united.

The MLB adopted the Pacific Work Programme in June 2025, endorsing and funding the community-led Pan-Pacific Strategy as part of the 2025/2026 work programme. It reflects the collective voices of numerous stakeholders and their ongoing commitment to partnering with Pacific Peoples to bring the initiatives of this strategy to life.

On 9th September 2025, as we celebrate this milestone, we honour the achievements of our Pacific communities and uplift our young people, who will inherit and carry forward this legacy. This strategy embodies our shared commitment to the well-being of our people, the education and development of our youth, the strengthening of intergenerational understanding, the growth of economic opportunity, the preservation of our Pacific languages and cultures, and the cultivation of leadership and potential for all Pacific peoples in Manurewa.

Let this be our guiding light: that when Pacific peoples thrive, the whole of Manurewa thrives. Together, we weave a stronger, more connected, and more prosperous future.

Fa'afetai tele lava ma ia manuia.



INTRODUCTIONS



Message from the Chair

"...we can get behind our Pacific communities as they strive for a better world."

MATT WINIATA
Chairman - Manurewa Local Board

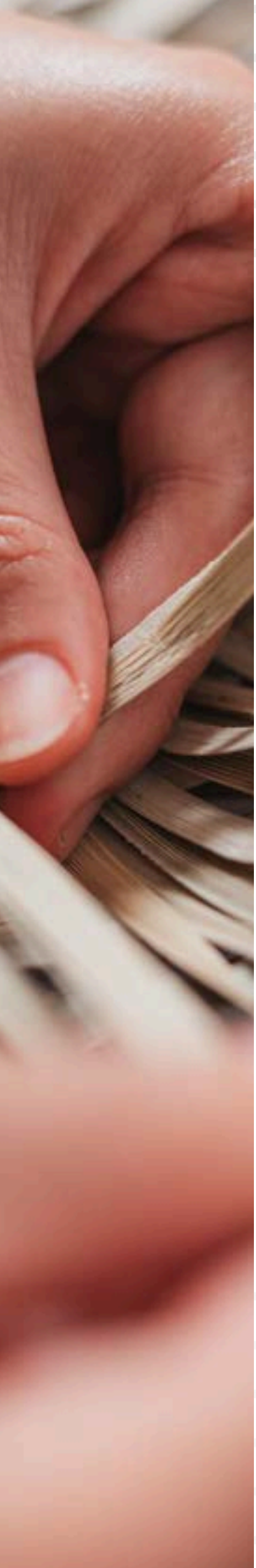
The Manurewa Local Board has long aspired, through its local board plans, to work in harmony with our Pacific communities to support families living in and moving to Manurewa. We know our Pacific population has continued to grow and is currently our largest ethnic group at almost 40 per cent.

Community leaders and representatives have been proactive in sharing their hopes and dreams with us, and we've found different ways to provide support.
The Manurewa Pan-Pacific Strategy is one of these. With a strong focus on participation, partnership, cultural identity, and economic and social well-being, we can get behind our Pacific communities as they strive for a better world.

Through our advocacy for council funding equity and subsequent budget increase, we have also provided a proper way forward that enables the community to deliver a dedicated Pacific community space far sooner than expected.

I am incredibly proud that the Manurewa Local Board has been able to stay true to its promise and provide the pathway into the future that our beautiful Pasifika community of Manurewa deserves.

My sincere thanks on behalf of the local board to all those involved in the development of the Manurewa Pan-Pacific Strategy for your dedication and effort.



ACKNOWLEDGEMENT

First and foremost, we give glory to God for His wisdom and guidance, and we honour our ancestors — the foundation on whose shoulders we stand, whose legacy continues to light the path for Pacific peoples in Manurewa and Aotearoa.

We extend our deepest gratitude to the many hands and hearts who have contributed to making the Manurewa Pan-Pacific Strategy a reality.

We acknowledge the Manurewa Local Board for your endorsement, commitment and investment in the strategy. We look forward to deepening and strengthening this partnership as we work together for the benefit of our Pacific communities.

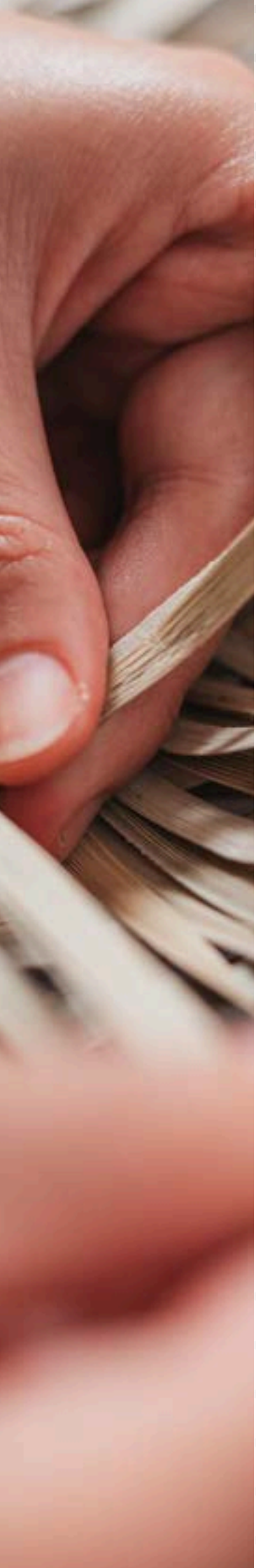
To the Manurewa Pan-Pacific Committee — Fa'afetai tele lava for your wisdom, dedication, and service. Your leadership has ensured that the voices and aspirations of our Pacific peoples are not only heard but uplifted with dignity.

To our Strategic Partner, Akerei Maresala-Thomson of A & K Thomson Limited and Sopo Su'a-Elia, Manurewa Local Board Strategic Broker— your expertise and guidance have been invaluable in shaping and strengthening this strategy. Vinaka vaka levu!

Finally, to every community group, organisation, Youth and individual who shared their voices, dreams, and aspirations — together, we have created not just a document, but a living pathway towards a stronger, united, and thriving future for Pacific peoples in Manurewa.

Mālo aupito

Saoatulagi-ole-Tagaloa Penina Ifopo-Sarau
Chair of Manurewa Pan-Pacific Committee



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Appendix A

Strategic Alignment Overview

1. Executive Summary

Pan-Pacific Strategy for Manurewa Local Board (2025-2035)

The Pan-Pacific Strategy for Manurewa Local Board is a community-led, data-informed strategy designed to strengthen Pasifika participation, leadership, and wellbeing across economic, social, cultural, and environmental domains in Manurewa.
This strategy ensures Pacific communities are meaningfully represented in decision-making and have targeted support to address historical inequalities in employment, housing, education, and wellbeing.

Why This Strategy?

Pasifika make up 40% of Manurewa's population – one of the largest and fastest-growing Pacific populations in Aotearoa.
Despite their strong presence, Pasifika face challenges in employment, housing, education, and wellbeing.
This strategy provides a 10-year roadmap (2025-2035) for sustainable, Pacific-led development.

How This Strategy Was Developed

- Listening Event (18 February 2025) – Over 30 participants attended to identify community priorities.
- Survey & Community Feedback – Captured insights from a wider cross-section of Pasifika voices.
- Alignment with Key Strategies – Ensuring integration with:
- Manurewa Local Board Plan (2023) – Prioritising equity for Māori & Pasifika.
- Pacific Auckland – Supporting economic and social wellbeing.
- Te Mana Ola (Pacific Health Strategy) – Addressing health inequities for Pacific people.
- Ngā Hapori Momoho Strategy 2022-2032: Thriving Communities Strategy - Enhancing community wellbeing and belonging.

Key Priorities Identified Through Community Consultation

Short-Term Priorities (2025-2028)

- Community Engagement & Partnerships
- Culture, Language & Identity
- Youth Support
- Environment & Climate Resilience
- Community Spaces
- Education, Training & Employment

Mid to Long-Term Priorities (2028-2035)

- Housing & Cost of Living
- Economic Development & Financial Capability
- Health & Wellbeing (Physical, Mental & Spiritual)
- Digital Access & Technology Capability
- Seniors & Elders Support

2. Background & Rationale

2.1 Manurewa's Pacific Community – A Growing & Diverse Population

Manurewa is home to one of the largest and fastest-growing Pasifika populations in Aotearoa, making up 40% of the local population. The diverse Pacific communities include Samoan, Tongan, Cook Islands Māori, Niuean, Fijian, Tokelauan, Tuvaluan, Kiribati, Papua New Guinean, and Solomon Islanders, among others.
Despite this strong presence and cultural influence, Pasifika communities in Manurewa continue to face significant social, economic, and well-being challenges, including:

Higher rates of unemployment and income inequality compared to the Auckland average.
Overrepresentation in poor housing conditions and rental accommodation.
Declining fluency in Pacific languages among younger generations.
Limited culturally responsive spaces and services tailored to Pacific needs.

This strategy responds directly to these challenges by ensuring Pacific communities have a structured and sustainable pathway to drive their own economic, social, and cultural development in partnership with Manurewa Local Board.

2.2 Why a Pan-Pacific Strategy?

Historically, many initiatives have focused on specific Pacific ethnic groups, but this approach has not always reflected the collective needs of all Pacific communities. The Pan-Pacific Strategy was developed to:

- Unify all Pacific communities in Manurewa under a shared vision.
- Provide a long-term framework for equitable funding, partnerships, and opportunities.
- Strengthen the Pacific voice in decision-making at the local government level.

The development of this strategy builds on previous consultations led by Manurewa Local Board:

- 2019: Manurewa Community Consultation – Identified key barriers and opportunities for Pasifika.
- 2020: Auckland Council Pacific Aucklanders 2030 Engagement – Expanded consultation across wider Auckland, leading to the development of Auckland Council's Pacific Auckland.

This strategy brings these discussions full circle by establishing a clear, actionable plan for Pasifika in Manurewa.

2.3 Alignment with Existing Plans & Strategies

The Pan-Pacific Strategy is not a standalone document but is designed to complement and enhance existing strategies and policies at both the local and regional levels. It aligns with:

Manurewa Local Board Plan (2023) – Ensuring equity for Māori and Pacific communities.
Pacific Auckland – Supporting economic and social wellbeing for Pasifika.
Te Mana Ola (Pacific Health Strategy) – Addressing health inequities for Pacific people.
All-of-Government Pacific Wellbeing Strategy – Supporting the holistic wellbeing of Pacific peoples across Aotearoa.

By aligning with these existing frameworks, the Pan-Pacific Strategy ensures that Manurewa's Pacific communities remain a priority in future local and regional planning.

3. Vision, Objectives & Guiding Principles

3.1 Vision

"A thriving, resilient, and empowered Pacific community in Manurewa where culture, education, economic well-being, and social cohesion are strengthened through meaningful partnerships and collective action."

This strategy envisions a future where:

- Pasifika voices are heard and valued in decision-making.
- Culture, language, and identity are protected and strengthened.
- Pacific families and youth have access to economic opportunities and wellbeing support.
- Manurewa Local Board and Pacific communities work in a strong partnership to drive positive change.

3.2 Objectives

The Pan-Pacific Strategy aims to:

1 Strengthen Pacific Representation & Engagement

- Increase Pacific participation in local board decision-making.
- Build sustainable partnerships between the community, funders, and local government.

2 Improve Social & Economic Outcomes for Pacific Peoples

- Expand education, employment, and financial literacy opportunities.
- Support business, entrepreneurship, and workforce development for Pacific families.

3 Enhance Community Spaces & Cultural Preservation

- Develop Pacific-led community spaces and hubs.
- Promote language, arts, and cultural education.

4. Ensure Wellbeing & Resilience for Future Generations

- Strengthen health, housing, and climate resilience initiatives.
- Develop community-led programs for youth, seniors, and families.

3.3 Guiding Principles

The following principles will guide the implementation of this strategy:

Pacific-Led & Community-Driven

- Pacific communities shape decision-making, ensuring solutions reflect lived experiences.

Intergenerational & Holistic Wellbeing

- Recognising the importance of family, spirituality, and culture in Pasifika wellbeing.

Equity & Inclusion

- Ensuring fair representation across all Pacific ethnicities and age groups.

Collaboration & Partnerships

- Strengthening cross-sector partnerships with local government, businesses, and funders.

Sustainability & Future-Proofing

- Embedding long-term resilience in social, economic, and environmental areas.

4. Priority Areas & Action Plan (2025-2035)

The Pan-Pacific Strategy for Manurewa Local Board (2025-2035) identifies key priority areas that will strengthen Pacific communities through targeted actions. These priorities were ranked and confirmed through community consultation, with the first six priorities being the focus for 2025-2028 and the remaining phased across 2028-2035.

4.1 Priority Areas (Ranked & Phased for Implementation)

Priority Area	Phase (Years)	Rationale & Strategic Focus
1. Community Engagement & Partnerships	**2025-2028**	• Strengthen partnerships between the local board, Pacific communities, and key stakeholders to ensure inclusive decision-making and equitable funding allocations. Facilitate Pasifika-led consultations to enhance representation in funding and policy decisions.
2. Culture, Language & Identity	**2025-2028**	• Address the declining use of Pacific languages, strengthen cultural identity, and support Pacific-led arts and heritage initiatives. Facilitate intergenerational knowledge-sharing.
3. Youth Support	**2025-2028**	• Create safe spaces and leadership opportunities for Pacific youth, ensuring they are empowered through mentorship, education, and workforce pathways. Support career development programs and mentorship networks.
4. Environment & Climate Resilience	**2025-2028**	• Integrate Pacific knowledge into local climate adaptation efforts and improve environmental sustainability in Manurewa. Implement community-led sustainability projects.
5. Community Spaces	**2025-2028**	• Activate and resource Pacific-led hubs and gathering places that reflect cultural identity and provide services for the community. Enhance access and utilization of Pacific-led spaces.
6. Education, Training & Employment	**2025-2028**	• Improve access to training and employment pathways for Pacific people, including financial literacy and business development support. Strengthen vocational training programs.
7. Housing & Cost of Living	**2028-2035**	• Advocate for better housing solutions and affordability, ensuring Pacific families have access to safe, secure, and culturally appropriate housing.
8. Building Financial Capability & Economic Development	**2028-2035**	• Strengthen Pasifika entrepreneurship and business networks, and enhance financial literacy programs tailored to Pacific communities.
9. Health & Wellbeing (Physical, Social, Mental & Spiritual)	**2028-2035**	• Address Pacific health inequities through targeted wellbeing initiatives, incorporating holistic and culturally responsive approaches.
10. Building Digital & Technology Capability	**2028-2035**	• Improve digital literacy and access to technology, ensuring Pacific families are equipped for an increasingly digital economy.
11. Seniors & Elders Support (Elderly Care/Tausi Matua)	**2028-2035**	• Enhance support services for Pacific elders, ensuring intergenerational knowledge-sharing and culturally appropriate care initiatives.

4. Priority Areas & Action Plan (2025-2035)

4.2 Action Plan (2025-2028 Implementation)

For the short-term period (2025-2028), the focus will be on the first six priority areas. The following actions will guide implementation, ensuring clear metrics and deliverables.

Priority Area	Key Actions (2025-2028)	Lead Partners	Deliverables & Metrics
Community Engagement & Partnerships 	Conduct targeted Pasifika consultations. Establish strategic partnerships to resource Pacific initiatives. Develop an engagement framework for Manurewa Pacific communities.	Manurewa Local Board, PDKB, Pacific community leaders	• 4-5 community consultations annually. • Increased Pacific participation in MLB decision-making. • Pasifika advisory & partnership model established.
Culture, Language & Identity 	Facilitate intergenerational knowledge-sharing initiatives. Deliver Pasifika Language Weeks & cultural workshops. Strengthen funding pathways for Pacific cultural projects.	Manurewa Local Board, Ministry for Pacific Peoples, Pacific arts organisations	• 3-5 cultural/language events delivered annually. • 300+ Pacific residents engaged in cultural education initiatives.
Youth Support 	Establish youth mentorship and employment programs. Develop youth leadership training and career pathways. Advocate for Pacific-specific funding for youth initiatives.	Manurewa Local Board, Youth Advisory Groups, MSD, Auckland Council	• 2 new youth employment pathways created. • 50+ Pacific youth engaged in leadership & career workshops.
Environment & Climate Resilience 	Implement Pacific-led climate adaptation projects. Strengthen sustainability education programs. Support environmental advocacy and community-based solutions.	Pacific Environmental NGOs, Auckland Council, Climate Action Groups	• 1-2 Pacific-led sustainability projects implemented. • 20+ community members trained in environmental resilience strategies.
Community Spaces 	Activate under-utilised spaces for Pacific-led programming. Increase access to Pacific cultural hubs. Strengthen governance models for community spaces.	Manurewa Local Board, Auckland Council, Pacific organisations	• 2-3 community spaces activated. • 30% increase in community use over 12 months.
Education, Training & Employment 	Expand business & financial literacy programs. Establish employment and vocational training pathways. Strengthen connections between Pacific job seekers and local employers.	Ministry of Business & Innovation (MBIE), Local Businesses, Pacific education providers	• 3-4 business & financial literacy workshops delivered. • At least 1 new employment initiative established.

4. Priority Areas & Action Plan (2025-2035)

4.3 Key Deliverables & Performance Indicators (2025-2028)

For the short-term period (2025-2028), the focus will be on the first six priority areas. The following actions will guide implementation, ensuring clear metrics and deliverables.

Outcome	Success Measures	Timeframe
Increased Pacific representation in local decision-making.	**25%** increase in Pacific participation in Local Board meetings & consultations.	Year 1-3
Strengthened cultural and language initiatives.	**5+** Pacific-led cultural programs funded & delivered.	Year 1-3
Youth leadership and employment pathways established.	**50+** Pacific youth engaged in mentorship & employment programs.	Year 1-3
Climate resilience initiatives launched.	**3+** Environmental projects led by Pacific communities.	Year 1-3
Activation of Pacific-led community spaces.	**2+** Community Hubs supported with funding & resources.	Year 1-3
Growth in Pacific employment & business opportunities.	**20+** Businesses supported through training & funding access.	Year 1-3

5. Implementation Plan & Governance Structure

5.1 Implementation Approach

The implementation of the Pan-Pacific Strategy will be phased to ensure:

- Community-led decision-making drives the priorities.
- Strong governance and strategic oversight guide delivery.
- Structured partnerships ensure sustainability and funding.
- Clear deliverables and reporting frameworks measure impact.

The first three years (2025-2028) will focus on the six short-term priorities:

- Community Engagement & Partnerships
- Culture, Language & Identity
- Youth Support
- Environment & Climate Resilience
- Community Spaces
- Education, Training & Employment

The remaining five priorities will be phased in across 2028-2035, ensuring a long-term, sustainable approach.

5.2 Governance & Oversight

To ensure accountability and strategic alignment, the implementation of the strategy will be overseen by:

1 The Pan-Pacific Strategy Steering Sub-Committee

- Provides strategic oversight on implementation.
- Monitors progress and provides recommendations.
- Ensures community-led decision-making.

2 The Manurewa Local Board (MLB)

- Endorses and funds the strategy within its work programme.
- Partners with community groups to implement initiatives.
- Advocates for additional support & funding where needed.

3 Pasifika Digital Knowledge Bank (PDKB) – Neutral Fund Administrator

- Manages and distributes allocated funding for Pacific-led projects.
- Supports financial reporting and governance transparency.
- Provides capability-building support for community-led initiatives.

5. Implementation Plan & Governance Structure

5.3 Delivery Framework & Strategic Partnerships

The delivery of the Pan-Pacific Strategy will be supported by key partnerships across the Pacific and wider community sectors:

Implementation Partner	Role in Delivery
Pacific Community Organisations	Deliver key projects and initiatives aligned with the strategy.
Education & Training Providers	Develop workforce and skills-building programmes for Pasifika.
Local Businesses & Employers	Provide employment and entrepreneurship opportunities for Pacific communities.
Health & Social Service Providers	Support wellbeing and resilience initiatives for Pasifika families.

5.4 Reporting, Monitoring & Evaluation

To track progress and ensure accountability, the following reporting mechanisms will be in place:

- Quarterly Progress Reports – The Steering Sub-Committee will provide updates on key deliverables.
- Annual Community Consultations – Ensure the strategy remains relevant and community-driven.
- Performance Indicators & Data Analysis – Measure engagement levels, project impact, and funding use.
- Strategic Reviews (Every 3 Years) – Assess the effectiveness of implementation and adjust as needed.

5.5 Key Deliverables for 2025-2028

- Steering Sub-Committee formalised & operational.
- $50K Implement strategic outcomes from the Manurewa Pan-Pacific strategy. (additional 3K for launch)
- Securing additional funding sources.
- 3-4 community consultations delivered annually.
- New partnerships with businesses & education providers to support employment & training.
- 2-3 Pacific-led community spaces activated.
- 5+ Pacific cultural initiatives supported.
- Regular reporting and evaluation framework in place.

6. Strategic Partnerships & Funding Plan

6.1 Strategic Partnerships

The successful delivery of the Pan-Pacific Strategy will require strong partnerships across government agencies, businesses, community organisations, and funders. The following key partnerships have been identified:

Strategic Partner	Role in Strategy Implementation
Manurewa Local Board (MLB)	Provides governance oversight, allocates funding, and ensures alignment with local board priorities.
Pasifika Digital Knowledge Bank (PDKB)	Neutral fund administrator to distribute funds and provide financial governance.
Pacific Community Organisations	Deliver community-led projects and cultural initiatives.
Education & Workforce Providers	Support training, employment pathways, and Pacific entrepreneurship.
Health & Wellbeing Providers	Implement programs to support Pacific families' mental, physical, and spiritual wellbeing.
Environmental & Climate Organisations	Strengthen sustainability and climate resilience projects led by Pacific communities.
Local Businesses & Employers	Create employment and business opportunities for Pacific people in Manurewa.
Funders (e.g., Foundation North, Auckland Council Grants, MSD)	Provide co-investment to sustain long-term implementation.

6. Strategic Partnerships & Funding Plan

6.2 Funding Plan (2025-2028)

The first three years of the Pan-Pacific Strategy (2025-2028) require targeted funding to deliver the top six priority areas. Community Engagement & Partnerships, Culture, Language & Identity, Youth Support, Environment & Climate Resilience, Community Spaces, Education, Training & Employment.
The funding approach will be multi-sourced, leveraging MLB's allocated Pacific funding, external grants, and strategic partnerships.

Year 1 (2025-2026)

On 19 June 2025, the Manurewa Local Board approved a budget of $53,000 for the implementation and launch of the Pan-Pacific Strategic initiative.

6.3 Fund Administration & Accountability

- Pasifika Digital Knowledge Bank (PDKB) will serve as the neutral fund administrator, ensuring transparent financial management and effective fund distribution.
- Quarterly financial reports & project impact updates will be provided to MLB and funders.
- Annual external financial audits will ensure accountability and funding compliance.

6.4 Future Funding Considerations (2028-2035)

- Advocate for dedicated Pacific funding line within MLB's work programme.
- Expand funding partnerships to government ministries, philanthropic organisations, and private sector sponsors.
- Introduce a self-sustaining funding model through social enterprise, sponsorship, and revenue-generating community initiatives.

7. Monitoring & Evaluation Framework

7.1 Purpose of Monitoring & Evaluation

The M&E framework is designed to:

- Track progress on the implementation of priority areas.
- Ensure accountability in fund allocation and project delivery.
- Measure impact using clear performance indicators.
- Enable evidence-based decision-making for continuous improvements.
- Provide transparency for community stakeholders, funders, and the Local Board.

7.2 Key Performance Indicators (KPIs) & Success Measures

To ensure that the strategy is delivering tangible outcomes, the following KPIs will be measured annually:

Outcome Area	Success Measures	Data Collection Method	Reporting Frequency
Community Engagement & Partnerships	4-5 community consultations annually. Increase in Pacific participation in MLB decision-making.	Community feedback surveys, event attendance records.	Quarterly
Culture, Language & Identity	3-5 cultural/language events delivered annually. 300+ Pacific residents engaged in cultural programs.	Event reports, program attendance.	Annually
Youth Support	2 new youth employment pathways created. 50+ Pacific youth engaged in leadership & career workshops.	Youth program evaluations, employment placement tracking.	Annually
Environment & Climate Resilience	1-2 Pacific-led sustainability projects implemented. 20+ community members trained in environmental resilience.	Project impact assessments, sustainability reports.	Annually
Community Spaces	2-3 community spaces activated. 30% increase in community use over 12 months.	Facility usage reports, community feedback.	Annually
Education, Training & Employment	3-4 financial literacy workshops delivered. At least 1 new employment initiative established.	Workshop attendance, employment data.	Annually

7. Monitoring & Evaluation Framework

7.3 Reporting & Accountability Structure

1. **Steering Sub-Committee Reports (Quarterly)**

Progress updates on each priority area.

Issues or barriers to implementation.

Recommendations for adjustments.

2. **Annual Impact Report (Yearly Review)**

A comprehensive report will be presented to the Manurewa Local Board, funders, and key stakeholders.

The report will highlight achievements, challenges, and recommendations for the next phase of the strategy.

3. **External Audit & Review (Every 3 Years)**

An independent review will be conducted every three years to assess the overall impact of the strategy.

Recommendations will guide any necessary revisions to the strategy.

7.4 Community Feedback & Continuous Improvement

- The Annual Pacific Community Hui will be held to gather direct feedback from community members on the effectiveness of the strategy.
- Ongoing online surveys will be available for Pacific residents to provide input.
- The strategy will remain a living document, allowing for refinement based on new challenges, opportunities, and community aspirations.

8. Governance Structure

8.1 Governance Structure

The Pan-Pacific Strategy Steering Sub-Committee will oversee the governance and implementation of this strategy in partnership with the Manurewa Local Board (MLB) and other key stakeholders.

Governance Body	Role & Responsibilities
Pan-Pacific Strategy Steering Sub-Committee	Provides strategic oversight and leadership. Ensures community-led decision-making. Monitors progress and evaluates effectiveness.
Manurewa Local Board (MLB)	Endorses and funds the strategy. Partners with community groups for implementation. Advocates for Pacific community priorities within Council.
Pasifika Digital Knowledge Bank (PDKB)	Neutral fund administrator to manage funding. Ensures transparent financial governance. Supports capability-building for Pasifika groups.
Community & Strategic Partners	Deliver on priority actions within their areas of expertise. Strengthen Pasifika leadership and capacity-building. Support the strategy's long-term sustainability.

8. Governance Structure

8.2 Steering Sub-Committee Members & Roles

The Pan-Pacific Strategy Steering Sub-Committee consists of community leaders with expertise across key areas.

Role	Member	Responsibilities
Chairperson	Saoatulagi-ole-Tagaloa Penina Ifopo-Sarau	Leads the sub-committee and oversees governance. Acts as a key liaison with MLB and stakeholders.
Deputy Chairperson	Teleiai Edwin Puni	Supports the Chair in decision-making. Ensures continuity and strategic oversight.
Community Representatives	Italia Tipelu-Marsters Mulipola Ausetalia Titimaea Kathleen Vatuvei Renuka Kumar D'Angelo-Gabriel Baice	Provide input and ensure the strategy aligns with community needs. Assist with stakeholder engagement and community outreach.

8.3 Decision-Making Process & Meeting Structure

To ensure fair and inclusive governance, the sub-committee will:

- Meet monthly in the first year (2025-2026) to oversee implementation.
- Transition to quarterly meetings from 2026 onwards.
- Make decisions by majority vote, ensuring all voices are considered.
- Allow for sub-committees and working groups to focus on specific priority areas.
-

Conflict of Interest Policy:

- All sub-committee members must declare conflicts of interest.
- A Conflict of Interest Register will be maintained and reviewed annually.
- Members who join the MLB must transition off the committee.

8.4 Succession Planning & Leadership Development

- To ensure continuity and sustainability, a succession plan will be developed:
- Youth leadership pathways will be created to encourage young Pacific leaders to step into governance roles.
- The sub-committee will review leadership roles every three years to support fresh ideas and perspectives.
- New members will be onboarded through a transparent nomination process to ensure representation from diverse Pacific communities.

9. Acknowledgements

The development of this strategy was a co-created effort, guided by the expertise, lived experiences, and leadership of Pasifika community members, leaders, and strategic partners.

9.1 Pan-Pacific Strategy Steering Sub-Committee

We acknowledge and appreciate the dedication of the Steering Sub-Committee members, who played a pivotal role in shaping this strategy:

Role	Name
Chairperson	Saoatulagi-ole-Tagaloa Penina Ifopo-Sarau (Samoan, Strategy, Governance Education and Language & Cultural Rep)
Deputy Chairperson	Teleiai Edwin Puni (Samoan, Economics, Community Engagement Rep)
Community Representatives	Italia Tipelu-Marsters (Samoan, Cook Island, Niuean and Strategic Rep) Mulipola Ausetalia Titimaea (Samoan, Seniors and Strategy Rep) Kathleen Vatuvei (Tongan & Financial/Economic Rep) Renuka Kumar (Fijian Rep) D'Angelo-Gabriel Baice (Samoan and Youth Rep)

Their insights, leadership, and commitment have ensured that this strategy reflects the needs, aspirations, and priorities of Pasifika communities in Manurewa.

9. Acknowledgements

9.2 Contributing Organisations & Partners

The successful development of this strategy would not have been possible without the contributions of Pacific-led and community organisations, whose expertise, research, and engagement helped shape the key themes and priorities:

- Te Ao Ō Tamaaki Nui – Building Bridges for Our Youths
- Foundation North
- Harmony Pasifika
- Ministry of Social Development
- Pacific Seniors Association
- Maranga Fanau
- CLM Community Sport
- Tautai Fagota Sasaa Charitable Trust
- WAIMAHIA Library
- Lighthouse Charitable Trust
- Purpose Trust
- Humble Pie Boxing
- ASA Foundation
- Amo4Tasi Charitable Trust
- Falelalaga Limited
- Auckland Council
- Puatala
- Vaiola PI Budgeting
- Manurewa Pasefika Network

Special thanks to all Pacific community members who participated in the Listening Event, online surveys, and community workshops, ensuring a truly inclusive and representative strategy.

9.3 Strategy Development & Facilitation

This Pan-Pacific Strategy (2025-2035) was developed in partnership with the Manurewa Local Board, the Pasifika community, and the Steering Sub-Committee. It is a direct reflection of the collective aspirations of Pasifika communities in Manurewa.

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The strategy was developed through a co-creation process that ensured a community-led and a culturally responsive approach to improving outcomes for Pasifika people in Manurewa.

Appendix A

Strategic Alignment Overview

The strategic alignment overview presented below illustrates the interconnection between the Pan-Pacific Strategy and other key strategic frameworks. This alignment is crucial to fostering a collaborative approach that yields sustainable, inclusive, and impactful results for Pacific communities within Manurewa, while ensuring responsible and informed resource allocation amidst economic considerations, such as inflation. By integrating our strategy with existing plans and policies, we ensure that our efforts are not isolated but rather contribute to a broader vision for the region and are fiscally sound.

This alignment also highlights the commitment of various stakeholders to supporting Pacific communities and recognising their unique needs and aspirations. Through a coordinated effort, we can leverage existing resources, expertise, and initiatives to create a more cohesive and effective support system for Pacific peoples in Manurewa. The following table illustrates the key areas of alignment. It demonstrates how our Pan-Pacific Strategy complements and enhances existing strategic documents, thereby providing a framework for responsible investment and resource utilisation.

Pan-Pacific Strategic	Manurewa Local Board Plan	Pacific Auckland	Te Mana Ola Pacific Health	Ngā Hapori Momoho
Community Engagement & Partnerships	Equity for Māori & Pasifika	Community Wellbeing	Community-led health initiatives	Community cohesion and connection
Culture, Language & Identity	Cultural preservation	Cultural wellbeing	Holistic wellbeing & cultural identity	Belonging, identity and inclusion
Youth Empowerment	Youth development	Economic & social opportunities	Youth health & wellbeing	Youth participation and leadership
Environment & Climate Resilience	Sustainable environment	Sustainable futures	Healthy environments	Local climate resilience & sustainability
Community Spaces	Improved community facilities	Community infrastructure	Accessible health & social services	Accessible community facilities
Education, Training & Employment	Employment & skills	Economic empowerment	Workforce development	Financial security, skills & employment
Housing & Affordability	Affordable housing	Housing affordability	Healthy housing	Secure and affordable housing
Economic Development & Financial Capability	Economic opportunities	Economic empowerment	Economic determinants of health	Financial resilience & local economy
Health & Wellbeing	Healthy communities	Health equity	Pacific health equity	Holistic health and wellbeing
Digital Access & Capability	Digital inclusion	Digital capability	Health technology access	Digital equity & inclusion
Support for Seniors & Elders	Inclusive communities	Social wellbeing	Elder health & support services	Inclusive communities for all ages

Legend:
= Strong alignment

Notes



MANUREWA
Pan-Pacific
STRATEGY

AUGUST 2025