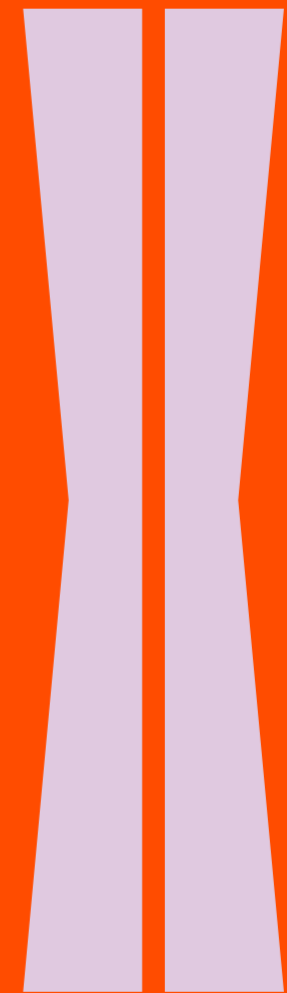


Te Pūnanga

Kaveinga

The Movement



THE MOVEMENT
UPTEMPO STRATEGIC FRAMEWORK

UPTEMPO

Au 'akapapa'anga 'apinga

Contents

Acknowledgements	3
About this document	4
Theory of change	5
Our work	6
Shifting from transaction to transformational	12
Practising a transformational approach	13
Our values	15
A transdisciplinary team	16
Who will help us. Our partners	17
Who will guide us. Governance	18
Being impactful. Niho Taniwha	19

Au tū 'akameitaki'anga

Acknowledgements

We acknowledge our ancestors, tangata whenua and tangata o le moana whose bravery, knowledge systems and cultural wisdom has shaped the development of Uptempo.

We also thank the Pasifika 'aiga who have courageously shared their lives and experiences with us so we can collectively learn and seed ideas for transformative change.

Our funder:

Ministry of Business, Innovation and Employment (MBIE)

Our founding partners:

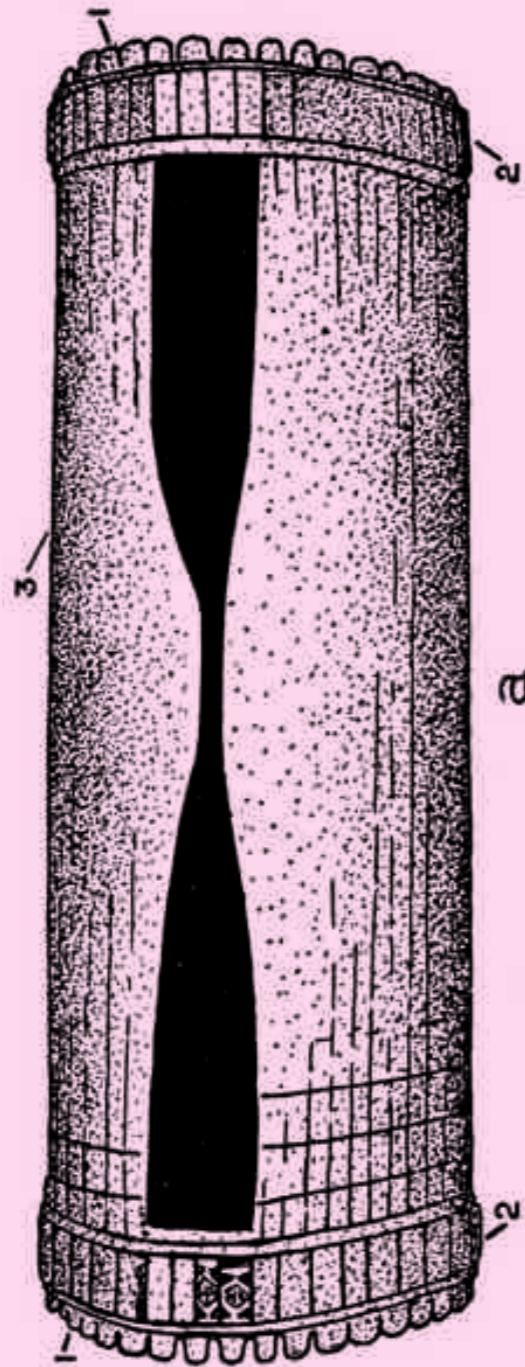
The Southern Initiative (Auckland Council)

Peter McKenzie Project of J R McKenzie Trust

First Union

The Fono

This document has been developed in partnership between Uptempo, SIDA Consulting Ltd and design by Kirsty Harvey.



We use our cultural knowledge to anchor our approach to change and communicate through the ancient art form of music.

Nō runga i teia putunga peapa pu'apinga

About this document

This document - Te Pūnanga Kaveinga - sets out how Uptempo will deliver its strategic framework. It is part of a trio:

Document 1.

Te Tangi

The call to action. Sets out the case for change and demonstrates why Uptempo is important, not just for Pasifika peoples but for Aotearoa.

Document 2.

Te Ka'ara

The drums. Is our strategic framework, setting out our theory of change and the strategic pillars that will guide us towards achieving change.

Document 3.

Te Pūnanga Kaveinga

The movement. Is our roadmap. It describes the way we will work, our values and the actions we will take and the impact we want to have as we work towards our goal in the medium term.

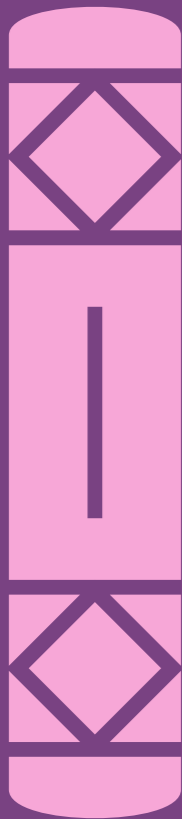
The language

We have used Cook Island Māori and other Pasifika languages throughout this document.

Karere nō te tauī'anga The theory of change

If we focus our energy on these areas:

1. Transforming the employment landscape
Working across the employment landscape to address bias and improve Pasifika access to higher paid jobs



2. 'Aiga led change
Partner with 'aiga to demonstrate compelling alternatives and share Pasifika stories to effect systems level change

3. Activating learning pathways towards prosperity
Create and connect Pasifika with learning pathways that build confidence, knowledge and skills towards wellbeing, prosperity and aspirations

4. Growing self-determination, networks and access to support
'Aiga develop their own skills and strategies to thrive, grow their networks and can access holistic, flexible, wraparound support to meet their needs and aspirations

We expect to start seeing:

'Aiga experience reduced stress and poverty related burden

More culturally responsive workplaces that esteem and nurture Pasifika values

Systemic changes and removal of learning and employment barriers for Pasifika

More Pasifika in higher income, quality jobs and experiencing career progression

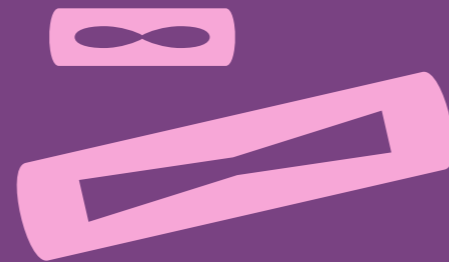
A more highly skilled Pasifika workforce, enjoying lifelong learning opportunities

Conversations about wealth are normalised and success is celebrated in Pasifika communities

Improved Pasifika 'aiga wellbeing and self-determination and autonomy



In 30 years, for Pasifika in Aotearoa, our systems are manifesting:



Increased personal income and employment security

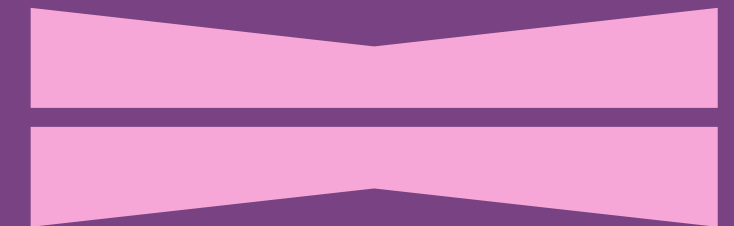
Increased 'aiga wealth and financial security

Increased 'aiga and personal wellbeing and confidence

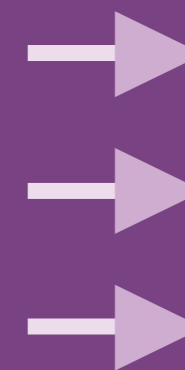
Increased agency and mana
Pasifika feel safe and respected

Equitable access to learning and employment opportunities

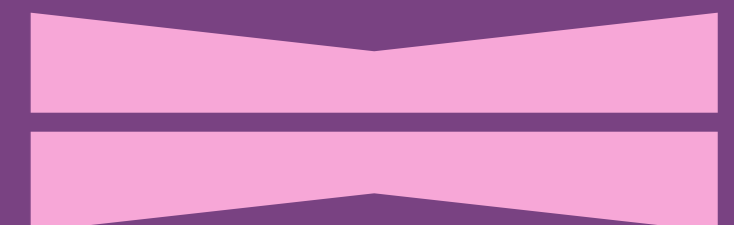
Improved life outcomes



Ultimately leading to our vision of:



Pasifika leading their own futures and growing lasting intergenerational wealth and wellbeing



Underpinned by:



Innovation

Learning what works through exploring, prototyping and testing Redesigning systems (not tweaking the status quo)



Culture

Leading and grounding our work in Te Ao Pasifika – Pacific worldviews



'Aiga influencing systems

Working with 'aiga on the ground and building systems relationships to influence structural change through practice-based learning, evidence and insights



Tā mātou ‘anga’anga

Our work

The Uptempo Te Ka’ara Strategic Framework identified key focus areas of Uptempo - the four drums - wellbeing, community, employment and learning.

These are underpinned by three cross-cutting themes - culture, innovation and systems shaping.

Here we identify the key actions we will undertake under each of the four drums. Against each action we indicate which of the cross-cutting theme is supported.

These actions have been identified through evidence described in our case for change; insights from the work of The Southern Initiative; and as a result of deep engagement with Pasifika ‘aiga and partners.

As new opportunities emerge and we learn from our practice we will adapt our actions and new activities will emerge.

More detail on specific activities is provided in our annual Business Plan.

Our cross cutting themes

Our work at Uptempo is underpinned by three cross cutting themes - Culture, Innovation and Systems Change.

In every aspect of our work we seek to ensure that we address one or more of these themes. Here we describe in more detail what these mean.

Each of these themes has an icon. You will see these icons used at different times in our work to illustrate which theme that work supports.



Restoring and strengthening Pasifika cultural identity by adopting culturally grounded approaches.

In Uptempo we believe our diverse Pasifika cultures are our super power! Our work is grounded in Te Ao Pasifika. Our direction, decisions and ways of working are all led by our values and woven into everything we do.

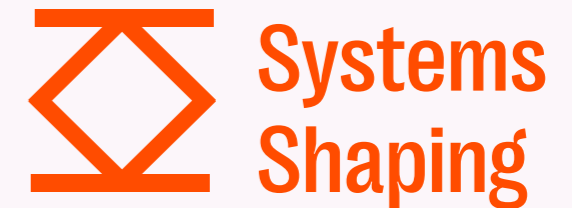


Exploring and prototyping new approaches to find what works to support sustained transformational change.

Like our Pasifika ancestors who traversed huge oceans, using indigenous knowledge systems, we are innovators, who recognise that the learning we get along the journey is just as important as the outcome.

We create space for our 'aiga and community to be at all tables, with an unfailing focus on creating a more equitable future, where Pasifika thrive.

To do these things, we must highlight what isn't working and identify new, creative ways of addressing these challenges. Because of this, at Uptempo, Innovation is baked into what we do.



Advocating for change through evidence led practice and insights.

Creating new services and working family by family is simply not enough to change the embedded inequity for Pasifika in Aotearoa.

Our systems need to centre around the needs of our people. They need to enable inter-agency collaboration on big issues and development of policy, commissioning processes and services that enable all people to thrive.

Tā mātou ‘anga’anga: Kia meitaki te Ora’anga

Our work: Wellbeing

Objective: Growing Self-determination, networks and access to support

‘Aiga develop their own skills and strategies to thrive, grow their networks and can access holistic, flexible, wraparound support to meet their needs and aspirations

Action areas

1. **Basic needs**
2. **Family support**
3. **Digital equity**

Spotlight



Digital equity

At Uptempo, we are learning what works to reduce the digital divide by testing different training, device and internet solutions in partnership with ‘aiga

For many Pasifika ‘aiga access to devices and ultra fast broadband reduces their ability to effectively participate in society, the economy and democratic processes. Without access they cannot access public services, online banking, apply for jobs and access online learning. The shift to digital accelerated by the Covid-19 Pandemic has further isolated Pasifika from the digital world we face today.

We are providing devices to families, training in online safety and security, and 12 months of fibre internet.

Tā mātou ‘anga’anga: Matakeinanga

Our work: Community

Objective: ‘Aiga led change

Partner with ‘aiga to demonstrate compelling alternatives

Action areas

1. Reframing Pasifika identities in modern Aotearoa
2. Peer to peer community network building



Culture



Innovation



Systems Shaping

Action spotlight



Peer to peer network building

Through peer-to-peer community models we are creating ecosystems of support and knowledge so that Pasifika can develop collective confidence and build leadership to enable their aspirations and create their own solutions.

Uptempo is piloting a Pasifika Security Guard network in which Pasifika security guards can come together, discuss issues, progress challenges and provide training to professionalize the sector.

Through these models we seek to understand the conditions required for successful peer to peer models and demonstrate a compelling systems alternative.

Tā mātou, ‘anga’anga: Kimi’anga ‘anga’anga moni

Our work: Employment

Objective: Transforming the employment landscape

Work across the employment landscape to address bias and improve Pasifika access to higher paid jobs

Action areas

1. Strategic employer partnerships
2. Employer broker & coaching
3. Practice building



Culture



Innovation



Systems Shaping

Action spotlight



Strategic employer partnerships

Many Pasifika are trapped in low paid entry level employment with limited progression opportunities. Uptempo is building strategic employer partnerships to identified employment opportunities for Pasifika in sunrise sectors that will provide real progression opportunities, as well as creating culturally appropriate workplaces that embrace Pasifika culture, values and wisdom.

Through our partnership with **Datacom** our pilot **Nest** programme is now being rolled out across the organization.

We will use our learnings to advocate for sector wider change and identify opportunities to permanently change the employment landscape.

Tā mātou ‘anga’anga: ‘Āpi’i’anga

Our work: Learning

Objective: Activating learning pathways towards prosperity

Create and connect Pasifika with learning pathways towards prosperity

Actions

1. Micro-credentials
2. Family learning



Culture



Innovation



Systems Shaping

Action spotlight



Micro-credentials

We’re finding out what is critical for Pasifika learners by developing new micro-credentials that are closely connected to both Pasifika workers and employers.

This helps to provide a scaffold for future qualifications and skills development which gives Pasifika a platform for career transition and progression.

Uptempo in partnership with our training delivery partners, agencies and Pasifika ‘aiga is developing a range of new accredited micro-credential qualifications in Green Skills, Deconstruction and Communications in the GLAM (Gallery, Libraries, Archives and Museums) sector.

Mei te Tauī'anga 'i rotopū 'i tēta'i ngā tangata mē kore 'apinga ki te Tū Tauī'anga 'Akatūkē'ia

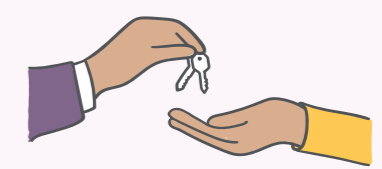
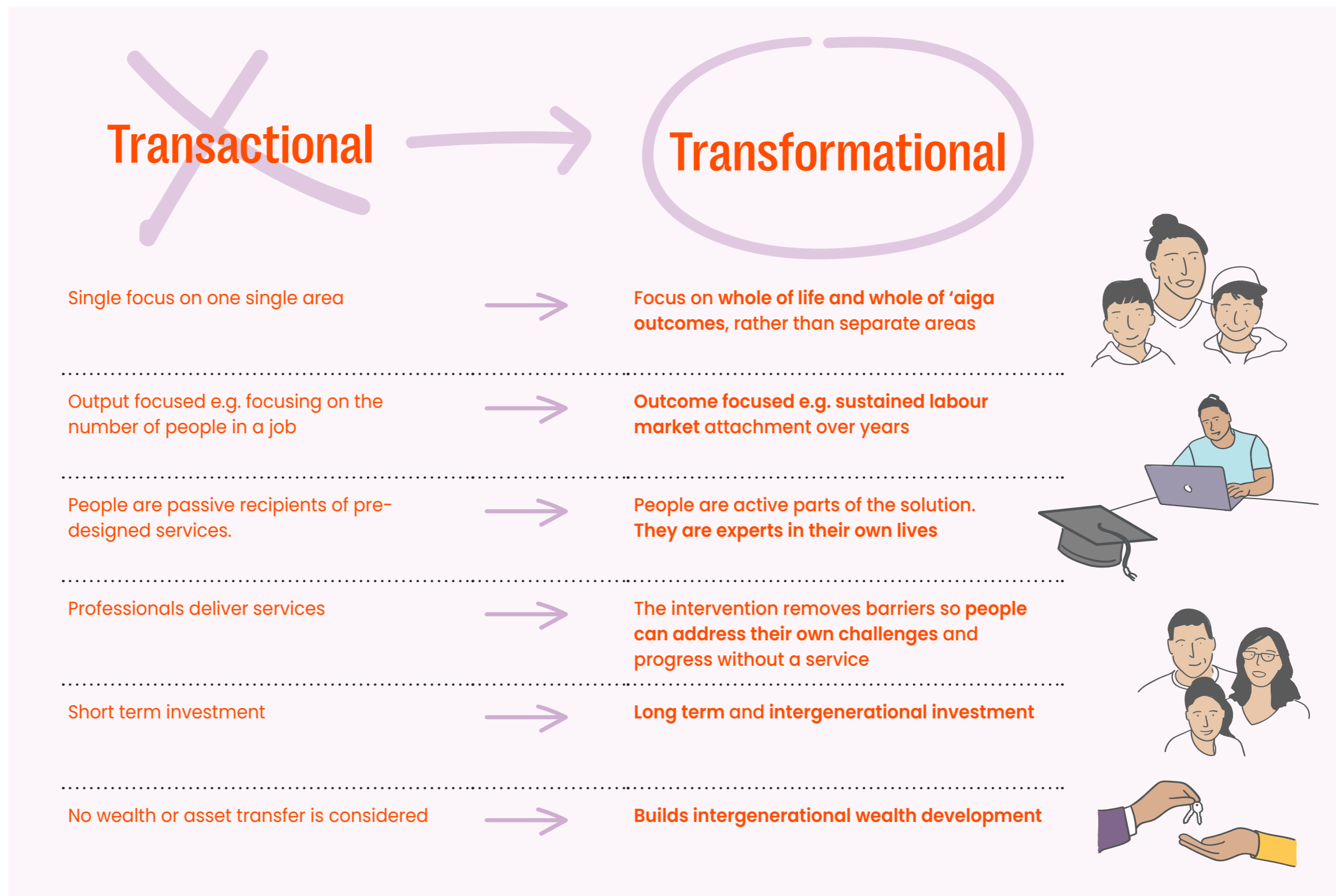
Shifting from transactional to transformational

Achieving real change requires us to change our approach from transactional to transformational.

This means shifting from single focus areas and output delivery to an outcomes focused approach, which is founded on a 'aiga centric model.

In making this shift, Uptempo seeks to understand the whole of life / whole of family dynamics, so we can better understand the interdependent and reinforcing challenges that people and families face across systems.

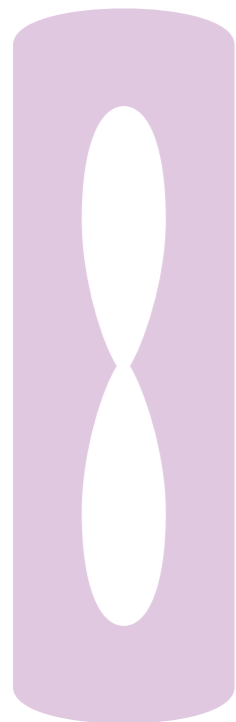
Here we illustrate some of the differences between the two approaches.



Rāvenga Tū Tauī'anga 'Akatūkē'ia

Practising a transformational approach

Adopting a transformational approach means working differently. This explains what this means in practice for us and our partners.



Culturally grounded

Pasifika people and communities have an ancient practice of being, knowing and doing. Uptempo affirms and looks for ways to embed Pasifika concepts and world views into everything we do and aims to demonstrate how this can be done at scale.

Kaupapa driven

This means we are tight on outcomes and loose on delivery. We are focused on the long term benefits for Pasifika and their families not on short term outputs, funding cycles, and prescriptive solutions, plans and delivery models. How we achieve outcomes will flex and bend.

Co-designing with families

This highly participative process which will engage families to understand their lived experiences, gaining insights about what works for them and uses lessons to shape how Uptempo is developed.

Working iteratively

System change is messy and complex. Insights and learnings will be uncovered through our work which will inform future project activities. Direction will change as new things emerge. We will design, test, and learn, iterating as we go.

Deep partnerships

Creating breakthrough change means forming deep partnerships across the system. This means power and decision making is shared between agencies, communities and families.

Working fast and slow

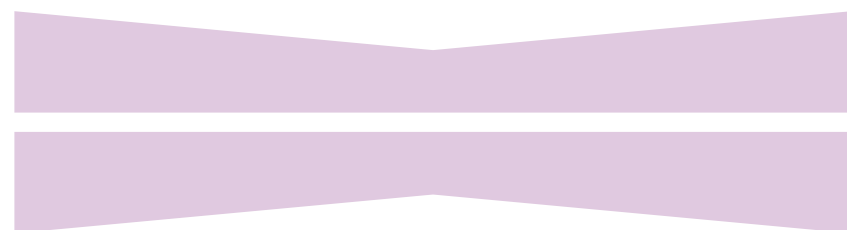
Our pace is directed by families. We will take advantage of opportunities as they emerge by being agile and flexible. But we will respect the pace at which families are ready for change, working slowly to build trust, acceptance and confidence.

Adaptive investments

That support innovation and adaptive strategies. This means ring fenced multi-year budgets; transferring funds between budget lines when plans change; redeployment of underspend to new activities emerging from our insight work.

Telling impactful stories for change

Each person consumes information differently. This means we will use visual narratives, digital media, spoken word and print to communicate for impact. Telling stories authentically to increase reach, understanding and drive positive system change.





WE Accounting, Pasifika employer

Pu'apinga

Our values

Our values are the foundation for how we show up in our work, the mindsets we bring and our actions.

Transformative systems change is complex, messy, and uncertain. Our values help us stay true to our Kaupapa and guide us, as we carve a pathway forward and energise a community of support around the need for change.



Tausi le va (Samoan)

We honour our relationships and recognise that everything is connected. We are culturally grounded and through this, build trust, respect and impact.



Loto to'a (Tongan)

We have the courage to do new things and not being afraid to make mistakes, accepting our failures and learning from it. We are brave enough to challenge the status quo and hold ourselves and other people accountable.



Manākitanga (Māori)

Our actions demonstrate our love and care for our people and our kaupapa.



Haivae 'ag (Rotuman)

We openly share and work together with others to achieve our goal of intergenerational wealth for all our people.



Fakamōliaga (Niuean)

Our culture is a superpower!
We are unapologetically Pasifika and walk our talk every day.

Tō tatou 'iti tangata

A transdisciplinary team

Having the right people with the right skills is critical to our success.

The Uptempo Team is a transdisciplinary team that brings together diverse skills, experiences and perspectives that enable us to take a multi-dimensional approach to engaging Pasifika 'aiga and system actors to achieve change and have a real impact in the lives of Pasifika.

Here we show the core roles within our team.



'Aiga Facilitators

Hold the primary relationship with Uptempo families. They will recruit and support families through their journey.



Manager

Responsible for the strategic development of the programme, partner relationships and overall team management.



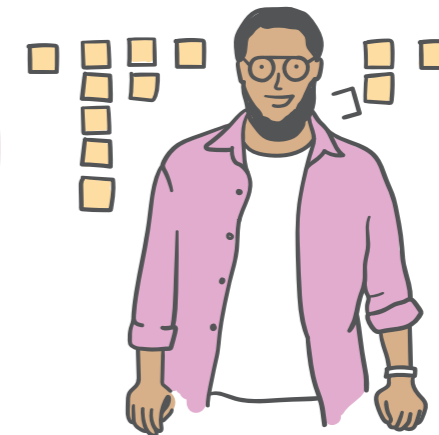
Job Detective

Use big data to identify quality jobs in sunrise industries, build relationships with employers and support the development of learning pathways to sunrise jobs



Innovation Specialist

Builds the innovation and design practice across the team. They work with the Family Facilitator to develop the innovation stream. They also work closely with a small number of 'aiga to co-design and test their solutions.



Business Analyst

Develops key processes, supports reporting and keeps the vaka afloat.

Evidence Curator

Works with our partners and 'aiga to uncover insights and learnings and gather evidence of impact. Helping us to tell the story of change and give voices to the experiences of families.



Employment Innovator

Works to mentor, coach and broker employees into higher-paid work and support their transition.

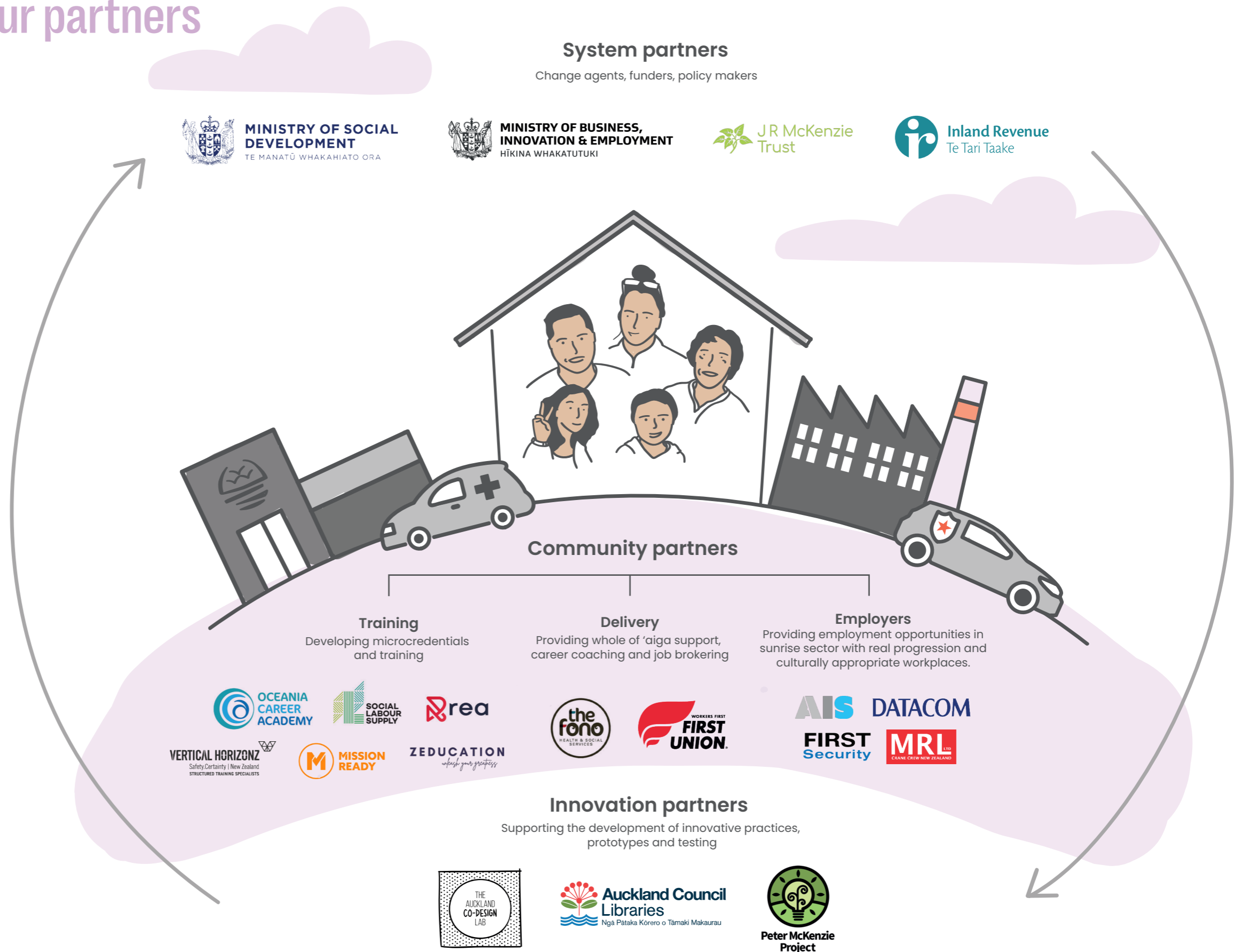
Tō mātou au pātana

Who will help us. Our partners

Uptempo is built on partnerships. We work across the ecosystem with community, public and private sector groups.

Together we use our collective intelligence and experience to support our Uptempo families and share learnings for effective system change. Each partner plays a different role.

Here we show the types of partnerships we are forming and how we are building a coalition of the willing who are galvanising around our goal and the ethos of Uptempo.



‘Akateretere

Who will guide us. Governance

Good governance helps to steer us towards our goal, manage risks and uncertainty and be accountable for the work we do and the impact we have.

Uptempo reports to the **Auckland Pacific Skills Shift (APSS) Governance Group** led by MBIE.

It is managed as a dedicated business unit within **Auckland Council’s Southern Initiative, reporting to the Community and Social Innovation Director.**

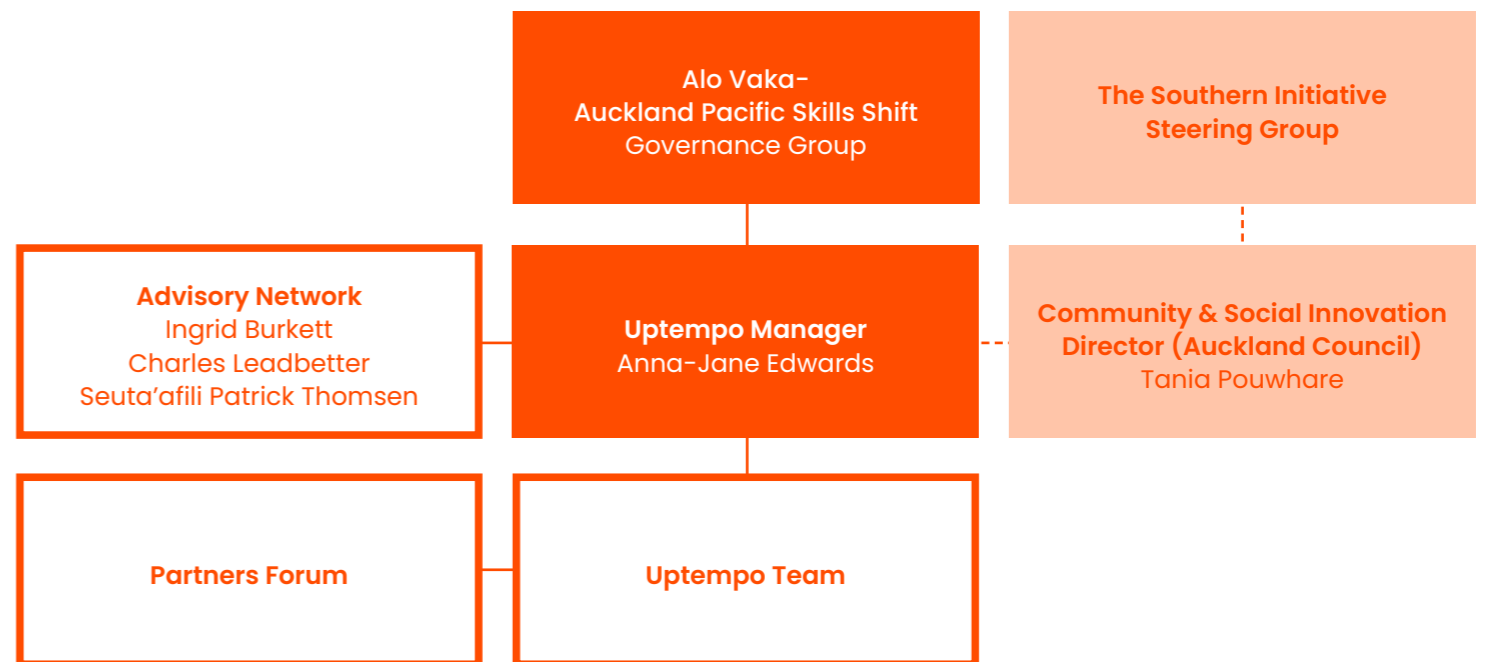
In doing so, Uptempo leverages the work of the The Southern Initiative and its emergent innovative practices and system change work.

A bi-monthly global advisory network of social innovation experts supports the development and acceleration of Uptempo.

Professor Charles Leadbetter, and **Ingrid Burkett** are world leaders in innovation, creativity and social design. Future advisors with an indigenous perspective will be invited.

A monthly partners forum brings together The Fono, First Union and others to inform Uptempo’s ongoing development.

Governance and accountability structure



The APSS includes two sister programmes to Uptempo. Ikuna, lead by Auckland Unlimited and The Cause Collective programme. All three report to the APSS governance group.

Tū 'akaū'anga ririnui

Being impactful

Our Niho Taniwha (teeth of the Taniwha) is the evaluative framework that we will use to understand the impact we are having and navigate our change journey.

It helps us chart our paths, read tohu, learn and adapt as we go. It is grounded in values and Tikanga evidence which blends indigenous knowledge, western practices and lived experienced.

The framework helps us to embed reflection, gather relevant evidence and work across different 'sense making' zones to connect up outcomes and strategic learning from the workstreams of Uptempo.

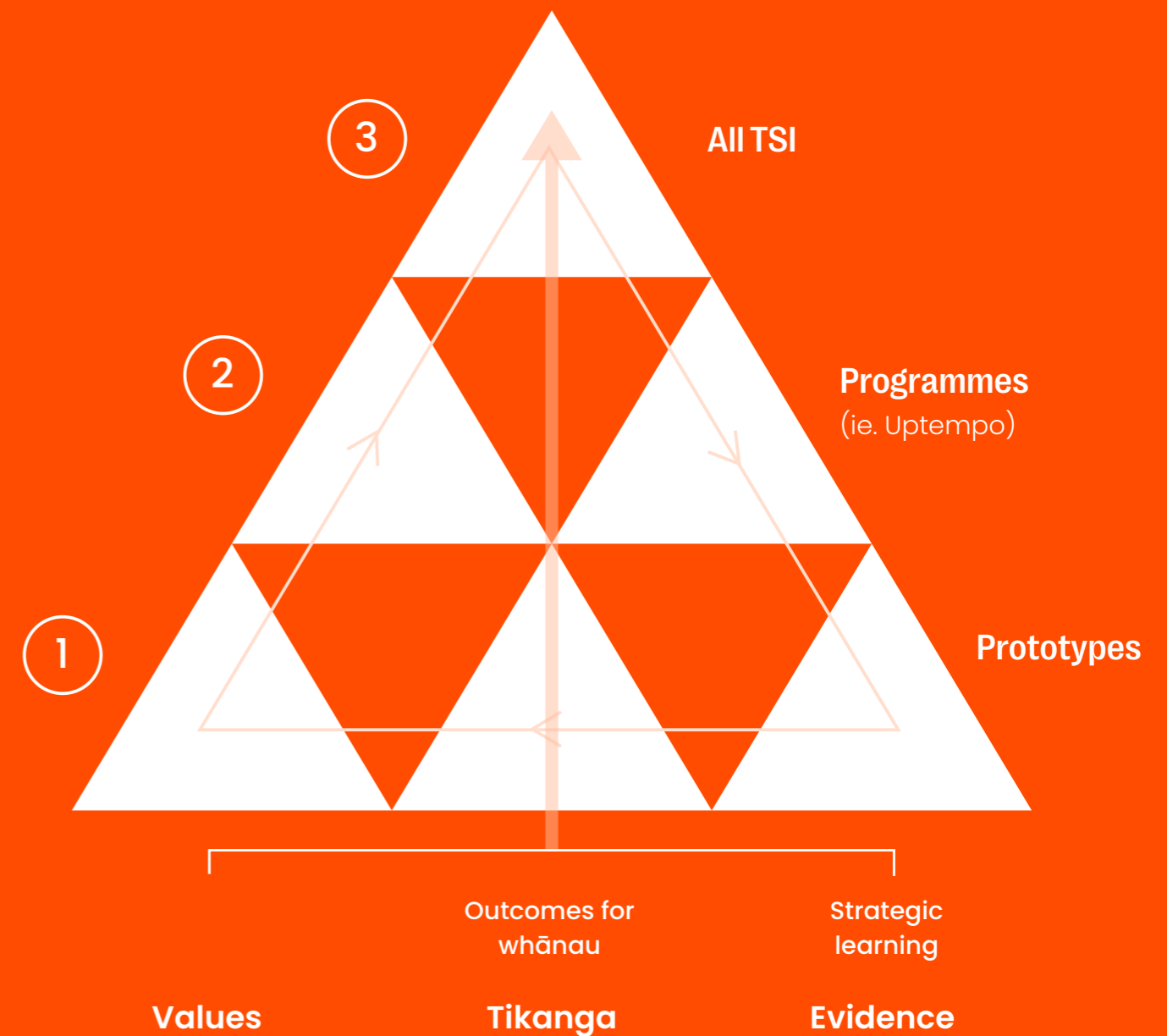
Across our mahi we will pay attention to outcomes for 'aiga, systems change and strategic learning.

We will identify key learning areas and indicators for change in our annual business plan. These will change each year as we gain a deeper understanding and insights through our mahi.

Niho Taniwha

A framework for navigating complexity

Three Wahi Ako



Developed by The Southern Initiative





TROW Group, Pasifika employer