

WELCOMING COMMUNITIES ADVISORY GROUP PLAN 2020-2023





Cover image

Glow path between the Fitzherbert and He Ara Kotahi bridges – the design:

For centuries, Rangitāne have freely moved up and down the Manawatū Awa from one kainga to another, including moving to havens of safety at both Kuripaka (Turitea) and Te Motu o Poutoa. Aristocratic Rangatira wore finely weaved cloaks which included taniko border designs known as “Paepaeroa kahu” as statements of their station and mana. Artist Reweti Arapere has abstracted a taniko pattern to cloak the whenua or land alongside the Awa, acknowledging historic journeys between kainga and pā.

Inside cover image

The He Ara Kotahi bridge design

The design inspiration for the He Ara Kotahi bridge over the Manawatū River is a karaka tree, with its “roots” on the Massey side of the river and the canopy in Dittmer Reserve, between the Esplanade and Ruha Street. The karaka has strong links to the history of our iwi, Rangitāne. Generations of karaka have lined Karaka Grove at Massey University, providing food and shelter for the people that once lived there. Karaka trees also once covered the southern bank of the Manawatū River on the flat land between Turitea Stream and Fitzherbert Bridge. Early Māori settlers cleared some of the forest to plant kūmara. When the rest of the land was converted to farmland, the first European settler to farm the land protected the remaining trees.

Rangitāne o Manawatū are the mana whenua for Palmerston North.

They claim descent from the tupuna of the Kurahaupo Waka, which it is estimated, touched the shores of Aotearoa, New Zealand, in about 1200 AD from their homeland in Tawhitinui.

Through migration and settlement, Rangitāne were firmly established when the first Pākehā settlers came to this region in the mid-1800s. These settlers were warmly welcomed by the Rangitāne Iwi.

The sale of the “Te Ahu O Tūranga” Block, which includes Palmerston North was led by Te Hirawanu Kaimokopuna, a Rangitāne Chief of great renown in the local region. It was Te Hirawanu who pointed out to Stewart, the government surveyor, the Papaioea clearing upon which Palmerston North was established.

The Hokowhitu suburb was originally a tribal reserve set aside after the sale of the land upon which the city was built. The ancestors of the Karaitiana, Te Awe Awe, Te Pānau, Mātai, Te Rangi, Te Rangimauiora, Paewai, Wirihana, and Te Rā families were among those who welcomed the new arrivals to the region.

The Clocktower chimes memorialise Kerei Te Pānau, one of the Rangitāne Chiefs and aristocratic men of Rangitāne, who was the first Māori recorded to pay rates to the new Council. To Rangitāne the clock chimes symbolise Kerei Te Pānau calling out to all the people.

Peeti Te Awe Awe, another Rangitāne Chief of great mana, has a statue in Te Marae o Hine – The Square that memorialises the noble sentiments he extended to his Rangitāne people and all who settle in this region: *Kua kaupapa i a au te aroha, Ma koutou e whakaoti – I have laid the foundation of peace and love for you to build on.*

Te Marae o Hine has laid down a kaupapa of peace, love, cooperation and collaboration which sends a message to all about how we meet our challenges and our trials, and that is by working together for the common good of all.

In Te Marae o Hine, there is also a memorial to all those who gave their lives in two world wars, for the freedoms of democracy we enjoy today.

Atop the clocktower on Te Marae o Hine is the Christian symbol of the cross. Christianity has had a huge influence on Rangitāne. Leaders like Hoani Meihana Te Rangiotū, and others, invoked Christian teachings and values to resolve conflict and create solutions that accommodated both the collective aspirations of iwi and the settlers who moved to the region.

FOREWORD

Tēnā koutou katoa,

Nei rā taku mihi mahana ki koutou i tēnei wā o te tau. Ngā taumahatanga o koutou, o mātou, e noho tonu ana i te whakaaronui o tātou. Tātou ngā maharatanga o rātau ake, tēnā tātou katoa.

As a representative of Rangitāne, I support this plan as representing three core values of Kotahitanga (togetherness), Manaakitanga (hospitality) and whanaungatanga (family).

Rangitāne are committed to ensuring the continued success of this programme by ensuring that all new migrants who choose to call New Zealand, Palmerston North their home, are welcomed in an appropriate manner according to Māori culture, tikanga and in the customary lore of Rangitāne.

I believe that our vision of becoming a Treaty led city speaks to our support of this programme, and I'm excited to see the implementation of new initiatives in the coming months and years, as this programme develops over time.

I would like to acknowledge and thank our partners – the officers of the Palmerston North City Council and the Multicultural Society. We are thankful for your continued efforts and commitment to Rangitāne.

Nō reira, tēnā tātou katoa.



Mr Christopher Whaiapu
Chairman
Ngāti Hineaute Hapu Authority
Rangitāne o Manawatū

Kia ora koutou,

As the leader of an ambitious and innovative city, I strongly endorse this plan to foster an inclusive and collaborative approach to growth within our community over the next three years.

The Executive Leadership Team of Palmerston North City Council is proud of the outcomes that have been achieved so far through our participation in the Welcoming Communities programme, and we are committed to making further progress in this area. This commitment can be seen reflected in our strategic direction for the organisation, and across our goals and plans for development in the city.

The events of 2020 have highlighted the importance of strong relationships to support community resilience, and the Welcoming Communities programme is a great tool for our city as we continue to unlock the benefits in economic development and social cohesion that come from fostering a truly inclusive community.

I would like to thank those who have contributed to the development of this document, in particular Rangitāne o Manawātū representatives and the Advisory Group partners, and I am excited to see what more we can achieve together with this plan.

Ngā manaakitanga,




Heather Shotter
Chief Executive,
Palmerston North City Council

Kia ora, talofa, ni hao, bonjour, as-salaam-alaikum, namaste, kuzu zangpo la, konnichiwa, marhaban, hola – greetings to one and all.

It gives me great pleasure to endorse this second Welcoming Communities Advisory Group Plan for 2020-2023, as our community seeks to continue its momentum in this programme to make our city an even more welcoming and inclusive place to live.

The Welcoming Communities initiative provides Council and our community partners an opportunity to celebrate our increasing multicultural diversity and harness the opportunities this brings for our local economy and city vibrancy.

In June 2020, we gained city accreditation as an Established Welcoming Community, and that acknowledges not just our progress since starting the programme in 2017, but also the many years of effort our community has put in before this. We have been very fortunate to work from a base of established programmes, knowledgeable organisations and long-running events, and Welcoming Communities has provided a clear framework to help us strengthen and consolidate this existing work.

As a city and home to 130 different ethnic communities, it is important that we continue to connect with new residents to create the shared understanding and appreciation of each other that makes for a strong, positive community. I commend the Advisory Group for their efforts in developing another strong plan to drive this programme forward and encourage all our residents to engage with the activities to make Palmerston North friendlier, safer and more inclusive.

I am proud of where we have come to in our welcoming journey so far, and I look forward to seeing what further progress we can make in the next three years.

Ngā mihi,




Grant Smith
Mayor of Palmerston North



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ACKNOWLEDGEMENTS

The Palmerston North Welcoming Communities Advisory Group includes representatives from:

- Central Economic Development Agency
- Citizens Advice Bureau
- Department of Internal Affairs
- English Language Partners
- Manawatū Chamber of Commerce
- Manawatū Multicultural Council
- Ministry for Pacific Peoples
- Network of Skilled Migrants Manawatū
- The New Zealand Police
- Palmerston North City Council
- Red Cross
- Volunteer Central

The Advisory Group meets at least bimonthly to guide and coordinate the implementation of the Welcoming Communities programme in Palmerston North.

Our appreciation also goes to the individuals in the community who have contributed to the Welcoming Communities programme, wider stakeholders, and to the staff within Palmerston North City Council who have provided their expertise.



WELCOMING COMMUNITIES BACKGROUND

The Welcoming Communities initiative brings together local government and communities to make the places we love more welcoming for everyone. The programme was introduced as a pilot by the Ministry of Business, Innovation and Employment (MBIE) in 2017, with ten councils across five regions coming on board to develop and implement the programme together with their communities.

The programme is founded on the principle that communities that make newcomers feel welcome are likely to enjoy better social outcomes and stronger economic growth. In this environment, everyone can participate in the economic, civic, cultural and social life of the community. Nurturing the connections between locals and newcomers means everyone feels included and knows they belong.

Welcoming Communities participants are part of a global network known as Welcoming International; other programmes around the world include Welcoming America in the United States and Australia's Welcoming Cities.

Between 2017 and 2019 New Zealand's Welcoming Communities pilot was independently evaluated and, based on the success of the programme, the Government has approved the expansion of the programme to other regions in New Zealand. Up to 30 new councils are expected to join the original ten councils in the programme from early 2021.

KEY COMPONENTS OF THE PROGRAMME INCLUDE:

KNOWLEDGE SHARING AND NETWORKING

Participating local councils and communities learn from each other and share resources.

THE WELCOMING COMMUNITIES STANDARD

Welcoming Communities Standard for New Zealand ('the Standard') provides a benchmark for practices and services in welcoming newcomers. It was developed by Immigration New Zealand in collaboration with experts, councils and the community in 2017. Participants in the programme develop and implement their own local Welcoming Plans around the outcomes included in the Standard.

CELEBRATING SUCCESS

The programme is intentional in shining a light on activities that are successful in achieving the programme outcomes on an online platform run by Immigration New Zealand.

ACCREDITATION FRAMEWORK

Accreditation builds a competitive advantage to attract, support and retain newcomers by:

- showing that a council values and welcomes newcomers
- providing a way to assess progress and to improve welcoming practices
- celebrating success and sharing pride in positive outcomes for the community
- showing that a council and community is part of an international welcoming network
- showcasing welcoming activities on the national and international stage
- providing councils with access to support, resources, knowledge sharing and networking in New Zealand and overseas.

There are four stages of accreditation, each with increasing levels of requirement and benefits:

- Stage 1 — a Committed Welcoming Community
- Stage 2 — an Established Welcoming Community
- Stage 3 — an Advanced Welcoming Community
- Stage 4 — an Excelling Welcoming Community.

At Stage 1 a council must commit to participating in the Welcoming Communities programme and complete an application. For Stages 2 to 4 a council, working with its community, completes an application and a self-assessment workbook. The Welcoming Communities External Accreditation Assessment Panel prepares a detailed report on each application.

Palmerston North gained accreditation as a Committed Welcoming Community in December 2019, then applied for and successfully achieved accreditation as an Established Welcoming Community in June 2020. We plan to progress to Advanced status within the next three years.



THE LOCAL CONTEXT

Partnership with mana whenua is a fundamental principle of the Welcoming Communities approach. In Palmerston North, Rangitāne o Manawatū have an important role in the programme, providing guidance, leadership and innovation in our welcoming activities. This relationship is underpinned by an acknowledgement of Rangitāne as the original ‘welcomers’ of this whenua on which Palmerston North now exists, and the central importance of weaving te ao Māori into our welcoming and inclusion work, in particular manaakitanga, or extending hospitality and caring for others, and whanaungatanga, or the importance of strong relationships and connection.

Palmerston North is one of the most culturally diverse regional cities in New Zealand and the ethnic mix of our city continues to grow. At the most recent census in 2018, our population of 84,600 people was comprised of over 150 identified ethnicities and 127 languages spoken. Pākehā people make up approximately 76% of the city’s population, followed by Māori at around 19%, 12% who identify as Asian, and approximately 5.3% Pasifika; the latter two groups are projected to increase in number significantly over the next ten years.

Since 2004, when the city became a resettlement location, Palmerston North has also become home to several groups of former refugees from around the world, including families from the Democratic Republic of Congo, Myanmar, Bhutan and Syria. In the period 2010-2020 (to July) Palmerston North has resettled 1,186 refugees through the quota programme. The main nationalities we have resettled in the last five years include people from Myanmar, Afghanistan and Palestine.

Palmerston North also has a uniquely diverse community due to our prominent defence workforce, and large numbers of tertiary students. The city has a significant education sector offering tertiary opportunities for national and international students, with internationally renowned tertiary education providers, including Massey University, IPU New Zealand, the Universal College of Learning, Te Wānanga o Aotearoa and English Teaching College.

Other migrants to the city include new workers and their families who come from all over the globe to provide specialist skills and expertise to strengthen our healthcare, agriculture, research and logistics sectors, amongst others.

Throughout 2020, the COVID-19 pandemic has disproportionately impacted many migrants, former refugees and international students. Most have close family and friends in harder hit countries overseas, some families were (and remain) separated due to border restrictions, former refugee resettlement programmes have been put on hold, and international students have been stuck in limbo, not being able to easily return home or return back to the city for study. In addition to this, some members of these communities are in less stable employment and financial circumstances, and access to health information is often made more challenging by language or technology barriers. During our local response for the national Level 4 and 3 lockdowns in early 2020, we were able to draw on the strength of our Welcoming Communities network and our familiarity with applied inclusivity to support all parts of our community. Post-response, we know that migrants, former refugees and international students are still facing particular challenges, with borders remaining closed and worries about those overseas, and it is important that we continue to support and consider these circumstances in our work.

EXECUTIVE SUMMARY

Under Welcoming Communities, individual councils and groups of councils participating in the programme take a leadership role in encouraging their communities to be intentionally inclusive and welcoming of new residents, and in doing so support their region's growth.

This Welcoming Communities Advisory Group Plan 2020-2023 (the Welcoming Plan) is a key component of the Welcoming Communities programme in Palmerston North. It has been developed by the Palmerston North Welcoming Communities Advisory Group (the Advisory Group) and sets out the priorities and focus areas for the next three years, providing a roadmap for achieving accreditation as an Advanced Welcoming Community.

For the purpose of this document, and the wider programme, 'newcomers' are defined as recent migrants, former refugees and international students. However, we acknowledge and anticipate that activities under this programme will also benefit those relocating from elsewhere in New Zealand.

This document is structured to align with the national Welcoming Communities Standard (the Standard), a framework with eight outcome areas: Inclusive Leadership; Welcoming Communications; Equitable Access; Connected & Inclusive Communities; Economic Development, Business and Employment; Civic Engagement & Participation; Welcoming Public Spaces; Culture & Identity. The Standard provides a benchmark for what a successful welcoming community looks like and has guided decisions on the activities included in this Welcoming Plan.

Decisions were also based on the results of our recent accreditation application, in which we successfully gained Established Welcoming Community status. The accreditation report from the MBIE-led panel provided feedback on our achievements in the programme to date and suggested areas of focus to help us progress towards the next stage of accreditation.

Many of the actions in this plan therefore seek to embed activities and events successfully initiated under our first Welcoming Plan, with more robust evaluation and monitoring. Examples include the City Welcome sessions and Welcome Packs, large public cultural events and civic engagement resources.

Throughout a series of workshops in early 2020 the Advisory Group also identified several areas of opportunity where it would like to initiate new activities to improve outcomes, including in employment and business support, and inclusive leadership and welcoming public spaces, where there is the most room for growth.

Accordingly, under each of the eight outcome areas is a list of actions to be undertaken over the next three years, divided into two sections: 'Existing work to continue' and 'New activities and initiatives'.

The Advisory Group also acknowledges that the sub-outcomes in the Standard vary in terms of who has primary responsibility for delivery. For example, some sub-outcomes are outside of the influence of the Advisory Group and sit with Council to deliver, whereas some are primarily with partners or community to deliver, and others require a joint effort. Council-specific sub-outcomes are not included in the Welcoming Plan below so should be covered elsewhere in Council documentation. Therefore, in addition to the Advisory Group action plan below, we have created a table at Appendix 1 which categorises each sub-outcome by responsibility for delivery and indicates how each of the sub-outcomes align with Council's 10 Year Plan.

INCLUSIVE LEADERSHIP



Framework from the Welcoming Communities Standard:

Overarching outcome: Local government, tangata whenua and other community leaders work together to create, advocate for and continue to foster a welcoming and inclusive community. They lead a shared plan to increase connections between newcomers and existing residents.

- 1.1 As the indigenous peoples of New Zealand, Māori – represented by tangata whenua, mana whenua, iwi and hapū and/or other hāpori Māori – have a prominent role in Welcoming Plan activities.
- 1.2 Leaders – both designated and unofficial – reflect the diversity in the local community, as does the council workforce.
- 1.3 Leaders model the principle of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community.
- 1.4 There are clear roles, responsibilities and ownership within council and in the wider community for the Welcoming Communities programme.
- 1.5 Council internal and external policies, services, programmes and activities recognise and address cultural diversity.
- 1.6 A range of leadership opportunities in the council and the wider community are available to and taken up by newcomers.

WHERE WE ARE NOW

Palmerston North has made a clear commitment to the Welcoming Communities programme, with defined roles and ownership within Council and in the wider community. Our city leaders have a good understanding of the various benefits of inclusivity for our city, and regularly model acceptance and openness, and celebrate our multiculturalism. While we do have diverse representation and mandate to work from a perspective of inclusivity, we do not assume we currently represent or advocate for all cultures and worldviews.

Palmerston North City Council has increasingly demonstrated its commitment to growing partnership with mana whenua over recent years. The representation and participation of mana whenua on the council's key committees is recognition of the strength of the relationship. The Welcoming Communities programme gained early support from mana whenua and this partnership continues to grow with a particular strength found in the relationship with Te Ahi Kaea, a Rangitāne rangatahi based group who have co-hosted the City Welcome Sessions and Mayoral Welcomes for International Students since early 2019.

Many of Council's strategies and plans recognise and address cultural diversity and make commitments to inclusivity. There is progress to be made in realising these commitments, in terms of their implementation into organisational processes and culture.

There are numerous leadership opportunities available to newcomers in the wider community, though these tend to be within cultural or religious groups or newcomer-specific groups such as international student programmes, skilled migrant groups, or the multicultural council. There is still work to be done to achieve better inclusivity across leadership in general, for example in the arts, sports, business and community sectors.

WHERE WE WANT TO BE

Relationships established with mana whenua are maintained and strengthened, with closer alignment between Rangitāne aspirations and implementing various welcoming activities.

Leaders continue to openly demonstrate a strong commitment to the Welcoming Communities programme and its principles.

The number of leadership opportunities available to newcomers and other culturally and linguistically diverse community members are both diversified and increased, particularly in terms of governance roles, with improved access, support and education provided to both potential leaders and leadership bodies.

Newcomers who hold leadership roles or achieve in leadership spaces are acknowledged and celebrated in civic ceremonies.

Council as an organisation reflects intentional inclusivity as standard practice across its services, processes, policies and plans.



ADVISORY GROUP ACTION PLAN 2020 – 2023	Sub-outcome
Existing work to continue:	
1a. Continue to grow partnerships with Rangitāne and other hāpori Māori in Palmerston North to align with their aspirations in the implementation of welcoming activities.	1.1
1b. Continue to actively support groups and programmes which provide opportunities for newcomers to experience leadership. Current examples include the PNCC Palmy Global Ambassadors programme, tertiary student leadership bodies, and cultural groups.	1.6
1c. Work alongside arts and sports sector organisations, including Creative Communities funding committee and Sport Manawatū, to encourage inclusivity in leadership (in addition to design, development and delivery).	1.2, 1.6
New activities and initiatives:	
1d. Encourage and support local boards and governance groups (including Council-Controlled Organisations) to achieve greater diversity, by: <ul style="list-style-type: none"> i. Reviewing current training offerings for governance and identifying any barriers for newcomers participating in this training. ii. Acknowledging that participation in governance is often reliant on 'invitation' or existing personal connection, trialling a mentoring programme where organisations identified as supportive are buddied with a newcomer interested in governance. Manawatū Multicultural Council to lead this programme. iii. Developing clear messaging about why diversity is important for boards (including collection of ethnicity data for board members) and utilising networks such as Community Services Council and the Chamber of Commerce, in addition to PNCC's channels, to promote this. iv. Investigating incentives to recognise and encourage organisations with diverse, inclusive governance. v. Exploring opportunities to introduce additional positions on boards, as an education pathway for newcomers to gain governance experience. 	1.2, 1.6
1e. Promote award opportunities throughout the Welcoming Communities Advisory Group networks to newcomers to develop more diverse entries and nominations. Encourage these stories to be told at the award celebrations.	1.6
1f. Provide bi-cultural confidence training for all Welcoming Communities Advisory Group members	1.1



WELCOMING COMMUNICATIONS



The Welcoming Communities Standard:

Overarching outcome: People of all cultures and backgrounds feel included, listened to and well informed through a range of ways that take into account their different communication needs.

- 2.1 The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories
- 2.2 The council is well informed about newcomers to their region and pro-actively seeks data about newcomers from relevant sources
- 2.3 The council's engagement with all residents is two-way, culturally appropriate and fit for purpose.
- 2.4 Council communication materials and messages are inclusive and reflect the diversity of the local community. Council encourages other agencies, businesses and organisations to follow this model.

WHERE WE ARE NOW

Palmerston North residents have access to information about the local benefits of immigration and the Welcoming Communities programme and have positively engaged in several media (social and traditional) campaigns around these topics, including the #WithRefugees campaign for World Refugee Day and the #PalmyWelcomes campaign for Welcoming Week. Success stories are often highlighted in publications such as Palmy Proud, local newspapers and on the social media channels of Council and in the community, though there could be more structure and regularity around success stories as a tool for educating the wider community.

Council, the Advisory Group and community partners are beginning to explore the use of a range of methods to ensure communications are inclusive, culturally appropriate and fit for purpose; however, these considerations are yet to become embedded as standard practice and there is room to grow in terms of cultural confidence in this area.

We have access to some good data around the demographics of the city and have good channels of information for qualitative and anecdotal information about the experiences of newcomers. Local academic research is underway on the topics of belonging and civic engagement amongst migrants and former refugees; findings can be used to inform practices and activities in the future. There is an opportunity to take a more strategic approach to gathering rich data, for example around users of local social services.

WHERE WE WANT TO BE

Palmerston North residents understand and embrace migration, and its resulting diversity, as the opportunity that it is for our community.

Palmerston North City Council has a range of rich local quantitative data sources with multiple data points, to better understand the experiences of newcomers and culturally and linguistically diverse communities. Opportunities to gain insight from qualitative data, such as forums which capture the lived experience of newcomers, are being actively explored.

Council and partner organisations reflect intentional inclusivity as standard practice across their services, processes, policies and plans.

ADVISORY GROUP ACTION PLAN 2020 – 2023	Sub-outcome
Existing work to continue:	
2a. Continue to conduct informative communications campaigns to promote the ideas of the programme to residents, with a focus on sharing the benefits of diversity and migration for our city. Current examples include #WithRefugees for World Refugee Day, and Welcoming Week.	2.1
2b. Continue to provide Welcome Packs and City Welcome sessions for newcomers. Review content and design of Welcome Packs for relevance in fourth quarter 2020. Involve locals in this review process, to engage them in the programme further and get them thinking about the experience of being new to the city.	2.3
New activities and initiatives:	
2d. Establish regular positive profiles in local media to highlight individuals, organisations and initiatives, new and existing, which reflect the Welcoming Communities principles. Target publications include local newspapers and radio, the Palmy Proud magazine, and local non-English newsletters and newspapers.	2.1
2e. Create a range of engaging infographics based on the 2018 census data, as a tool for council and the community to be better aware of the demographics of our city. Update and re-promote these as new data becomes available.	2.2
2f. Create a best practice guide for data collection for partner organisations (for example, those which Council contracts through Strategic Priority Grants) to create a common language to produce better quality information about use of services.	2.2
2g. Advisory Group members commit to featuring a diverse range of voices and faces in the activities, documentation and promotional materials produced by their organisations, as an example for other organisations in their respective sectors.	2.4

EQUITABLE ACCESS



Framework from the Welcoming Communities Standard:

Overarching outcome: Opportunities to access services and activities and to participate in the community are available to all, including newcomers.

- 3.1 Council partners with local businesses, organisations and sector to identify and address barriers for newcomers to accessing services and participating in the community.
- 3.2 Council and other organisations in the community research, design and deliver services that take account of the different circumstances (for example, rural/urban) and cultural backgrounds of all service users, including newcomers.
- 3.3 All community members are well informed about the services available in the community. Newcomers are made aware of and are using these services.

WHERE WE ARE NOW

Newcomers to Palmerston North have opportunities to learn about and access services and activities within the region, including through the City Welcome sessions, Welcome Packs, orientation events via education providers for international students and Red Cross for resettling refugees. Innovative new ways of providing information about services are being explored, such as the Welcome Videos in refugee background languages to support the Red Cross' orientation sessions for new arrivals.

Local academic research is underway on the topics of belonging and civic engagement amongst migrants and former refugees; findings can be used to inform practices and activities in the future.

WHERE WE WANT TO BE

Initiatives to reduce barriers to learning about and accessing services are well supported and promoted; these are evaluated and refined over time to ensure they continue to be fit for purpose.

Culturally and linguistically diverse groups are taking up opportunities to initiate their own solutions to access challenges, and direct connections exist between community groups, businesses and organisations.

Strategic leadership groups across sectors are demonstrating inclusivity of newcomers and diverse communities in their work programmes as standard practice.

ADVISORY GROUP ACTION PLAN 2020 – 2023**Sub-outcome****Existing work to continue:**

- | | |
|---|----------|
| 3a. Continue to support local research into ways to make our community more connected and inclusive, to learn more about where the gaps, opportunities and successes exist currently. Use research findings to inform and improve the implementation of welcoming activities. | 3.1, 3.2 |
| 3b. Continue to provide Welcome Packs and City Welcome sessions for newcomers. Review Welcome Packs content and design for relevance in fourth quarter 2020. (Repeat of 2b). | 3.3 |
| 3c. Continue to support, promote and connect local programmes and groups which have a focus on equitable access and reducing barriers. For example, Digits Charitable Trust who facilitate technology access, and Replay who facilitate access to sports and games equipment. | 3.3 |

New activities and initiatives:

- | | |
|---|----------|
| 3d. Conduct or contract local research into barriers for newcomers accessing public services, including healthcare and transport, and then trial ways to reduce these barriers. | 3.1 |
| 3e. Actively promote and facilitate opportunities for newcomers to contribute to all consultation opportunities, for example when new services or facilities are being designed. Work with those designing consultations to ensure opportunities to contribute consider the different needs of culturally and linguistically diverse communities. | 3.2 |
| 3f. Work with funders to ensure culturally and linguistically diverse community groups have access to appropriate information and support around local and national funding opportunities. | 3.1, 3.3 |
| 3g. Achieve better connection with and influence in other existing interagency strategic groups, such as the Kotahitanga Alliance. | 3.1, 3.2 |



CONNECTED + INCLUSIVE COMMUNITIES



Framework from the Welcoming Communities Standard:

Overarching outcome: People feel safe in their identity and that they are connected with and belong in the community. There are high levels of trust and understanding between members of the receiving community and newcomers.

- 4.1 Coordinated, comprehensive and appropriate initial welcoming support services are available from council, other agencies and community organisations.
- 4.2 The receiving community is well equipped and supported to welcome and interact with newcomers.
- 4.3 Members of the receiving community and newcomers build relationships and are at ease with connecting and learning about and from each other.
- 4.4 Different cultures are celebrated and people are supported to express their cultural beliefs and customs, including language and religious practices.

WHERE WE ARE NOW

Palmerston North City Council and the community have an established range of opportunities which foster connected and inclusive communities.

The Festival of Cultures and Welcoming Week are two highlights as they create opportunities for communities to connect and understand each other. Likewise, large public cultural celebrations such as Diwali, Moon Festival, and Eid Festival demonstrate the celebration and sharing of cultures, although these events are still relatively new to the events calendar for the city.

For smaller scale celebrations, Council demonstrates its support for cultural activities and community-led events through dedicated community funding. The Council's commitment to build community capability by funding organisations within the community is evident, and over time this has strengthened the relationship and allowed trust to be built between the Council and the community.

WHERE WE WANT TO BE

Larger-scale public cultural celebrations become established as part of the city's events calendar, whilst smaller community level celebrations continue to be supported.

There are many opportunities for community groups and networks across sectors to connect and collaborate.

Events and activities are regularly evaluated for their effectiveness and efficiency in supporting connections and building trust amongst community members.

Initiatives involving a wide range of groupings are supported, such as schools and neighbourhood-based communities.

ADVISORY GROUP ACTION PLAN 2020 – 2023**Sub-outcome****Existing work to continue:**

- | | |
|--|---------------|
| 4a. Continue to encourage and promote professional and community collaborations that increase connections between local resident groups and newcomer groups. | 4.3 |
| 4b. Continue to actively promote and support the many existing events, resources and initiatives that celebrate diversity, with an acknowledgement of the power of fun activities for achieving positive outcomes. | 4.2, 4.3, 4.4 |

New activities and initiatives:

- | | |
|---|----------|
| 4c. Trial 'Inclusive Schools' education initiatives, developing resources in partnership with relevant community groups, such as Global Parent Support, and drawing on existing resources, such as the AFS Global Competency Certificate. | 4.2, 4.3 |
| 4d. Increase engagement with neighbourhood level community groups and services, to better target activities to specific newcomer groups, for example encouraging more cultural events in public spaces outside of the CBD. | 4.3 |



ECONOMIC DEVELOPMENT, BUSINESS + EMPLOYMENT



Framework from the Welcoming Communities Standard:

Overarching outcome: Communities maximize and harness the economic development opportunities that newcomers can offer. Councils work with business associations to promote the contribution that newcomer business owners and skilled migrants make to the region's economy.

- 5.1 Newcomers, including international students, are supported to access local employment information, services and networks.
- 5.2 Newcomers, including international students, are supported with the local knowledge and skills to ensure they can operate successfully in the New Zealand work environment, either as a business owner or an employee.
- 5.3 The receiving community recognises the value of diversity in the workplace, of newcomers' contribution to the region's growth and of the resulting wider economic benefits.
- 5.4 Local employers and workforces develop their intercultural competency.
- 5.5 Mutually beneficial connections and initiatives are set up with migrant business people by local business community and professional networks.

WHERE WE ARE NOW

In Palmerston North, there is a growing recognition of the importance of supporting newcomers, including international students, to access employment information, services and networks, and organisations are beginning to explore initiatives in this area.

The Network of Skilled Migrants Manawātū is growing in strength and its ability to influence is increasing. There have been recent events and activities that successfully increase connections and understanding between newcomers and employers.

However, networking events and collaborative initiatives with the business community remain ad hoc and there is further room for the sector and sector bodies to take a leadership role in harnessing the opportunities presented by developing stronger intercultural competency, exploring the value of diversity to organisational culture, and being intentionally inclusive of newcomers.

An area of yet untapped potential is the establishment of mutually beneficial connections and initiatives within the local business community to support migrant businesspeople.

WHERE WE WANT TO BE

Strong relationships between the Chamber of Commerce, the Network of Skilled Migrants Manawatū, CEDA and other employment and business-focused organisations enhance economic development prospects for newcomers. Initiatives to facilitate access to information, services and networks are embedded. A jointly led strategic plan between these groups is delivering positive outcomes.

Businesses that excel in their cultural confidence and inclusivity are celebrated and showcased.

The Advisory Group understands what is needed to support newcomer-led businesses, and appropriate initiatives are being explored.

ADVISORY GROUP ACTION PLAN 2020 – 2023		Sub-outcome
Existing work to continue:		
5a. Continue to work together with existing local groups, such as the Network of Skilled Migrants and the Manawatū Chamber of Commerce, to find new ways to strengthen connections and understanding between newcomers and employers.		5.1, 5.2, 5.3, 5.4
5b. Continue to work with local tertiary providers and business organisations to increase the number of internship and work experience opportunities for all newcomers.		5.1, 5.2, 5.3, 5.4
New activities and initiatives:		
5c. Sponsor a new category at the local business awards to formally recognise organisations and workplaces which are intentionally welcoming and inclusive.		5.4
5d. Develop a combined strategic work programme between CEDA, Chamber of Commerce and the Network of Skilled Migrants Manawatū, including but not limited to:		5.1, 5.2, 5.3, 5.4, 5.5
i. Facilitating more cultural competency training opportunities for local employers and their workforces, in alignment with CEDA's existing strategic plans in this space.		
ii. Conducting a review of the experience of newcomers who have started businesses in the city to identify where more support is needed, and then trial initiatives as appropriate.		
iii. Supporting the work of the Regional Employability Working Group led by CEDA.		
iv. Exploring the value of micro-internships and shadowing as pathways for hesitant employers.		

CIVIC ENGAGEMENT + PARTICIPATION



Framework from the Welcoming Communities Standard:

Overarching outcome: Newcomers feel welcome to fully participate in the community. Newcomers are active in all forms of civil participation.

- 6.1 The council's elected members and staff effectively communicate with newcomers to promote their engagement in local government processes.
- 6.2 Newcomers are encouraged and enabled to get involved in local government and civil society.
- 6.3 Newcomers' efforts and achievements in civic participation and community life are acknowledged and celebrated.

WHERE WE ARE NOW

Palmerston North has started to provide opportunities for newcomers and culturally and linguistically diverse communities to engage with and experience civic participation.

The Mayoral Welcome for International Students, City Welcome sessions, Welcome Packs and Welcome Videos are ways in which information about civil society is currently shared.

Free internet and computers in libraries encourage participation in civic processes, such as the 2018 Census, and there was a considered effort for the 2019 Local Government Elections to be intentionally inclusive with the production of informational flyers translated in 14 languages and disseminated through community networks.

Efforts to promote engagement in civic processes could be more coordinated across agencies with responsibility in this area, such as the Electoral Commission, to achieve better outcomes.

WHERE WE WANT TO BE

Efforts to promote active citizenship within culturally and linguistically diverse communities are coordinated and effective.

Newcomers feel confident and comfortable engaging with local government processes, regularly share their views with Council's elected members and staff and, importantly, feel heard when doing so.

There is good data available around civic engagement of newcomers, and success stories are celebrated.

ADVISORY GROUP ACTION PLAN 2020 – 2023	Sub-outcome
Existing work to continue:	
6a. Continue to facilitate access to information about, and reduce barriers to participation in, formal civic processes, such as the General Election in 2020, the Local Government Elections in 2023, and the 10 Year Plan consultation in 2021.	6.2
6b. Continue to support the delivery of Mayoral Welcomes for International Students and other small events to occur in the Council chambers and other civic venues, to create a sense of ease in and connection to civic spaces.	6.2
New activities and initiatives:	
6c. Encourage and facilitate newcomer groups to present to Council committees at least twice per year. These engagements can be used to provide Council with advice and information on changes that the community would like to see to reduce barriers services, increase wider engagement, and improve the overall settlement experience for newcomers.	6.2
6d. Work with the organisers of civic and community awards, such as the Volunteer Awards, to ensure newcomer achievements are acknowledged and celebrated, with a focus on increasing the accessibility to and thus the diversity of nominations.	6.3
6f. Work with Ministry of Education to find data on the diversity of local school boards. After data obtained, review and investigate any issues identified.	6.2
6g. Establish relationship with Electoral Commission and jointly create a three-year project plan to increase civic participation of culturally and linguistically diverse communities in Palmerston North.	6.2

WELCOMING PUBLIC SPACES



Framework from the Welcoming Communities Standard:

Overarching Outcome: Newcomers and receiving communities feel welcome in and comfortable using public spaces.

- 7.1 The design and operation of public spaces and facilities are culturally appropriate and reflect the diversity of the community.
- 7.2 Welcoming public spaces provide opportunities to build trust and relationships between newcomers.
- 7.3 Public spaces and buildings create a sense of community ownership and inclusion for all, including newcomers.

WHERE WE ARE NOW

Palmerston North has recently started implementing ways to make public spaces more welcoming and reflective of the diversity of the community. Several initiatives have contributed towards achieving positive outcomes in this area, such as Street Prints Papaioea, the Race Relations Day Chalk Mural in 2019, and placemaking activities that have supported public cultural celebrations.

Indoor public spaces such as libraries, Youth Space and Te Manawa Museum are places where staff are committed to creating community ownership and connections.

Though there has been some good work in this area there remains an abundance of opportunity in terms of designing and operating public spaces that reflect our cultural diversity and create a sense of inclusion.

WHERE WE WANT TO BE

Inclusive public space creation including diverse placemaking activity is standard practice. Public spaces in the city, both indoor and outdoor, clearly reflect the cultural diversity of the community.

Newcomers have access to appropriate information about engaging with public spaces and thus feel comfortable doing so.

The Advisory Group is abreast of public space development activities, and influences these as the opportunity arises.

ADVISORY GROUP ACTION PLAN 2020 – 2023**Sub-outcome****Existing work to continue:**

- | | |
|---|----------|
| 7a. Continue to find ways to make public spaces more visually welcoming, for example by using existing platforms for communicating messages to newcomers (such as the airport, screens and signage within the city). | 7.2, 7.3 |
| 7b. Continue to incorporate placemaking elements into public celebrations of cultural events. This may include connecting groups with placemaking initiatives such as Palmy Unleashed and encouraging the use of 'pop-up' style creations using chalk and other temporary installation methods. | 7.3 |

New activities and initiatives:

- | | |
|---|---------------|
| 7c. Increase the number of artworks, installations and monuments in public spaces that reflect the cultural diversity of the city, for example via the Proverb Pathways project. Ensure community groups are included, if not leading, the design and installation processes. | 7.1, 7.2, 7.3 |
| 7d. Increase local education on 'public space' land and land history. For example, make appropriate resources available to inform newcomers of the ways which public parks can be used, and ensure any historical context on signage at parks is provided in plain English. | 7.3 |



CULTURE + IDENTITY



Framework from the Welcoming Communities Standard:

Overarching Outcome: There is a shared sense of pride in being part of a culturally rich and vibrant community. People feel their culture is respected and valued by members of the community. There are opportunities to learn about each other's cultures.

8.1 Receiving communities and newcomers share and celebrate their cultures with each other, facilitated by the council and others in the community.

8.2 Newcomers and the receiving community understand what values they each hold dear.

WHERE WE ARE NOW

There are a wide range of activities and events for sharing and learning about cultures in Palmerston North. The Festival of Cultures, Diwali festival, Chinese language week, Lunar New Year, the Global Parent's Global Festival, and Eid festival are all good examples of celebrations and cultural activities planned and implemented recently within the city. Ethkick is a long-established event that provides the opportunity to celebrate cultures through a sporting setting.

This outcome area also looks at the opportunities for people to learn and understand the values of others within their community. There are currently regular activities which provide these opportunities, such as the multicultural discussion group at the Library, the long-running First Voice programme, Race Unity speech awards, and the workshops of the Palmerston North Interfaith Group.

WHERE WE WANT TO BE

As Council and the community progress the Welcoming Communities programme, new and innovative initiatives will be added to the existing suite of events and activities, further strengthening the delivery of outcomes in this area.

Regular evaluation of events and activities will help the Council and its partners to better understand how the community considers their cultures are valued and respected. Likewise, outcomes will be further strengthened with evidence showing how activities create the types of experiences that generate a sense of pride of a rich and culturally diverse community.

ADVISORY GROUP ACTION PLAN 2020 – 2023**Sub-outcome****Existing work to continue:**

- | | |
|--|----------|
| 8a. Continue to promote, support and grow the many existing events and initiatives in the city that share and celebrate diversity. | 8.1, 8.2 |
| 8b. Continue to update and share a live cultural and religious events calendar to ensure cohesive planning and alignment across event programming. | 8.1 |
| 8c. Continue to work with the diverse ethnic and cultural groups of Palmerston North, in alignment with their goals and ideas, to deliver programmes and activities which increase awareness and understanding of the various cultures that exist in the city. | 8.1, 8.2 |

New activities and initiatives:

- | | |
|--|-----|
| 8d. Work to ensure funding for large cultural events is increasingly secure and sustainable. | 8.1 |
|--|-----|



APPENDIX 1

WELCOMING COMMUNITIES STANDARD SUB-OUTCOMES: CATEGORIZATIONS AND LINKAGES TO PNCC STRATEGIES AND PLANS

Key for sub-outcome categorisation:

Blue – Both Council and Advisory Group/wider community required to take action to meet sub-outcome

Black – for Council only (i.e. not in sphere of influence of Advisory Group, Council to deliver)

Orange – for Advisory Group/community only (i.e. responsibility for action towards sub-outcome sits outside of Council)

The actions in the Welcoming Communities Advisory Group Plan above cover only the Blue and Orange sub-outcomes. Black sub-outcomes are not included in the Welcoming Plan, so should be covered, along with the Blue sub-outcomes, elsewhere in PNCC documentation.

INCLUSIVE LEADERSHIP

Overarching outcome: Local government, tangata whenua and other community leaders work together to create, advocate for and continue to foster a welcoming and inclusive community. They lead a shared plan to increase connections between newcomers and existing residents.

Sub-outcome	Link to PNCC Strategy ¹
1.1 As the indigenous peoples of New Zealand, Māori – represented by tangata whenua, mana whenua, iwi and hapū and/or other hāpori Māori – have a prominent role in Welcoming Plan activities (currently, prior to the Plan, read as ‘in welcoming’ in general)	Active Citizenship Chapter
1.2 Leaders – both designated and unofficial – reflect the diversity in the local community, as does the council workforce.	Performance Plan
1.3 Leaders model the principle of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community.	Principles (all strategies)
1.4 There are clear roles, responsibilities and ownership within council and in the wider community for the Welcoming Communities programme.	Community Development Chapter
1.5 Council internal and external policies, services, programmes and activities recognise and address cultural diversity.	Performance Plan
1.6 A range of leadership opportunities in the council and the wider community are available to and taken up by newcomers.	Active Citizenship Chapter and Community Development Chapter

WELCOMING COMMUNICATIONS

Overarching outcome: People of all cultures and backgrounds feel included, listened to and well informed through a range of ways that take into account their different communication needs.

Sub-outcome	Link to PNCC Strategy ¹
2.1 The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories	Economic Development Chapter
2.2 The council is well informed about newcomers to their region and pro-actively seeks data about newcomers from relevant sources	Economic Development Chapter
2.3 The council's engagement with all residents is two-way, culturally appropriate and fit for purpose.	Active Citizenship Chapter
2.4 Council communication materials and messages are inclusive and reflect the diversity of the local community. Council encourages other agencies, businesses and organisations to follow this model.	Community Development Chapter

EQUITABLE ACCESS

Overarching outcome: Opportunities to access services and activities and to participate in the community are available to all, including newcomers.

Sub-outcome	Link to PNCC Strategy ¹
3.1 Council partners with local businesses, organisations and sector to identify and address barriers for newcomers to accessing services and participating in the community.	Community Development Chapter
3.2 Council and other organisations in the community research, design and deliver services that take account of the different circumstances (for example, rural/urban) and cultural backgrounds of all service users, including newcomers.	Community Facilities Plan
3.3 All community members are well informed about the services available in the community. Newcomers are made aware of and are using these services.	Community Development Chapter

CONNECTED + INCLUSIVE COMMUNITIES

Overarching outcome: People feel safe in their identity and that they are connected with and belong in the community. There are high levels of trust and understanding between members of the receiving community and newcomers.

Sub-outcome	Link to PNCC Strategy ¹
4.1 Coordinated, comprehensive and appropriate initial welcoming support services are available from council, other agencies and community organisations.	Community Development Chapter
4.2 The receiving community is well equipped and supported to welcome and interact with newcomers.	Community Development Chapter
4.3 Members of the receiving community and newcomers build relationships and are at ease with connecting and learning about and from each other.	Community Development Chapter
4.4 Different cultures are celebrated and people are supported to express their cultural beliefs and customs, including language and religious practices.	Arts Chapter

ECONOMIC DEVELOPMENT, BUSINESS + EMPLOYMENT

Overarching outcome: Communities maximize and harness the economic development opportunities that newcomers can offer. Councils work with business associations to promote the contribution that newcomer business owners and skilled migrants make to the region's economy.

Sub-outcome	Link to PNCC Strategy ¹
5.1 Newcomers, including international students, are supported to access local employment information, services and networks.	Economic Development Chapter
5.2 Newcomers, including international students, are supported with the local knowledge and skills to ensure they can operate successfully in the New Zealand work environment, either as a business owner or an employee.	Economic Development Chapter
5.3 The receiving community recognises the value of diversity in the workplace, of newcomers' contribution to the region's growth and of the resulting wider economic benefits.	Economic Development Chapter
5.4 Local employers and workforces develop their intercultural competency.	N/a
5.5 Mutually beneficial connections and initiatives are set up with migrant business people by local business community and professional networks.	N/a

CIVIC ENGAGEMENT + PARTICIPATION

Overarching outcome: Newcomers feel welcome to fully participate in the community. Newcomers are active in all forms of civil participation.

6.1 The council's elected members and staff effectively communicate with newcomers to promote their engagement in local government processes.	Active Citizenship Chapter
6.2 Newcomers are encouraged and enabled to get involved in local government and civil society.	Active Citizenship Chapter
6.3 Newcomers' efforts and achievements in civic participation and community life are acknowledged and celebrated.	Community Development Chapter

WELCOMING PUBLIC SPACES

Overarching Outcome: Newcomers and receiving communities feel welcome in and comfortable using public spaces.

Sub-outcome	Link to PNCC Strategy ¹
7.1 The design and operation of public spaces and facilities are culturally appropriate and reflect the diversity of the community	Arts Chapter, City Shaping Plan and Community Facilities Chapter
7.2 Welcoming public spaces provide opportunities to build trust and relationships between newcomers.	City Shaping Plan
7.3 Public spaces and buildings create a sense of community ownership and inclusion for all, including newcomers.	Arts Chapter, City Shaping Plan and Community Facilities Chapter

CULTURE + IDENTITY

Overarching Outcome: There is a shared sense of pride in being part of a culturally rich and vibrant community. People feel their culture is respected and valued by members of the community. There are opportunities to learn about each other's cultures.

Sub-outcome	Link to PNCC Strategy ¹
8.1 Receiving communities and newcomers share and celebrate their cultures with each other, facilitated by the council and others in the community.	Community Development Chapter, Arts Chapter
8.2 Newcomers and the receiving community understand what values they each hold dear.	Arts Chapter

1. Note the strategies referenced in this column are based on the drafts for 2021-2023, which will not be finalised until mid-2021, and are therefore subject to change

APPENDIX 2

EVALUATION PLAN

[to be developed during year one of the plan period]





Palmerston North City Council

pncc.govt.nz | info@pncc.govt.nz | 356 8199 | Private Bag 11034, Palmerston North, 4442



Welcoming Communities New Zealand is a government initiative led by the Ministry of Business, Innovation and Employment, in partnership with the Department of Internal Affairs (including the Office of Ethnic Communities) and the New Zealand Human Rights Commission.

New Zealand Government