

Community & Services Committee
24 September 2024
Report for Agenda Item | Rīpoata moto e Rāraki take [1]

Department: Community Services

Title | Taitara: Queenstown Lakes District Welcoming Plan 2024-2027

Purpose of the Report | Te Take mō te Pūroko

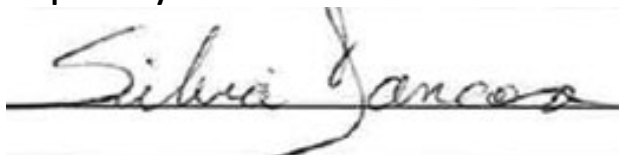
The purpose of this report is to present the inaugural Queenstown Lakes District Welcoming Plan 2024-2027 to the Community & Services Committee for adoption. The Plan has been developed by Queenstown Lakes District Council in collaboration with community advisory groups, key community partners and was informed by community engagement.

Recommendation | Kā Tūtohuka

That the Community & Services Committee:

1. **Note** the contents of this report
2. **Adopt** the Queenstown Lakes District Welcoming Plan 2024-2027
3. **Agree** the Queenstown Lakes District Welcoming Plan 2024-2027 will come into effect on 24 September 2024

Prepared by:



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Title: Welcoming Communities Coordinator
4 September 2024

Reviewed and Authorised by:



Name: Kenneth Bailey

Title: General Manager Community Services
4 September 2024

Context | Horopaki

1. Queenstown Lakes District Council (QLDC) joined the Welcoming Communities programme in July 2021 to recognise the importance of celebrating the broad range of people who have chosen to make Queenstown Lakes their home. The programme provides a pathway to support equality

and grow inclusive local communities so Queenstown Lakes can continue to evolve as a place that celebrates diversity.

There are 35 local councils, including QLDC, and 5 local boards across the motu, working with their communities to implement Welcoming Communities, a programme that supports community organisations and the business sector to take a greater role in welcoming newcomers: recent migrants, former refugees and international students (QLDC also includes New Zealand citizens relocating to the district in its definition of newcomers).

2. QLDC signed the Welcoming Communities | Te Waharoa ki ngā Hapori Statement of Commitment in November 2021 in which QLDC commits to partnering with the community and Immigration New Zealand (INZ) to build and maintain a welcoming environment. QLDC recognises that proactively fostering an inclusive community where everyone can belong and participate creates social, economic, civic and cultural benefits for the community.
3. Welcoming Communities | Te Waharoa ki ngā Hapori is a joint initiative, working collaboratively with the local community to develop the district's three-year Welcoming Plan 2024-2027 that reflects the unique characteristics of the district.
4. The Welcoming Communities Standard comprises an accreditation model. There are four stages of accreditation to being a Welcoming Community: Committed, Established, Advanced and Excelling. QLDC gained accreditation as a Committed Welcoming Community in February 2022. This Welcoming Plan will enable Queenstown Lakes to achieve the second stage of accreditation as an Established Welcoming Community.
5. The Welcoming Plan was developed on a foundation of research and community advice, starting with the completion of a Welcoming Communities Stocktake Report Summary. This stocktake provided an assessment of how QLDC and the community are currently meeting the needs of newcomers to the district.
6. Two Welcoming Communities Advisory Groups (WCAGs) were established to help guide the development of this plan between 2022 and 2023: Queenstown-Whakatipu Welcoming Communities Advisory Group and the Wānaka-Upper Clutha Welcoming Communities Advisory Group.
7. Seven hui were held in Queenstown and Wānaka to help inform and shape the plan. Attendees represented the district's diverse migrant communities, newcomers, local Māori, stakeholders, community groups, QLDC staff and QLDC elected members.

8. Council commissioned *Allen+Clarke* to deliver an evaluation report presenting the findings of an analysis of evaluation data on the QLDC Welcoming Communities programme. It focuses on the early implementation of the programme, the progress it has made, and actions to inform the ongoing delivery of the programme. The data was gathered between July 2022 and June 2024. The evaluation report was delivered in August 2024.
9. The Welcoming Plan embraces all backgrounds, perspectives, and experiences within the receiving community (of which Council is part of it) and of the newcomers. It recognises and values the benefits of a diverse and skilled workforce. It champions diversity in all its forms, encompassing race, ethnicity, culture, language, gender identity, sexual orientation, age, abilities, religious beliefs, and socioeconomic backgrounds.

Analysis and Advice | Tatāritaka me kā Tohutohu

This report identifies and assesses the following reasonably practicable options for assessing the matter as required by section 77 of the Local Government Act 2002.

10. **Option 1:** Adopt the Queenstown Lakes District Welcoming Plan 2024-2027

Advantages

- QLDC meets the terms and conditions of the Ministry of Business, Innovation & Employment funding agreement 2021/2022 – 2023/2024 (Schedule 1) for the Welcoming Communities programme which require to work with the community and advisory groups to develop a Welcoming Plan.
- Brings a unified and coordinated approach to settlement and integration of the district's newcomers, particularly the migrant workforce, whilst supporting the retention of skilled migrants and fostering economic growth.
- Enables Queenstown Lakes to achieve the second stage of accreditation as an Established Welcoming Community. Refer to section 5 of this report for an explanation of the accreditation model. The Welcoming Communities accreditation model assesses how well a community is meeting the Standard's sub-outcomes through implementing its Welcoming plan and confirms that a council and community are demonstrating the features expected in a Welcoming Community.
- Provides a foundation to monitor and evaluate the outcomes of welcoming activities/ actions set in the plan and longer-term changes in the community over time.

Disadvantages

- Cost and resources: Staff from QLDC and partner organisations must commit time and financial resources to achieving the actions outlined in the Welcoming Plan. This plan recognises that the proposed actions will require scoping, including development of funding plans, to ensure sustainable delivery of the work can be achieved.

11. Option 2: Do not adopt the Queenstown Lakes District Welcoming Plan 2024-2027

Advantages

- Avoid direct and indirect costs: If the plan is not adopted, QLDC staff will focus time and resources on other Council priorities.
- Let the community and local organisations establish pathways to attract and retain the migrant skilled force and other newcomers without benchmarking or monitoring and evaluation of impact. This is the status quo.
- Allow for the organic creation of a movement or organisation committed to cultivating a culture of welcome where people of all backgrounds have equal opportunity to belong, contribute and thrive.

Disadvantages

- Negative impact on stakeholder relationships: If the Welcoming Plan is not delivered then a significant opportunity will be lost to progress and express a collective local view of what an intentional welcoming and inclusive community in the Queenstown Lakes District.
- Hinder trust of local government by the migrant and ethnic communities and negatively impacting on building community resilience across those communities and ensuring their welfare during emergency events or periods of prolonged community stress.
- Without a clear district-wide plan, investment and support from other relevant central government agencies and community funders may be limited.

12. This report recommends Option 1 because the Welcoming Plan is part of QLDC's system of strategies and action plans in place to work with the community to help realise community aspirations and to improve wellbeing across the district.

Consultation Process | Hātepe Matapaki

Significance and Engagement | Te Whakamahi I kā Whakaaro Hiraka

14. This matter is of low significance, as determined by reference to the Council's Significance and Engagement Policy 2021 because:

- Implementation of the plan will benefit the district's social, economic, environmental, and cultural wellbeing.
- The Welcoming Plan aligns with community aspirations and the wellbeing outcomes QLDC to achieve for the community.
- The eight pillars of the Welcoming Plan are aligned with the community outcome to provide a good standard of living.

- The overall purpose of “working towards healthier happier and more productive communities’ by welcoming newcomers and ensuring good settlement outcomes” contributes to our community aspiration of thriving people.
 - Actions to ensure equity and Mātauraka Kāi Tahu are explicit throughout the plan. Achieving the outcomes of this plan will enable greater resilience through improved support within the community, as well as improved sustainability by building a future where connections are embedded in everyday life.
15. The persons who are affected by or interested in this matter are residents/ratepayers of the Queenstown Lakes District community, and individuals, newcomers, organisations and groups involved with or benefiting from a unifying framework (the Welcoming Communities Standard for New Zealand) to manage, implement and highlight good settlement work already underway and stimulate innovative new activities.
16. Engagement with elected members and the community on Welcoming Communities and the development of the draft Welcoming Plan has included:
- November 2021 – Signing of the Statement of Commitment
 - 12 April 2022 – Council workshop: Welcoming Communities briefing
 - 15 Nov 2022 – Elected Members' Induction - CP Programme
 - February 2023 – Two elected officials appointed respectively to both Welcoming Communities Advisory Groups.
 - February 2022 to March 2023 – Early community insights engagement and seven hui held across Queenstown and Wānaka.
 - 18 July 2023 – Council workshop: Welcoming Communities briefing
 - 27 July 2023 – Wānaka-Upper Clutha Community Board workshop: Welcoming Communities briefing.
 - February to April 2024 – 12 Council departments were consulted on a sample of key actions in the plan. This was to generate buy-in and ownership of actions across the whole organisation.
 - April to June 2024 – Pre-engagement with 15 targeted stakeholders to generate buy-in and discussion on the feasibility and relevancy of key actions of the plan for their organisation.
 - 27 June 2024 – Community & Services Committee workshop to present on early community engagement and an overview of key actions of the plan.
 - 4 July 2024 – Wānaka-Upper Clutha Community Board workshop to present on early community engagement and an overview of key actions of the plan.
 - 1 to 22 August 2024 – Community engagement on the draft plan included two hui with approximately 100 attendees in Queenstown and 60 in Wānaka. Attendees represented migrant and ethnic community representatives, newcomers, iwi, key stakeholders, QLDC staff and elected members. The Let’s Talk project page attracted 358 total visits and 136 document downloads.

Māori Consultation | Iwi Rūnaka

17. Council has engaged with maata waka throughout the development of the document, and more recently with Kāi Tahu ki Tuawhenua Kāhui (a working party of the 7 papatipu rūnaka who have mana whenua interests in the inland area, including Queenstown Lakes District).
18. The plan acknowledges the vital role of Māori and the special and unique role of takata whenua to achieve key outcomes in the plan. This is specifically stated in *Pillar 1 Te Hautūtanga Whakauruuru | Inclusive Leadership*, sub-outcome 1.1 As the indigenous peoples of Aotearoa New Zealand, Māori – represented by tangata whenua, mana whenua, iwi and hapū and/ or other hapori Māori – have a prominent role in the Welcoming Plan activities:
- Action: Establish an agreed partnership approach with Kāi Tahu for the delivery of key Welcoming Plan actions.
 - Action: Support the role of local Māori groups through involvement in Welcoming Plan actions.

Risk and Mitigations | Kā Raru Tūpono me kā Whakamaurutaka

19. This matter relates to the Community & Wellbeing risk category. It is associated with RISK10004 Community Partnerships do not achieve objectives within the QLDC Risk Register. This risk has been assessed as having a moderate residual risk rating.
20. The approval of the recommended option will allow Council to implement additional controls for this risk. This will be achieved by implementing the Welcoming Plan and achieving community wellbeing outcomes that support improved community services and facilities, social cohesion and economic growth.

Financial Implications | Kā Riteka ā-Pūtea

21. All QLDC financial investment in the plan will be managed within budgets proposed in the draft Long Term Plan 2024-2034.
22. Once QLDC is accredited as an Established Welcoming Community, INZ provides a one-off contribution of \$9,500 to support the implementation of the Welcoming Plan.
23. This plan recognises that the proposed actions will require scoping, including development of funding plans, to ensure sustainable delivery of the work can be achieved. The plan will help to inform future work programmes, including resourcing requirements.

Council Effects and Views | Kā Whakaaweawe me kā Tirohaka a te Kaunihera

24. The following Council policies, strategies and bylaws were considered:

- **Local Government Act 2002**

the recommended option is consistent with the principles set out in the Act.

- **QLDC's Strategic Framework and Investment Priorities**

outlines how the community's aspirations and wellbeing drive everything Council does. The framework identifies areas to prioritise to address local issues and make meaningful progress towards meeting community

outcomes. The Welcoming Plan aligns with the following overarching Strategic Community Outcomes:

- Whakapuāwai Hapori | Thriving people
- Whakatinana i te ao Māori | Living te ao Māori
- Kia noho tahi tātou kātoa | Pride in sharing our places
- He ōhaka taurikura | Opportunities for all.

This in turn is supported by the following Community Wellbeing outcomes:

- Connected Communities
- Belonging and Identity
- Participation and Governance.

- **QLDC Disability Policy**

The Disability policy supports and advocates for the development of a more inclusive and diverse community acknowledging the needs of disabled people living in and visiting the district. The Welcoming Plan sets out to identify and remove barriers for newcomers to ensure their full participation in the community; it implies acknowledgement and respect of the disability community and recognises the value it adds to the community. QLDC is committed to delivering high quality services that satisfy the needs and expectations of the community and plays an important role in reducing barriers.

- **QLDC Diversity, Equity and Inclusion Policy**

The Diversity, Equity and Inclusion (DEI) policy ensures diversity, equity, equality and inclusion principles are embedded across the Council and all service provisions. It champions diversity in all its forms, encompassing race, ethnicity, gender identity, sexual orientation, age, abilities, religious beliefs, and socioeconomic backgrounds. The Welcoming Plan aligns with the DEI policy as it embraces all backgrounds, perspectives, and experiences within the receiving community (of which Council is part of it) and the newcomers hence leveraging the values and strength of the district.

- **QLDC Grow Well Whaiora | Spatial Plan**

The Grow Well Whaiora Partnership was established between QLDC, Kāi Tahu, Otago Regional Council and the Crown to respond to the district's urban growth challenges. The partnership has produced the district's first Spatial Plan. The Spatial Plan sets out how and where the district's growth will occur over the long term. It aims to deliver growth that benefits the environment, housing, access to jobs, community wellbeing and visitor experience. The Spatial Plan identifies a range of outcomes and priority initiatives which support the progression of the Welcoming Plan. The plan aligns mainly with outcome 4, "Well-designed neighbourhoods that provide for everyday needs" and its priority initiative #16 'Complete,

update and implement Community Wellbeing, QLDC Community Facilities and Parks and Reserves and strategies and plans’.

- **Te Muka Toi, Te Muka Tākata | The Creativity, Culture and Heritage Strategy for the Queenstown Lakes District**

Outlines a ten-year road map to a future where creativity, culture and heritage play an ever increasing and important role in enriching the lives of locals and visitors. It aims to bring people and organisations together to increase capability, foster innovative thinking, and create new exciting economic opportunities. The Welcoming Plan aligns with the pillars of the strategy to embrace and celebrate an authentic identity and weave together the threads of creativity, culture and heritage, fostering a sense of belonging and connection among the community.

- **Joint Housing Action Plan (JHAP) for Queenstown Lakes District**

A long-term plan to improve housing provisions and affordability in the district, in partnership with central government. The Welcoming Plan aligns and supports the implementation of the JHAP in finding rental solutions for the district’s workforce in collaboration with the community.

- **Travel to a Thriving Future, A Regenerative Tourism Plan**

Queenstown Lakes’ Destination Management Plan aims to achieve regenerative tourism and a carbon zero visitor economy by 2030. It offers opportunities for the region and greater wellbeing for people and the planet as regenerative tourism benefits communities, the environment, and the economy. The Welcoming Plan aligns with Pillar 1: Enrich communities and enhance the visitor experience under which Project 5 Welcome Programme is part of.

- **New pathways to a thriving future, Queenstown Lakes Economic Diversification Plan**

This plan is a sister document to the district’s Destination Management Plan, Travel to a Thriving Future, which focuses on regenerative tourism. The Welcoming Plan aligns with the Economic Diversification Plan – Project 1.3 Build Diverse Skills - by supporting training and career pathways that can be accessed by working newcomers.

25. The recommended option is consistent with the principles set out in the policies and strategies listed above in section 24 of this report.

26. This matter is included in the Long Term Plan in relation to operational and staff budgets identified to support delivery of the plan.

Local Government Act 2002 Purpose Provisions | Te Whakatureture 2002 o te Kāwanataka ā-Kiaka

27. Section 10 of the Local Government Act 2002 states the purpose of local government is (a) to enable democratic local decision-making and action by, and on behalf of, communities; and (b) to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future. The plan will support all community wellbeing outcomes in delivery of its key actions, with a particular focus on economic, social and cultural wellbeing. As such, the recommendation in this report is appropriate and within the ambit of Section 10 of the Act.

28. The recommended option:

- Can be implemented through current funding under the Long Term Plan and Annual Plan;
- Is consistent with the Council's plans and policies; and
- Would not significantly alter the intended level of service provision for any significant activity undertaken by or on behalf of the Council or transfer the ownership or control of a strategic asset to or from the Council.

Attachments | Kā Tāpirihaka

A	Queenstown Lakes District Welcoming Plan 2024-2027
B	Queenstown Lakes District Council Evaluation Report, <i>Allen+Clarke</i> , August 2024

Queenstown Lakes District Welcoming Plan 2024-2027



Mayor's Foreword

Over many decades, migrants from different parts of the world, as well as from all over Aotearoa New Zealand, have made Queenstown Lakes their home, making our communities diverse and vibrant.

In recent years, the growth of the Queenstown Lakes District has changed the makeup of our communities. Traditional terms such as local, visitor and worker are no longer sufficient, as there is far more diversity and richness in the whakapapa of our district. In fact, more newcomers are choosing this place to live, study, work or play, either by settling in for a temporary period or permanently.

Newcomers are keen to embrace the lifestyle and make connections while appreciating all that our place has to offer. We encourage those in the wider community to reach out to discover more, make connections and welcome newcomers to the place we share.

Whether newcomers are migrants from across the world, international students or Kiwi's relocating to the district, the goal of this plan is to make everyone feel welcome in their new home.

I encourage everyone to take ownership of this plan and bring it to life with the support of local businesses, organisations and Council.

**E te iwi ō te ao, nau mai,
haere mai, manaaki mai.**

**To the people of the world,
we welcome you with warmth.**



Glyn Lewers
Queenstown Lakes
District Mayor

Advisory Group Chairs Foreword

**Tēnā koutou e ngā iwi,
Ka karanga atu ngā kaihautū ki
a koe ki tē manaaki
I ngā tangata katoa ki tē rohe
o Queenstown Lakes District.
Ka tukuna atu e mātou ngā
kupu e hai ake nei.**

**To all the people,
The co-leaders call to you to
welcome all Peoples to the land
of Queenstown Lakes District.
We offer you the following
words.**

This Welcoming Plan represents over two years' work, involving significant input from members of our community.

We are grateful to our many friends and fellow residents who attended a series of public events, to contribute ideas on how to make our community more inclusive, supportive and welcoming.

We extend heartfelt thanks to the volunteer members of two Advisory Groups, who gifted many hours to accurately communicating the wishes of our community and translating them into actions.

Group members reflected the rich diversity of our community, including Irish, Argentinian, Mexican, Nepalese, French, Malaysian, Chinese, Czech, American and English members, and supported under the korowai of mana whenua, tangata whenua and tangata tiriti (mana whenua – people of this area, tangata whenua – other Māori people and tangata tiriti – those bound by the tiriti).

We look forward to further celebrating diversity and inclusivity as a foundation of a strong, supportive and vibrant community.

Ngā mihi maioha.



Niamh Shaw
Chair of
Upper Clutha
Welcoming
Communities
Advisory Group



Darren Rewi
Chair of
Whakatipu
Welcoming
Communities
Advisory Group

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About Welcoming Communities | Mō Welcoming Communities

If you are not sure of a word or term used, please refer to the glossary on page 56.

The Welcoming Communities | Te Waharoa ki ngā Hapori is a programme led by Immigration New Zealand (INZ) in partnership with the Ministry for Ethnic Communities (MEC) and the Human Rights Commission.

Welcoming Communities works towards healthier, happier and more productive communities by welcoming newcomers into the local community. It actively seeks to involve members of the receiving community in welcoming activities. This approach promotes building strong connections between the receiving community and newcomers. It recognises that welcoming efforts lead to shared understanding and prosperity. Economic growth is strengthened, benefitting the community and Aotearoa New Zealand as a whole.

This programme is part of a global movement, under the umbrella of Welcoming International¹, which is a coalition of initiatives advancing inclusion and belonging worldwide.

Aotearoa New Zealand is one of their founding members having played an important role in the establishment and early development of this initiative.

There are now 35 councils and five community boards across Aotearoa New Zealand who are committed to the Welcoming Communities programme.

To find out more about how Immigration New Zealand supports the Welcoming Communities Programme go to www.immigration.govt.nz/about-us/what-we-do/welcoming-communities

Remarkables Primary School, Culture and Heritage Week, October 2022

¹ <https://welcominginternational.org/>



What is the Welcoming Communities Standard?

The programme focuses on achieving a Standard of eight pillars which help benchmark what a welcoming and inclusive community looks like, including:

 <p>Inclusive Leadership</p> <p>Te Hautūtanga Whakauruuru</p>	 <p>Welcoming Communications</p> <p>Ngā Whakawhitinga Kōrero Tāwhiri</p>	 <p>Equitable Access</p> <p>Te Urunga Mana Ōrite</p>	 <p>Connected and Inclusive Communities</p> <p>Ngā Hapori Whakauruuru e Honoa ana Tētahi ki Tētahi</p>
 <p>Economic Development, Business and Employment</p> <p>Te Whanaketanga ā-Ōhanga, te Pakihi me te Whiwhi Mahi</p>	 <p>Civic Engagement and Participation</p> <p>Te Tūhononga me te Whai Wāhitanga Raraupori</p>	 <p>Welcoming Public Spaces</p> <p>Ngā Wāhi Tūmatanui Tāwhiri</p>	 <p>Culture and Identity</p> <p>Te Ahurea me te Tuakiri</p>

The Standard (set by INZ) consists of eight overarching pillars and supported by 30 sub-outcomes describing what you would expect to see over time in a community participating in the programme.

Accreditation milestones

There are four stages of accreditation to being a Welcoming Community²: **Committed, Established, Advanced and Excelling**. QLDC gained accreditation as a **Committed Welcoming Community** in February 2022 after holding small ceremonies in November 2021 in Queenstown and Wānaka to formally acknowledge our district-wide commitment to the programme.

Accreditation as a Committed Welcoming Community formally recognises that council, together with its community:

- » values newcomers
- » is committed to building welcoming and inclusive communities
- » has taken active steps to create an environment where all residents can thrive and belong.

Engaging in the accreditation process brings wider benefits including showing community values; helping to attract, support and retain newcomers; and fostering conversations in the community around valuing inclusion and diversity. It also allows councils to get further funding, support, and advice from central government to continue their Welcoming Communities work. This Welcoming Plan will enable Queenstown Lakes to achieve the second stage of accreditation as an **Established Welcoming Community**.

² <https://www.immigration.govt.nz/about-us/what-we-do/welcoming-communities/getting-accredited-welcoming-community>

We are here



The Local Context | Te Horopaki ā-rohe

What is the role of Queenstown Lakes District Council in Welcoming Communities?

We're proud to be a part of Welcoming Communities | Te Waharoa ki ngā Hapori, a programme that helps bring together councils and their communities to make the places we love more welcoming for everyone.

Queenstown Lakes District Council (QLDC) joined the Welcoming Communities programme in July 2021 to recognise the importance of celebrating the broad range of people who have chosen to make Queenstown Lakes their home. The programme provides a pathway to support equality and grow inclusive local communities so we can continue to evolve as a place that celebrates diversity.

In 2020, COVID-19 impacted the wellbeing of our community, especially many migrant workers living in Queenstown Lakes. QLDC submitted an expression of interest to Immigration New Zealand to take part in the Welcoming Communities programme, considering that this might be a useful framework for better supporting newcomers and migrants already living in our communities, and for building community resilience.

Who are our newcomers?

For the purposes of this plan, newcomers³ refer to recent migrants (living in New Zealand for up to five years) and international students. However, we expect the programme to have positive benefits for long-established migrants as well as for New Zealanders who may have recently moved to the region.

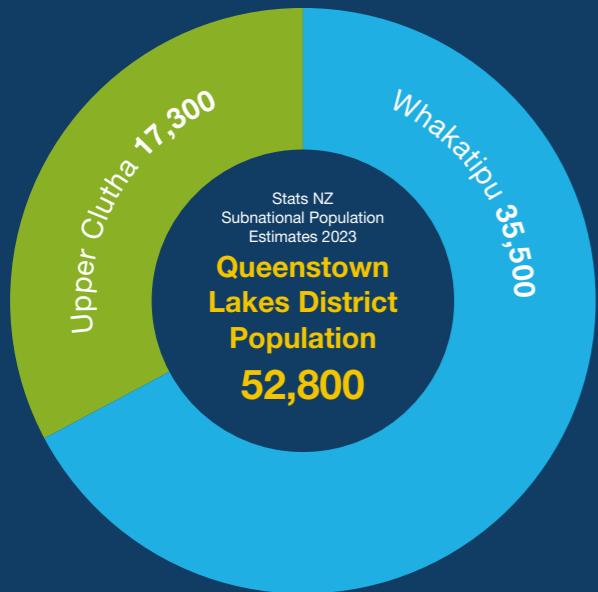
Our district is well known for welcoming many migrant workers every year that contribute to our economy and represent an important workforce, becoming part of our community. In essence, newcomers include all people moving to our district to live, study, work and play.



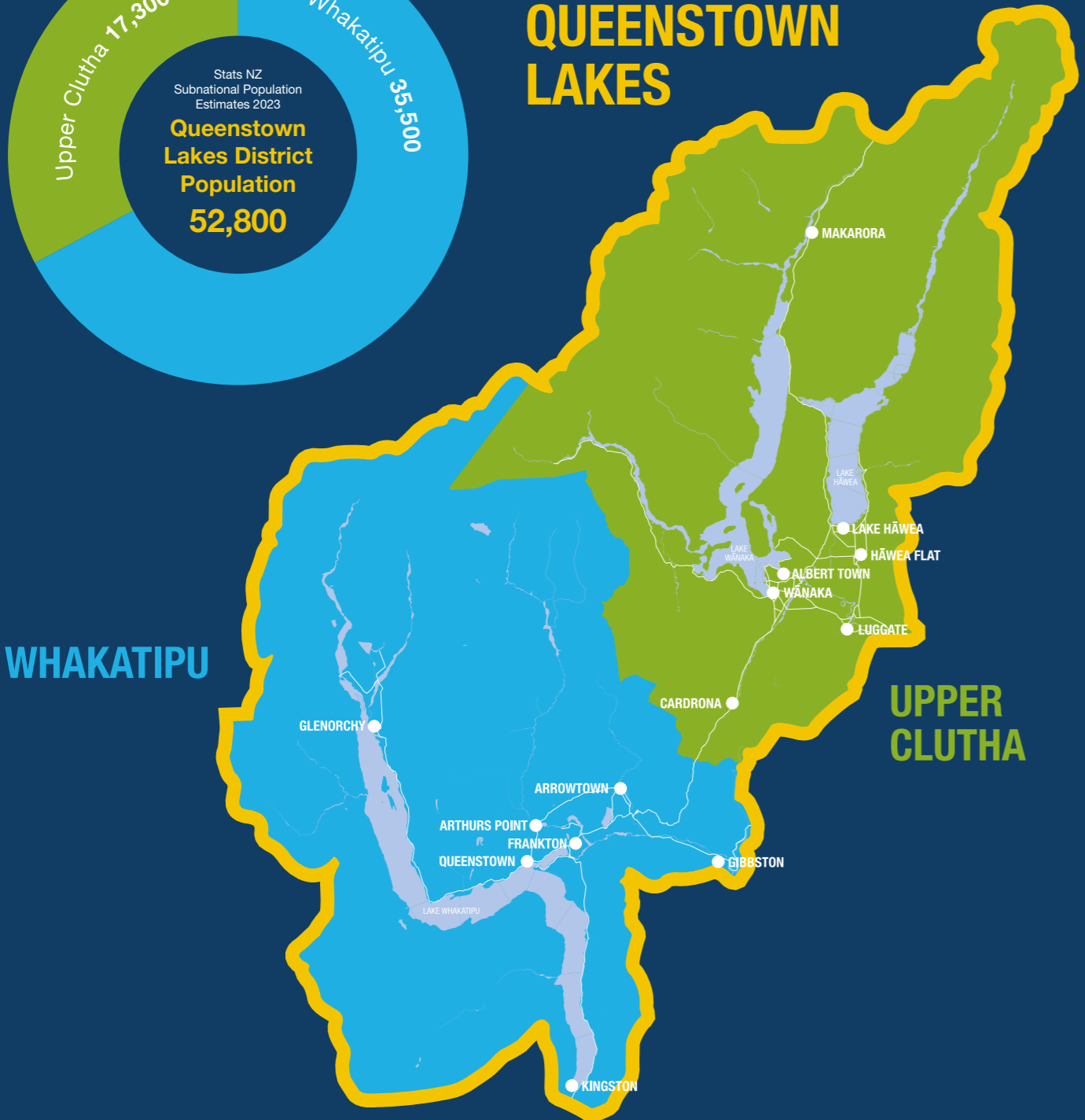
³ Newcomers also include former refugees, but our district is not a designated refugee resettlement location. There are currently 13 resettlement locations in New Zealand. <https://www.immigration.govt.nz/about-us/what-we-do/our-strategies-and-projects/supporting-refugees-and-asylum-seekers/refugee-and-protection-unit/new-zealand-refugee-quota-programme>

What is our community make-up?

Our Demographics



QUEENSTOWN LAKES

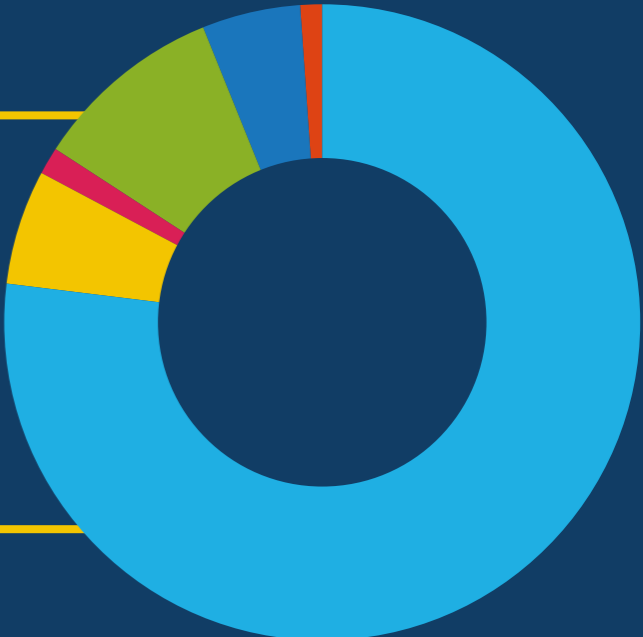
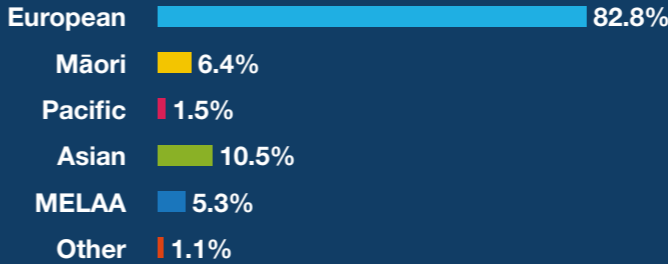


Ethnicity per Census year

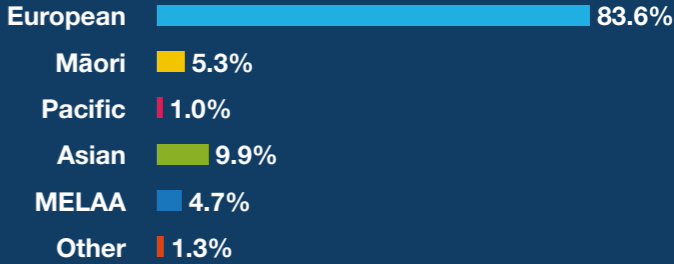
Residents may indicate more than one ethnicity. Therefore, the total responses will be greater than 100%. Stats from NZ Census.

*MELAA = Middle Eastern/Latin American/African.

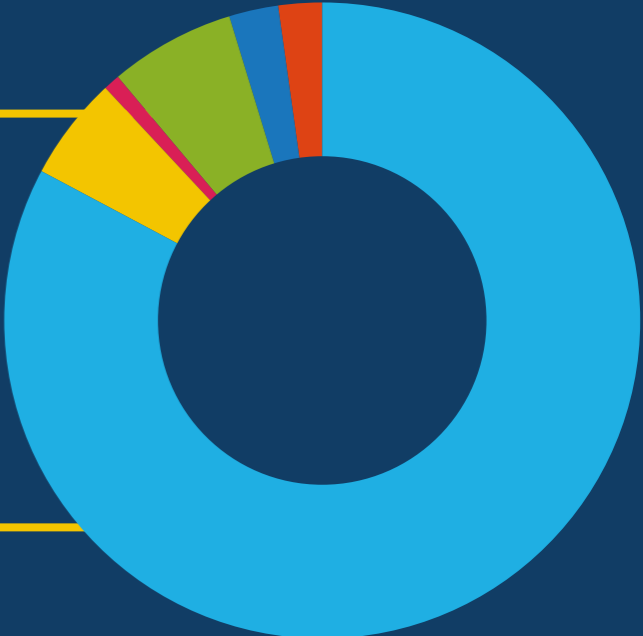
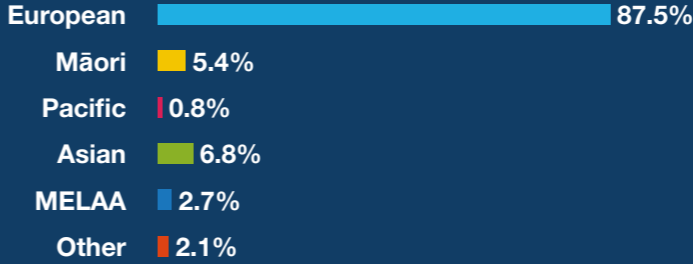
Queenstown Lakes 2023



Queenstown Lakes 2018



Queenstown Lakes 2013



Developing the Welcoming Plan 2024-2027 | Whakawhanake i te Mahere Whakatau 2024-2027

Welcoming Communities | Te Waharoa ki ngā Hapori is a joint initiative, working collaboratively with our community to develop the district's three-year Welcoming Plan 2024-2027 that reflects the unique characteristics of our place.

Partnership with Kāi Tahu Papatipu Rūnaka

Including mana whenua perspective across Council activities is essential to creating thriving communities. QLDC as a crown entity honours its commitment to our Te Tiriti o Waitangi Partners (Kāi Tahu) by acknowledging and adopting Kāi Tahu values, issues and aspirations as a shared responsibility.

The Council recognises that in this district the seven Papatipu Rūnaka of Kāi Tahu (Te Rūnanga o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou, Te Rūnanga o Hokonui, Te Rūnanga o Waihōpai, Te Rūnanga o Awarua, Te Rūnanga o Ōraka Aparima) as holding a shared Mana Whenua Status. The Council works with Rūnaka through partnerships with Aukaha Ltd and Te Ao Marama Inc as representatives of the the seven Papatipu Rūnaka with interests in the district.

Kāi Tahu Values Framework

The Kāi Tahu Values Framework informs the decision making of the Grow Well Whaiora Partnership and the direction of the Spatial Plan. The values and how they are applied to the Spatial Plan are outlined in the table below:

VALUE	DESCRIPTION	APPLICATION
<i>Whanaukataka</i>	Family and community focused	Ensuring consideration of the social implications of decisions to enable community and whanau connections and growth.
<i>Manaakitaka</i>	Hospitality	Demonstrating behaviour that acknowledges others, through the expression of aroha, hospitality, generosity and mutual respect.
<i>Rakatirataka</i>	Leadership	Ensuring the treaty partnership is recognised to enable mana whenua leadership in decision making processes.
<i>Haere whakamua</i>	Future focused	Adopting a forward looking orientation with future generations in mind.
<i>Tikaka</i>	Appropriate action	Ensuring consideration of the appropriateness of decisions that will have a bearing on social, economic, environmental and cultural outcomes.
<i>Kaitiakitaka</i>	Stewardship	Enabling the inherited responsibility of mana whenua to support and protect people, the environment, knowledge, culture, language and resources on behalf of future generations.
<i>Mauri</i>	Life force	Recognising the life force in all lands, waters and the natural environment that stems from time immemorial, requiring a high duty of care for kaitiaki (and others) to maintain an intact and healthy mauri, ensuring that what is gifted from the Atua is not neglected.

Te reo Māori translation: Please note that QLDC uses the local Kāi Tahu dialect which replaces the 'ng' with 'k', e.g., tākata (people) instead of tāngata.

The Welcoming Communities programme, including the national Standard, is based on the following core principles:

- » The programme acknowledges Aotearoa New Zealand's history and Te Tiriti o Waitangi – Treaty of Waitangi as Aotearoa New Zealand's founding document upon which peoples of all cultures and communities come together as a nation.
- » Tangata whenua, as traditional custodians of the land in which newcomers reside, have a unique and important role to play in the settlement journey of newcomers.
- » Two key Māori cultural values underpin the programme: Whanaungatanga, the importance of relationships, and Manaakitanga, the value of extending hospitality and caring for other people.

The Welcoming Communities programme is committed to building a genuine and sustainable relationship with mana whenua. Supporting opportunities for newcomers to connect with and learn about te ao Māori is a key focus of the programme's implementation.

The Welcoming Communities | Te Waharoa ki ngā Hapori programme⁴ recognises that there is no one Māori worldview or perspective on how to welcome newcomers, and the Māori perspective varies between different iwi, hapū, marae and whānau.

Working Collaboratively

In 2022, Queenstown Lakes District Council (QLDC) established two Welcoming Communities Advisory Groups to represent the Whakatipu and the Upper Clutha communities. Members were a diverse mix of passionate people living across the district representing newcomers, support services, arts, culture and faith-based groups, tertiary institutions, business and central government partners. Each group also included a QLDC councillor to support a community wide view.

Both Advisory Groups were committed to guiding new and innovative initiatives to help foster a welcoming environment for newcomers to our community. Members met once a month on a voluntary basis and played an integral part in providing leadership and advice to develop the Welcoming Plan 2024-2027. We'd like to take this opportunity to thank them

for giving their time, providing their expertise and experience to collaborate on this project.

Our appreciation also goes to the individuals and stakeholders who have come together to listen, learn and share ways to help newcomers feel welcome and able to participate in the economic, civic, cultural and social life of the district.

Upper Clutha Welcoming Communities Advisory Group



Welcoming Communities Upper Clutha Advisory Group gather for their first official meeting on January 2023.

Members (left to right):

Matthew Fanselow, Senior Consultant at MartinJenkins | Silvia Dancose, Welcoming Communities Coordinator at QLDC | Naomi Lindsay, Owner of Forage & Feast and Well Bean Cafe | Magali Domingo, Farm Leader at WAI Wānaka | Molly Hope, Destination Management Lead at Lake Wānaka Tourism | Autumn Servatkova, Relationship Manager, Regional Migrant Skills Retention at Immigration New Zealand | Aspen Bruce, Communications Consultant at ScopeMedia | Jo Knight, Sport and Active Recreation Advisor at Sport Central | Niamh Shaw, Chair of Path Wānaka | Petra Trousilová, Architect at JTB Architects | Cody Tucker, Councillor for Wānaka-Upper Clutha Ward.

Whakatipu Welcoming Communities Advisory Group



Whakatipu Welcoming Communities Advisory Group. Members gather for a meeting in September 2022.

Members (top row, left to right):

David Wright, Vicar at Anglican Parish of Wakatipu | Autumn Servatkova, Relationship Manager, Regional Migrant Skills Retention at Immigration New Zealand | Esther Whitehead, Councillor for Queenstown-Whakatipu Ward | Mel Wright, Coordinator at Uruuruwhenua Hauora | Katie Church, Director of People & Capability at QLDC | Philippe Saint-Père, Trustee at Maz Islamic Education Centre | Silvia Dancose, Welcoming Communities Coordinator at QLDC | Nick Fifield, Queenstown Campus Manager at SIT.

Members (bottom row, left to right):

Maznah Abu Hassan, Founder of Maz Islamic Education Centre | Lina Lastra, Advisor Strategic Engagement & Partnerships at the Ministry for Ethnic Communities | Lucia Hao, Co-Founder of Remarkables Gifts shop | Darren Rewi, Founder of Tāke Tuia Ltd | Daniela Mercado, Trustee at The Kiwi Kit Community Trust | Denise Ng, Trustee of the NZ Chinese Heritage Research Charitable Trust and Trustee of the Lawrence Chinese Camp Charitable Trust | Anna Dorsey, Chief Executive at Headlight | Marie Day, Community Partnerships Manager at QLDC.

Missing from group photo (pictured on the right, top to bottom):

Louise Baines, People & Culture Manager at Millbrook | Olivia Plimmer-Jones, aspiring rangatahi leader of 2022 Tuia Programme | Hari Sapkota, member of Queenstown Nepalese Society Incorporated.



Our Process

To help inform and guide the draft Welcoming Plan we undertook the following:

ENGAGED WITH
STAFF IN

12

COUNCIL
DEPARTMENTS
ON KEY ACTIONS
OF THE PLAN

FORMED **2**

ADVISORY
GROUPS

HOSTED

7 HUI

WITH LOCAL ETHNIC COMMUNITY
REPRESENTATIVES, NEWCOMERS
AND WIDER COMMUNITY

CONSULTED WITH

15

KEY
STAKEHOLDER
ORGANISATIONS
ON KEY ACTIONS
OF THE PLAN

DELIVERED **1**

STOCKTAKE
REPORT

To read more about the data analysis and feedback used to help develop this plan please refer to the [Appendix A](http://www.qldc.govt.nz/community/welcoming-communities/our-publications-news-and-resources/#publications) or visit www.qldc.govt.nz/community/welcoming-communities/our-publications-news-and-resources/#publications



What the plan sets out to achieve

The Welcoming Standard includes eight pillars, each with its own sub-outcomes.

The Welcoming Plan identifies key actions to deliver on these, including proposed timeframes. It is a living document, where communities can take ownership, drive and adapt the actions to suit their needs.

<p>PILLAR 1.</p> <p></p> <p>Inclusive Leadership</p> <p style="text-align: center;">6 Sub-outcomes</p> <p style="text-align: center;">18 Actions</p>	<p>PILLAR 2.</p> <p></p> <p>Welcoming Communications</p> <p style="text-align: center;">4 Sub-outcomes</p> <p style="text-align: center;">11 Actions</p>	<p>PILLAR 3.</p> <p></p> <p>Equitable Access</p> <p style="text-align: center;">3 Sub-outcomes</p> <p style="text-align: center;">8 Actions</p>	<p>PILLAR 4.</p> <p></p> <p>Connected and Inclusive Communities</p> <p style="text-align: center;">4 Sub-outcomes</p> <p style="text-align: center;">11 Actions</p>
<p>PILLAR 5.</p> <p></p> <p>Economic Development, Business and Employment</p> <p style="text-align: center;">5 Sub-outcomes</p> <p style="text-align: center;">9 Actions</p>	<p>PILLAR 6.</p> <p></p> <p>Civic Engagement and Participation</p> <p style="text-align: center;">3 Sub-outcomes</p> <p style="text-align: center;">8 Actions</p>	<p>PILLAR 7.</p> <p></p> <p>Welcoming Public Spaces</p> <p style="text-align: center;">3 Sub-outcomes</p> <p style="text-align: center;">9 Actions</p>	<p>PILLAR 8.</p> <p></p> <p>Culture and Identity</p> <p style="text-align: center;">2 Sub-outcomes</p> <p style="text-align: center;">6 Actions</p>

Welcoming Plan Actions

Kā mahi a te Mahere Whakatau



1. Inclusive Leadership | Te Hautūtanga Whakauruuru

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.

What are the actions?

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
1.1	As the indigenous peoples of Aotearoa New Zealand, Māori – represented by tangata whenua, mana whenua, iwi and hapū and/ or other hāpori Māori – have a prominent role in the Welcoming Plan activities.				
	» Establish an agreed partnership approach with Kāi Tahu for the delivery of key Welcoming Plan actions.				QLDC
	» Support the role of local Māori groups through involvement in Welcoming Plan activities.				QLDC
1.2	Leaders – both designated and unofficial – reflect the diversity in the local community, as does the Council workforce.				
	» Promote and maintain ongoing commitment to the organisation-wide Diversity, Equity and Inclusion (DEI) policy, ensuring it is delivered using appropriate measures and targets.	Ongoing/already started			QLDC

■ Ongoing/already started actions
■ New actions to implement

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
1.3	Leaders model the principles of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community.				
	» Revise the Elected Member Induction Programme to ensure elected members actively participate at citizenship ceremonies and cultural events, broadening opportunities to build relationships with a diverse range of people and groups.				QLDC
	» Continue to upskill leaders to better understand Te Ao Māori.	Ongoing/already started			QLDC
	» Support leaders to acknowledge cultural and linguistic diversity in speeches and greetings, using different languages to reflect our diverse community.				QLDC
	» Continue to train staff and elected members to ensure understanding of Te Tiriti o Waitangi.	Ongoing/already started			QLDC
1.4	There are clear roles, responsibilities and ownership within Council and in the wider community for the Welcoming Communities programme.				
	» Investigate options to further support the implementation of Welcoming Communities initiatives in the Wānaka-Upper Clutha and the district's smaller communities.				QLDC
	» Identify "champions" within Council staff and elected members to activate and promote the Welcoming Plan.				QLDC
	» Continue to hold annual hui with Pacific and ethnic community leaders and newcomers to create opportunities for Council elected members to advocate for and understand the needs of newcomers.	Ongoing/already started			QLDC
	» Develop a funding strategy to continue the implementation and sustainability of the Welcoming Plan, including monitoring and measuring its impact and identifying opportunities for philanthropic investment.				QLDC
	» Provide emergency preparedness and welfare training to Council staff from cultural and linguistic backgrounds to provide language and cultural support to wider community during an emergency.				QLDC
	» Continue to partner with Diversity Works NZ to ensure best practices regarding Diversity, Equity and Inclusion (DEI).	Ongoing/already started			QLDC
1.5	Council internal and external policies, services, programmes and activities recognise and address cultural diversity.				
	» Promote ongoing awareness and understanding of Council's Diversity, Equity and Inclusion (DEI) Policy.				QLDC
	» Develop a DEI lens to test new or update Council policies, processes, services, programmes and activities.				QLDC
	» Deliver citizenship ceremonies in both Upper Clutha and Whakatipu areas.	Ongoing/already started			QLDC
1.6	A range of leadership opportunities in the Council and the wider community are available to and taken up by newcomers.				
	» Continue to promote leadership opportunities in Council for local rangatahi.	Ongoing/already started			QLDC
	» Provide direction and support for newcomers to develop their leadership abilities and confidence beyond their immediate communities, e.g., opportunities to take on roles with community organisations, steering groups or committees.				QLDC

What is already happening?

- ✓ 2016: Council invests in the Tuia Programme—each year a Māori rangatahi from the local community is mentored by the mayor and supported to develop their leadership skills.
- ✓ 2017: Joined Diversity Works NZ, the national body for workplace diversity and inclusion.
- ✓ 2018: Te Tiriti o Waitangi training is available to elected members and Council staff so they can better understand Te Tiriti and local government obligations and learn the basics of Te Reo Māori and tikāka.
- ✓ 2019: Council's Executive Leadership Team endorsed Te Pou Tarāwaho whakatinanataka o Te Tiriti o Waitangi ki QLDC | the QLDC Te Tiriti o Waitangi Implementation Framework.
- ✓ 2020: Council website and published documents incorporate Te Reo | English headings, and other languages acknowledging the biculturalism foundation of Aotearoa New Zealand.
- ✓ 2021: Welcoming Communities Coordinator (district-wide) role was created.
- ✓ 2021: Welcoming Communities Statement of Commitment signed.
- ✓ 2022: QLDC met the requirements of a Committed Welcoming Community. The stage one of four in the Welcoming Communities accreditation model.
- ✓ 2022: Welcoming Communities Coordinator (district-wide) role becomes a permanent position.
- ✓ 2022: Council coordinates an annual hui with Pacific and ethnic community leaders and newcomers, including elected members.
- ✓ 2023: Council completes the Aotearoa Inclusivity Matrix and assess organisation's Diversity, Equity and Inclusion (DEI) maturity level and recommendations for progressing on DEI journey.
- ✓ 2023: Upper Clutha Welcoming Communities Coordinator appointed (one-year fixed term).
- ✓ 2023: New role of Māori Strategy and Partnerships Manager established to support partnership with Kāi Tahu and the seven Rūnaka.
- ✓ 2023: Launched of QLDC Statement on Diversity, Equity and Inclusion (DEI) - Proud to be you and me.
- ✓ QLDC has Partnership Protocols with both Te Ao Marama Inc. and Aukaha (1997) Limited that focus on economic, social, cultural and environmental wellbeing. Partnerships are for the period of the QLDC Long Term and are subject to be reviewed.
- ✓ Council coordinates multiple citizenship ceremonies every year in Queenstown and Wānaka where an average of 400 persons become new citizens of Aotearoa New Zealand.

Snapshots



Citizenship ceremonies in Queenstown and Wānaka, December 2023 and March 2024.

Case Study

Creating opportunities for connection between elected members and Pacific and ethnic communities

Since QLDC joined the Welcoming Communities initiative in July 2021, they've held a number of hui in Queenstown and Wānaka bringing together key stakeholders, including with Pacific and ethnic community leaders and newcomers to gather their feedback on building a welcoming and inclusive community. These hui have been a great opportunity for elected members to understand and advocate for the needs of a diverse migrant workforce, and to also establish a relationship with the community leaders.

Some newcomers don't know what local government does and often think that the mayor of a district or city is the boss of Council. They are unaware of the role of the Chief Executive and how Council is governed by representatives elected by the community and responsible for making decisions about local activity to ensure a healthy environment, thriving families and businesses, safe spaces for all

and a culture that supports every individual's sense of belonging. As leaders of our community, elected members are encouraged to model the principles of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community. By creating a safe space to bring annually Pacific and ethnic community leaders, newcomers and elected members together, Council is ensuring that the needs and wants of underserved community members are heard and considered when decisions are made whilst promoting their social, economic, environmental and cultural wellbeing.

Council holds multiple citizenship ceremonies annually where the Mayor, QLDC Councillors and staff host new citizens to celebrate the significant milestone of gaining New Zealand citizenship as they take their oath or affirmation of allegiance to Aotearoa New Zealand.



Welcoming Communities Hui, Queenstown, March 2023.



2. Welcoming Communications | Ngā Whakawhitinga Kōrero Tāwhiri

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.

What are the actions?

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
2.1	The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories.				Partners and QLDC
	» Showcase success stories on long-established migrants and newcomers' positive contributions towards achieving community wellbeing and economic development outcomes for the district.				
	» Explore ways to increase awareness of Welcoming Communities via Council-led initiatives and programmes.	Ongoing/already started			QLDC
2.2	The Council is well informed about newcomers to their region and proactively seeks data about newcomers from relevant sources.				QLDC
	» Collect data from relevant sources and tools to understand newcomer demographics and guide the development of appropriate services and advocacy.				
	» Support Pacific and ethnic communities to gather data from their community members and contribute their views into Council processes, ensuring newcomer needs and aspirations are reflected in decision-making.				Partners and QLDC
2.3	The Council's engagement with all residents is two-way, culturally appropriate and fit for purpose.				QLDC
	» Develop a set of guidelines on the use of translation and interpreting services within Council.				
	» Provide translated information and access to interpreting services to culturally and linguistically diverse communities, as required.	Ongoing/already started			
	» Extend the use of telephone & video interpreting services provided by MBIE Language Assistance Services to all customer-facing roles within Council.				QLDC

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
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.				QLDC
	» Advocate with central government partners to obtain translated documents and other resources in languages reflecting the district's culturally and linguistically diverse communities.	Ongoing/already started			
	» Ensure continuous improvement of Council's website to maintain ease of navigation, clarity and access to information by newcomers and all users.				
	» Ensure written communications and imagery represents the diversity of the district.	Ongoing/already started			
	» Develop and apply guidelines on Plain English writing style for all internal and external communications.				QLDC

■ Ongoing/already started actions
■ New actions to implement



What is already happening?

- ✓ Success stories of migrants settling and contributing to the district are celebrated in editorial articles in local publications which are supported by QLDC Welcoming Communities.
- ✓ The Lakes Weekly Bulletin has a weekly section titled 'Goings on About Town' that helps promote community events at small cost to the organisers.
- ✓ Council's events and activities are advertised fortnightly in a column titled 'The Council Word' on the Lakes Weekly Bulletin and the Wānaka Sun.
- ✓ Census and other data sources are utilised to provide current information about the ethnicity demographics and their needs.
- ✓ Council communications and engagement team promotes the use of accessible language and design to support how Council engages with underrepresented groups in the community including families, young people, Pacific and ethnic communities and people with accessibility needs.
- ✓ Council uses imagery to intentionally represent the diversity of the district in local campaigns.
- ✓ Access to telephone and video interpreting services available for Council frontline services, funded by MBIE Language Assistance Service.
- ✓ Council translates key information so it can be accessed by our culturally and linguistically diverse communities to support community health, safety and overall wellbeing.
- ✓ The Ministry for Ethnic Communities offers, in multiple languages, a wide range of information, guides, and publications available for and about ethnic communities.
- ✓ Council's Significance and Engagement Policy was recently updated to include a Diversity, Equity and Inclusion lens.

Snapshots



Migrant success stories published in The Wānaka Sun, 2024 and Lakes Weekly Bulletin, 2023.

Case Study

The benefits of translating information for culturally and linguistically diverse communities

To keep the community updated on winter road conditions across the cooler months, the QLDC Communications and Engagement team provides daily road and weather reports between 6.30am-7.00am. These are very well received by the wider community as they are engaging, fun and provide useful information to help drivers stay safe on the roads. However, all messaging is in English.

To better serve the district's diverse communities, QLDC decided to review, tailor, and translate the winter road safety tips available on the winter roading webpage into languages that represent our culturally and linguistically diverse communities.

To achieve this, QLDC worked internally to first gain an appreciation of the target audience and languages to translate information into. It wasn't a matter of simply taking the current content and translating it. It required a focus on the needs of the target audience – what do they know already – what do they need to know.

Once this was well understood, the original content was refined and reprioritised based on the importance of the safety messages rules and shortened for clarity. It was then ready to be sent for translation into seven of our most used languages across our district, including Tagalog, Brazilian Portuguese, Mandarin, Korean, Latin American Spanish, Japanese and te reo Māori.

Council also signed up to the MBIE Language Assistance Services in 2022, allowing customer service staff to offer telephone and video interpreting services to anyone who speaks English as a second language. This provides a further opportunity to connect with our culturally and linguistically diverse communities.

During a cryptosporidium outbreak affecting the Queenstown water supply network in September 2023, Council translated a boil water notice information flyer into seven different languages to support our Māori and ethnic communities and continues to look for opportunities to translate other key information.

KIA HAUMARU KOE I NGĀ RORI I TE HŌTOKE

Anei ētahi marohi e haumaruru pai ai koutou ko ngā tāngata anō mā runga rori.

E whaka ana ngā ratuakū tō me ngā ūkai horoi kororuru ki ngā Tari Kōwhiri, ki ngā Whare Pūkāpuka me ngā Whare Rēhia hoki

- Hāhiratia ngā āhua e pā ana ki te rori hei mōi i tō putanga i te whare, ā, whakaitiāhia kia māhau ngā matapahi katoa o te waaka i te hukapapa me te ihu, i mua i te taraiwa atu.
- Ki te kore koe e mōia ana ki te taraiwa waaka, mā te haurea te toka, makereitia ētahi atu ara mā pēpē koe haere ai, pēpē i te pa, te haere tāhi rānei me tētahi hōu, kiritata rānei.
- Whakaitiāhia kia nui patu te wā mo tō haerenga, ā, kia nōho hakahaka iho tō tere.
- Ka taraiwa ana koe i roto i ngā huatanga pūhaka, kia rōnaki tō whakarewa, kia ngāwari toki tō whakaiti i te waaka.
- Ki te tino makariri, pūhaka, tō rānei te rangi, me nōho pea ki te kōinga ina kōre tō take haere e waiwai ana, ka whai whakaaro rānei pea ki tētahi atu ara hei haere māu, ā, karohia te haere mā te Crown Range.
- Tāparatia tō tawhiti i te waka o mua i a koe, ā, me kausa e whakaiti i te taraka kōkiri.
- Kia āta tūpato koe i runga perehi, i ngā wahi marumaru rānei, i tētahi wā ka nui ake te tū i teira.
- Heria ngā mekameka i roto i tō waka i ngā wā katoa.
- Me whakahaere tū te whakamau i ngā mekameka ki tō waka i te huarangi waika o tō kāinga, me haere rānei ki tētahi akoranga rīngāpā.

MANATILING LIGTAS KAPAG NAGMAMANEHO SA TAGLAMIG

MANTENHA-SE SEGURO NAS ESTRADAS NO INVERNO

KEEP SAFE ON WINTER ROADS

冬季行车, 注意安全

冬も安全運転を心がけましょう

겨울철 도로 안전

MANTENHA-SE SEGURO NAS ESTRADAS NO INVERNO

冬季行车, 注意安全

SEGURIDAD VIAL EN LAS CARRETERAS INVERNALES

MANATILING LIGTAS KAPAG NAGMAMANEHO SA TAGLAMIG



3. Equitable Access | Te Urunga Mana Ōrite

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

What are the actions?

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
3.1	Council partners with local businesses, organisations, and sectors to identify and address barriers for newcomers to accessing services and participating in the community.				
	» Work with external partners to advocate and promote access to and use of translation and interpreting services by culturally and linguistically diverse communities.				Partners and QLDC
	» Work with language schools, business sector and tertiary education providers to support the delivery of ESOL classes (English for Speakers of Other Languages) for newcomers.				Partners and QLDC
	» Explore ways to reduce barriers to opportunities, resources and services for newcomers to ensure equitable access.				Partners and QLDC
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.				
	» Inform, educate and support newcomers to manage, organise and coordinate their events. Provide templates and training for community event organisers.				QLDC
	» Explore opportunities to offer governance, capability building and cultural competency training to community groups, including culturally and linguistically diverse communities, to enable them to grow their skills.				Partners and QLDC
	» Explore the use of social media platforms to engage and share information with newcomers.				QLDC
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.				
	» Upgrade Council's Community Connect database and promote access for community groups and organisations to share details of their services.				QLDC
	» Provide information and support to newcomers on Council venues, hire policies and community funding schemes to ensure awareness and confidence in accessing these services.				QLDC

New actions to implement

Snapshots

Connecting Communities fund⁵ led by Te Hau Toka Southern Lakes Wellbeing Group was the catalyst to encourage and empower many newcomer groups to apply for the first time for funding. This microfund of up to \$1,000 ran eight times from November 2021 to April 2024. It was designed to support community-led activities which encourage people to find ways to connect, look after themselves and each other, and have fun.



What is already happening?

- ✔ Volunteer-led groups offer English courses, e.g., QLDC Libraries, Hāwea Community Centre, churches and other faith-based organisations.
- ✔ ABC College of English, English Language Partners (ELP), Language Schools New Zealand (LSNZ) and Southern Lakes English College (SLEC) are English language providers offering general or academic English courses of which some are subsidised for NZ citizens, permanent resident and resident visa holders, primarily funded by the Tertiary Education Commission.
- ✔ International students can learn English through private tuition fees.
- ✔ Queenstown Resort College is a tertiary education organisation approved by government to offer PELT (Pre-purchased English Language Tuition) for newcomers.
- ✔ The Community Connect database is accessible for community groups and organisations to share details of their services.
- ✔ Council shares information on local funding opportunities to Pacific and ethnic communities via online sessions, funding clinics and promotion on different media channels.
- ✔ Pacific and ethnic communities can access central and local government funding schemes as well as regional trusts, philanthropy and sponsorship to carry out cultural events and other activities.
- ✔ Community leaders in governance roles of community organisations can access a six-month mentoring programme (Leadership in Governance Mentoring Programme). The programme will be delivered by huddl in partnership with the Mentoring Foundation of New Zealand.
- ✔ Sport & Rec Centres, Libraries and local support services have volunteers and/or staff who speak another language to better serve the newcomers using their services.
- ✔ Queenstown charity Headlight works with ethnic communities to increase their mental health literacy. They train peer facilitators to educate their communities in their own language in safe community settings.

Snapshots



Wānaka and Queenstown Libraries offer opportunities to improve English through Social English Conversation Groups and other initiatives.

Case Study

Building capability and capacity to manage events

The organisers of the district's second Multicultural Festival had several challenges to contend with to deliver an event of this scale due to a boil water notice being issued to deal with a cryptosporidium outbreak affecting the Queenstown water supply network. This happened in the month prior to the festival's proposed date in October 2023 creating unease and uncertainty for the contributors of 36 community food stalls, 32 cultural booths and 20 stage performances ready to take part in the Festival.

Whilst the boil water notice was lifted in the Frankton area before the Festival, Council staff worked collaboratively to support the organisers following the recommendation from the Ministry for Primary Industries (MPI) and Public Health. This meant that Council staff responsible for venue and events, waste minimisation and Council's environment health team, together with an MPI representative, supported on-site the organisers by liaising with 36 community food stall holders on site, providing them tips and advice on Food Safety and Hygiene, and supplying them

with additional items, e.g., power cords, additional tables, fire extinguishers, ice, chilly bins, as required. This helped reduce the risk of anything going wrong from a food safety perspective allowing stall holders to continue selling their food in a safe manner whilst keeping them up to the right standards, as most of them were run by community members with basic knowledge of food safety in a public setting.

Council staff have shared expertise to collaborate, build capacity and empower organisers to deliver events that follow the basic guidelines and are aligned with culture and identity to which the district is committed. Further conversations to explore food safety education and training for community food stall holders are on the table to empower them to sell food in a safe way and enhance their confidence. The power of shared expertise is also demonstrated in the recent guide developed by different units in Council titled Event Waste and Emissions Reduction Guide and Toolkit⁶.



Queenstown Multicultural Festival, October 2023.



4. Connected and Inclusive Communities | Ngā Hapori Whakauruuru e Honoa ana Tētahi ki Tētahi

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.

What are the actions?

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
4.1	Coordinated, comprehensive and appropriate initial welcoming support services are available from Council, other agencies and community organisations.				
	» Establish a multi-stakeholder “welcome network” to support and monitor the implementation of settlement and integration services for newcomers, including a sustainable funding model.				Partners and QLDC
	» Explore and develop an online presence with a focus of ‘living and working’ in the district for all newcomers.				Partners and QLDC
	» Create a new edition of the district’s Newcomers Guide, and a distribution plan to ensure employers and “welcome network” partners consistently use and promote the resource to newcomers locally.				Partners and QLDC
4.2	The receiving community is well-equipped and supported to welcome and interact with newcomers.				
	» Coordinate and promote the annual Welcoming Week with key support services and business sector organisations, in collaboration with Pacific and ethnic communities.				Partners and QLDC
	» Explore and identify additional welcoming resources and activities, e.g., Welcome Packs, Forums, Open Days to enhance the welcoming experience of newcomers.				Partners and QLDC
	» Empower long-established migrants and their community groups to be welcoming hosts and disseminate relevant information to newcomers through their channels.	Ongoing/already started			Partners and QLDC
	» Explore the development of a buddy programme or system to welcome and support newcomers and test the concept with schools and local business and community organisations.				Partners and QLDC

Ongoing/already started actions
 New actions to implement

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
4.3	Members of the receiving community and newcomers build relationships and are at ease with connecting and learning about and from each other.				
	» Facilitate discussion and engagement with Pacific and ethnic communities on the creation of a multicultural umbrella organisation for newcomers in the district.				Partners and QLDC
	» Explore opportunities with regional partners e.g. Central Otago District Council (CODC) for community events that provide social connection and a sense of belonging for newcomers.				Partners and QLDC
4.4	Different cultures are celebrated and people are supported to express their cultural beliefs and customs, including language and religious practices.				
	» Support the online expansion of community-led world language library collections.	Ongoing/already started			QLDC
	» Identify Pacific and ethnic community groups and faith-based organisations, and facilitate collaboration amongst these groups and with local organisations so they can share and preserve their culture and traditions.	Ongoing/already started			QLDC

Snapshots



NZ Police offering a seminar on driving and alcohol prevention to members of the Fijian community, June 2024.



Seminar on immigration pathways to residency to newcomers in Wānaka, November 2023.



Eid al-Fitr celebration (end of Ramadan), April 2024.



What is already happening?

- ✔ Citizens Advice Bureau (CAB) in Queenstown offers information and guidance to newcomers on immigration visas, accommodation and tenancy services, employment rights and many other themes related to settlement.
- ✔ Community Link Upper Clutha, located in the Wānaka Community Hub, is the one-stop organisation that supports newcomers with information on accommodation, IRD, opening a bank account, food parcels and welfare needs.
- ✔ The Kiwi Kit Community Trust is an organisation with a mission to support and empower newcomers and migrants, unite the whole community, and celebrate diversity through events and ongoing programs that fill the gaps identified across the community.
- ✔ Happiness House, in partnership with The Kiwi Kit Community Trust, hold bi-weekly cooking sessions 'Cook Around the World' hosted in collaboration with local Pacific Peoples and ethnic communities.
- ✔ Queenstown Interagency and Wānaka-Upper Clutha Interagency meetings offer a platform for support services to learn and share about different community services.
- ✔ In 2023, Council produced and published 'Our Community Kai Story - Tales of food, people and connection across Queenstown Lakes', a book celebrating the collaborative efforts of individuals and organisations who care deeply for the community.
- ✔ Council has identified 28 Pacific and ethnic community groups that are both formalised and informal in structure. These groups, including faith-based organisations, celebrate their national holidays with cultural events and food, which they are open to sharing with the wider community, e.g., Festa Junina (Brazilian celebration), India Independence Day, Chuseok (Korean Thanksgiving), Teej (Hindu celebration for Indian and Nepalese people), Holi (Festival of Colours), South African Family Day, Fiji National Day, Bachata dance classes, Fiestas Patrias (Chile Independence Day), Eid al-Fitr (end of Ramadan celebrations), Dashain (Hindu religious festival for Nepalese people), Grand Kirtan Samagam (Sikh celebration).
- ✔ Employers, schools and faith-based organisations are gateways for sharing information with newcomers.
- ✔ Place-based Community Associations acknowledge newcomers by building relationships and organising neighbourhood events to foster more community spirit, wellbeing and resilience. There are 15 Community Associations in the district.
- ✔ QLDC's Libraries have a world language collection of books in a range of languages, and regularly promote initiatives that support inclusion, such as the community-led Lilliput Libraries located at the Frankton Library.
- ✔ Since 2002, St Margaret's Presbyterian Church organises an annual Pasta Café in the winter with home baking and music, attracting many newcomers and the wider community in a safe space.
- ✔ Māori Language Week (the 3rd of week of September) is celebrated yearly via QLDC libraries and Te Atamira, a community-oriented arts and culture centre.
- ✔ Welcoming Week⁷ (the 2nd week of September) is celebrated annually in many councils in Aotearoa New Zealand. In 2024, our district embraces the opportunity to celebrate our welcoming values through local events and initiatives that foster mutual understanding, stronger connections, and deeper belonging among all of us — particularly long-established migrants and newcomers.
- ✔ Local community groups are empowered to lead activities under the different national language weeks, e.g., Pacific Language Weeks, Chinese Language Week, Spanish Language Week.

Case Study

I World Languages Book Collection

The Frankton Library set up six Lilliput Libraries (little community libraries) in 2023 where anyone can swap, borrow or donate books without a library card. Book collections are in multiple languages representing different geographical areas: Africa and Middle East; Asia; Central Asia; Europe; Latin and South America; South-East Asia and Pacific Island nations.

Thanks to external funding, the project allowed talented artists from different Pacific and ethnic communities to paint and decorate six purpose-built book cabinets, representing the cultures and heritage from all corners of world. The Lilliput Libraries can be accessed at any time (24/7), but the main library remains responsible for the coordination of the book exchanges and loans providing a space for languages spoken in New Zealand and from across the world.

This project aims to enable those communities to read books in their own native language and ensure the language is passed on to their children as a heritage language. English being the dominant language in New Zealand, children have often difficulty to learn and speak their heritage language. This is because of insufficient input from the social environment, e.g., school and friends.

All Libraries in our district offer in-house and loanable world languages collection of books in multiple languages, and future work will be done to expand and promote online collections. We want to create a sense of belonging and connection through a celebration of language and culture.



Lilliput Libraries, Frankton Library, April 2023.

⁷ Welcoming Week <https://www.immigration.govt.nz/about-us/what-we-do/welcoming-communities/welcoming-week-te-wiki-o-manaaki>



5. Economic Development, Business and Employment | Te Whanaketanga ā-Ōhanga, te Pakihi me te Whiwhi Mahi

Communities maximise and harness the economic development opportunities that newcomers can offer. Council works with business associations to promote the contribution that newcomer business owners and skilled migrants make to the region's economy.

What are the actions?

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
5.1	Newcomers, including international students, are supported to access local employment information, services and networks.				Partners and QLDC
	» Expand existing local resources to help newcomers settle into their new workplace and consider how this aligns with the "welcoming network".				
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.				Partners and QLDC
	» Provide newcomers with information and upskilling opportunities to access training, career opportunities and entrepreneurial pathways in a diverse range of industries.				
	» Support aspiring migrant entrepreneurs and innovators to access information, expert advice and business coaching to start a business.				
	» Explore sponsorship opportunities for migrant business owners to access leadership development programmes.				Partners and QLDC
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.				Partners and QLDC
	» Support and promote excellence in workplace diversity, equity and inclusion.	Ongoing/already started			
	» Explore and/or develop retention strategies targeted to skilled migrants in the district.				Partners and QLDC
5.4	Local employers and workforces develop their intercultural competency.				Partners and QLDC
	» Advocate, educate and support diversity, equity and inclusion competencies across the business sector, professional networks and support services.				

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
5.5	Mutually beneficial connections and initiatives are set up with migrant businesspeople by the local business community and professional networks.				Partners and QLDC
	» Research and build a case study on migrant business owners of SME's (Small and Medium Enterprises), their needs and ways to seek information and engage with local business sector and professional networks.				
	» Ensure local chambers of commerce have mechanisms to attract and retain migrant business owners within their membership.				Partners and QLDC

■ Ongoing/already started actions
■ New actions to implement

Snapshots

Know your employment rights is a resource in multiple languages that provides an overview of the minimum employee rights.



What is already happening?

- ✓ Destination Queenstown, Lake Wānaka Tourism and QLDC jointly developed Queenstown Lakes' Destination Management Plan, Travel to a Thriving Future. The plan aims to achieve regenerative tourism and a carbon zero visitor economy by 2030.
- ✓ Queenstown Lakes Economic Diversification Plan New Pathways to a Thriving Future is a strategy to diversify the economy thus ensuring the future health of our people, economy, and environment. One of the focuses is on attracting productive newcomers.
- ✓ Employers hiring migrant workers are required to provide information to help them settle into their jobs and life in Aotearoa New Zealand.
- ✓ English language schools and tertiary education providers provide orientation sessions and resources on how to settle in our district to international students.
- ✓ MahiQL Queenstown Lakes Workforce Strategy 2024-2027 presents strategic pillars and workforce outcomes to ensure our district's workforce and business community thrive together.
- ✓ Connected.govt.nz is a central place for information from the New Zealand Government, relating to employment, education and training.
- ✓ QLDC sponsored the new category 'Excellence in Diversity and Inclusion' for 2023 Queenstown Business Awards organised by the Queenstown Business Chamber of Commerce.
- ✓ Startup Queenstown Lakes is a dedicated organisation for aspiring entrepreneurs and innovators in the district who have an idea for a product, service, company, or non-profit.
- ✓ KUMA [Te Kupeka Umaka Māori ki Āraiteuru] Southern Māori Business Network helps build connections between whānau to enhance their individual professional and business success. They host the annual KUMA Business Awards and operate in Otago and Southland.
- ✓ Study Queenstown is the regional education organisation responsible for the marketing and promotion of Queenstown as an educational and study destination for international students at primary, high school or tertiary education.
- ✓ Queenstown Business Chamber of Commerce and Wānaka Business Chamber are local organisations that support a thriving resilient business community by providing training opportunities, organising networking events and supporting the business sector with advocacy and representation.

Snapshots



Toolkit, Queenstown Business Chamber, July 2023.



Information session on 'Pathways to residency' organised by Citizens Advice Bureau, December 2023.

Case Study

Sponsoring Diversity and Inclusion

Queenstown Lakes District Council proudly sponsored one of the newest categories at the 2023 Queenstown Business Awards, 'Excellence in Diversity and Inclusion'. This award recognises an organisation that has put people at the heart of its business by successfully developing and implementing diversity and inclusion initiatives that foster wellbeing, connectedness and belonging, benefiting employees and the wider community.

Council believes that the first step to embrace diversity and inclusion is to acknowledge and consider the fundamental aspects of Māori culture, traditions and world view as part of Aotearoa New Zealand's values and norms. From this perspective, Māori and tikāka are not simply one of the many dimensions of diversity, but a fundamental foundation upon which integrative efforts to all dimensions are articulated. Council works alongside our Iwi partners and endeavours to practice genuine and tangible actions when engaging with Iwi. Staff have access to te reo Māori classes, training on tikāka practices as well as on the principles of Te Tiriti o Waitangi in the workplace.

Council is also a member of Diversity Works New Zealand⁸, the national body for workplace diversity and inclusion. Diversity Works New Zealand recognises the following designated groups as groups in the community that may be disadvantaged by inequality of opportunity in all forms of paid employment:

- » women
- » Māori
- » Pacific Island people
- » people from any ethnic minority
- » people with physical disabilities
- » people with mental disabilities
- » people with a diverse sexual orientation, gender identity and expression, and sex characteristics
- » people with neurodiversities
- » people facing age discrimination (young workers and older workers)
- » people facing discrimination based on religion

⁸ <https://diversityworks.nz/about-us/>

The Excellence in Diversity and Inclusion award encourages the business sector to include dimensions of diversity, equity and inclusion (DEI) in the workplace and to demonstrate initiatives that foster inclusion and belonging.

By sponsoring this award, Council sees an opportunity to leverage and promote the value of the Welcoming Communities programme for the newcomers, and the Economic Diversification Plan for its approach to attracting and retaining workers for our local business sector.



Queenstown Business Awards, November 2023.



6. Civic Engagement and Participation | Te Tūhononga me te Whai Wāhitanga Raraupori

Newcomers feel welcome to fully participate in the community.
Newcomers are active in all forms of civic participation.

What are the actions?

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
6.1	The Council's elected members and staff effectively communicate with newcomers to promote their engagement in local government processes.				
	» Create opportunities for youth and newcomers to meet local government leaders and learn about roles and responsibilities of elected members.				Partners and QLDC
	» Research, develop and implement innovative approaches to engage with youth and newcomers that foster participation in local decision-making and other democratic processes.				Partners and QLDC
	» Provide ongoing civic education to wider community, including youth and culturally and linguistically diverse communities, to increase civic participation in local and central government elections, in collaboration with the Electoral Commission.				Partners and QLDC
6.2	Newcomers are encouraged and enabled to get involved in local government and civil society.				
	» Facilitate and promote volunteering opportunities for newcomers to support successful integration.	Ongoing/already started			Partners and QLDC
	» Explore opportunities to inform new citizens of Aotearoa New Zealand via the citizenship ceremonies on how to engage in local government process and participate in civil society.				QLDC
	» Build community resilience across culturally and linguistically diverse communities to ensure their welfare can be effectively supported during emergency events or periods of prolonged community stress.				Partners and QLDC
	» Promote use of telephone & video interpreting services by newcomers to support hearings, submissions to Council as well as participation at Council's public forums.				QLDC
6.3	Newcomers' efforts and achievements in civic participation and community life are acknowledged and celebrated.				
	» Work with organisers of civic and community awards to recognise the contribution and achievements made by diverse communities with a focus on increasing accessibility and diversity of nominations.				Partners and QLDC

■ Ongoing/already started actions
■ New actions to implement

Snapshots

Fijian youth visiting Queenstown Fire Station. Event organised by Queenstown Fijian Community Charitable Trust, April 2024.



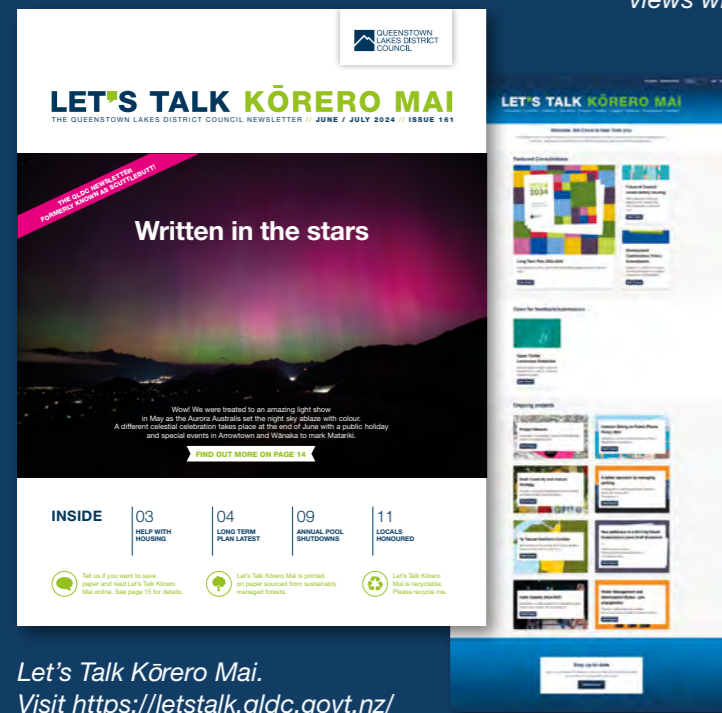
Citizenship Ceremonies in Wānaka, December 2023 and Queenstown, March 2024.



What is already happening?

- ✓ The Wānaka-Upper Clutha Community Board (WUCCB) holds a series of events known as 'Share with us' for locals and newcomers alike to share views with their elected members.
- ✓ QLDC's promotion of the 2022 Local Authority election actively focused on encouraging a diversity of candidates and encouraging all eligible voters to vote.
- ✓ The Get Ready website is translated into 14 languages. It has information about hazards in Aotearoa New Zealand and advice about how to get prepared for an emergency.
- ✓ The Annual Quality of Life Survey, conducted every year since 2018, aims to gather data and insight into what's going well and what people would like to change, helping to identify priority issues, pain points and opportunities to improve the quality of life for our communities.
- ✓ Volunteer South partners with community organisations and Council to deliver events that promote volunteering opportunities, e.g., Find Your Perfect Match, a volunteer speed dating event.
- ✓ The Spirit of the Whakatipu Awards recognise and celebrate individuals, organisations, groups and corporate entities who contribute to the Whakatipu community.
- ✓ There are community groups and individuals who offer civic 101 training to the wider community.
- ✓ Impact100 launched its Impactship programme aiming to diversify women's voices, foster community engagement and grow philanthropy in Queenstown.
- ✓ Let's Talk Kōrero Mai is an online platform available to all members of the community to share ideas, provide formal submissions and feedback, and discuss Council projects happening in our community. Council also produces a bi-monthly newsletter titled Let's Talk Kōrero Mai (previously Scuttlebutt), which goes out to residents and ratepayers online and in print.
- ✓ Inspirational Woman Awards New Zealand is held annually and celebrates the female leaders and change-makers of New Zealand whilst raising awareness around domestic violence.

Snapshots



'Share with us' for locals and newcomers alike to share views with their elected members in the Wānaka-Upper Clutha Community Board (WUCCB).

Let's Talk Kōrero Mai.
Visit <https://letstalk.qldc.govt.nz/>

Case Study

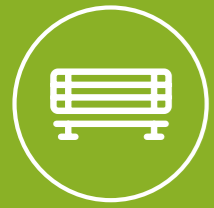
Volunteering for a successful integration in Aotearoa New Zealand

To celebrate Te Wiki Tūao ā-Motu | National Volunteer Week, Volunteer South collaborates with Council and local non-profit organisations annually to bring a 'speed dating' event with a community focus titled Find Your Perfect Match (FYPM). The concept of the event has a two-fold approach: 1) Opportunity is given to these organisations to connect with members of the community, and raise awareness of their mission and work, and share how people can volunteer to help with their events and activities. 2) Opportunity is also given to newcomers to get involved in a cause or activity that motivates them and enhances their feelings of belonging and being respected.

Perceptions of volunteering differ across cultures and across urban and rural areas. For overseas newcomers, volunteering represents opportunities to learn about the cultural and social norms of Aotearoa New Zealand and how 'community' is perceived in our district. By creating opportunities, such as FYPM, we are ensuring newcomers feel welcome to the district and are active in all forms of civic participation thus enabling them to have a successful integration.



Find Your Perfect Match, Volunteering event in Queenstown and Wānaka, June 2024.



7. Welcoming Public Spaces | Ngā Wāhi Tūmatanui Tāwhiri

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

What are the actions?

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
7.1	The design and operation of public spaces and facilities are culturally appropriate and reflect the diversity of the community.				
	» Connect with and empower newcomers to share their views and ideas to support diversity and inclusion in any new public space considered for development.	Ongoing/already started			Partners and QLDC
	» Review of the Cemeteries Handbook to ensure additions on death practices and interment requirements for diverse denominations.				QLDC
7.2	Welcoming public spaces provide opportunities to build trust and relationships between newcomers and members of the receiving community.				
	» Identify accessible 'Welcome Hubs' for newcomers as part of the development of a "welcome network", including community facilities (e.g. libraries, sport and recreation) and other community services and spaces.				Partners and QLDC
	» Promote local Welcome Forest planting days to new citizens, newcomers and the wider community.	Ongoing/already started			Partners and QLDC
	» Inform, educate and support newcomers to understand criteria, rules, regulations and exemptions when using Council public venues and spaces.				QLDC
7.3	Public spaces and buildings create a sense of community ownership and inclusion for all, including newcomers.				
	» Showcase diversity of the Council workforce in public facilities and communications to reinforce the sense of inclusion.				QLDC
	» Include wayfinding designs that weave in local history storytelling through Kāi Tahu context.	Ongoing/already started			Partners and QLDC
	» Increase use of imagery and artworks in public spaces and facilities that reflect the cultural diversity of the district.				Partners and QLDC
	» Develop signage in different languages in key public spaces.				Partners and QLDC

■ Ongoing/already started actions
■ New actions to implement

Snapshots

Showcasing public meeting spaces across the district.



What is already happening?

- ✓ QLDC Libraries reflect Aotearoa New Zealand's biculturalism by having all signs in Te Reo Māori and English as part of QLDC Māori Language Policy. They offer a range of services and activities that support the settlement and integration of newcomers, e.g., financial literacy, computer basics classes, children's activities and programmes.
- ✓ Libraries and Sport and Rec Centres are designed to be welcoming and inclusive with spaces that accommodate residents and newcomers, some of whom are living in shared accommodation and don't have spaces to relax at home.
- ✓ The Whakatipu Community Hub has held focus groups with social and community sectors, including Pacific and ethnic communities, to create a bespoke co-working environment where local charity, social and community groups can work together. Construction is planned for late 2024.
- ✓ The Lower Shotover cemetery has a designated Muslim burial plot.
- ✓ Te Atamira, a multi-purpose community arts and cultural space is open to everyone to participate in and be inspired by arts and culture.
- ✓ The Millenium Pathway on the Wānaka lakefront is host to new historic tiles and Te Huruheru's Map – a recreation of the first map of the area which aided early explorers.
- ✓ The Queenstown Town Centre Street upgrade designs incorporate local cultural storytelling.
- ✓ Jardine Park and Lismore Park are official public Welcome Forests for new citizens to plant a tree after obtaining their citizenship.

Snapshots

Lismore Park Welcome Forest, Wānaka, April 2022 and Jardine Park Welcome Forest, Queenstown, September 2022.



Case Study

Enabling culturally appropriate public spaces

Our district's Muslim community made enquiries to Council in 2021 about the expansion of cemeteries services for a Muslim burial plot. As stated in the Burial & Cremation Act 1964, it is the obligation of councils by legislation to consider and ultimately provide a denomination-specific burial space for those of any faith. However, each local authority is left to outline the process to follow when considering such a request.

The Council and the Muslim community worked closely to understand what was culturally required to create a proposal for a designated area for Muslim burials within the district's cemeteries.

Following approval, an information session on the Islamic burial protocols was conducted with key stakeholders. With guidance from the Muslim community, Council collaborated with Working Together Group, a well-known Auckland based charitable organisation specialised in providing assistance to Muslim communities and councils regarding Islamic funeral services and compliance. Funeral directors and guides, sextons, hospital managers, church ministers, St John ambulance, NZ Police and community organisations as well as

elected members were invited to learn about the practices in relation to Islamic burials and to meet the Muslim community. Training was also organised separately for Muslim men and Muslim women to learn how to prepare and shroud the bodies.

In November 2022, the first Muslim person was buried in our district. Council and the Muslim community were immediately notified and worked together to enable the community members to inter the deceased to their unique requirements. Council also advocated for their needs with the Queenstown Hospital to ensure they were able to wash the body.

This demonstrated the value in building a relationship with the Muslim community, raising awareness, and advocating with the wider community hence creating allies within the community. Communication and information sharing were key in that they allowed council staff and sextons to respond quickly and effectively to this interment request.

Queenstown Lakes District Council is proud to have a designated Islamic denominational area specifically for Muslim burials in the Lower Shotover Cemetery.



Muslim Burial Protocols Info session, July 2022 and Muslim burial plot with plaques fixed to a beam in Lower Shotover Cemetery, October 2023.



8. Culture and Identity | Te Ahurea me te Tuakiri

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.

What are the actions?

#	ACTION	YEAR OF DELIVERY			WHO'S LEADING
		2024-25	2025-26	2026-27	
8.1	Receiving communities and newcomers share and celebrate their cultures with each other, facilitated by the Council and others in the community.				Partners and QLDC
	» Provide opportunities for newcomers to learn about Te Tiriti o Waitangi and Te Ao Māori through Kāi Tahu context.				Partners and QLDC
	» Support and promote an annual district-wide Multicultural Festival linked to Race Relations Day (held annually in March).	Ongoing/already started			Partners and QLDC
	» Support Pacific and ethnic communities to share and celebrate their traditions and culture with the wider community.	Ongoing/already started			Partners and QLDC
	» Leverage Te Wāhi Toi, as the district-wide online directory and calendar of arts and cultural events, to promote and showcase cultural diversity.	Ongoing/already started			Partners and QLDC
8.2	Newcomers and the receiving community understand what values they each hold dear.				
	» Develop community resources and training workshops on the district's history and culture through Kāi Tahu context.				Partners and QLDC
	» Inform, educate and support newcomers to understand the district's values and goals to become a climate conscious and sustainable community.				Partners and QLDC

■ Ongoing/already started actions
■ New actions to implement

Snapshots

An array of events celebrating cultural traditions and showcasing diversity in Queenstown and Wānaka.



What is already happening?

- ✓ In partnership with Radio Central - Central Otago Football League, Council coordinated the district's first Multicultural Football Festival in 2023.
- ✓ The 2023 Festival of Colour included a cultural component as part of the Community Street Day, showcasing artistic talent from Pacific and ethnic communities of the district.
- ✓ The Arrowtown Autumn Festival includes guided tours from long-established Chinese migrants at the Arrowtown Chinese Settlement, and the Chinese communities showcasing their traditional clothing are part of the annual parade.
- ✓ The Queenstown Multicultural Festival started in 2022 and is now an important annual event that aims to celebrate and promote the diversity of cultures and traditions in the district. The festival will be held from now on in March to coincide with Race Relations Day, celebrated annually on the same day as the International Day for the Elimination of Racial Discrimination | United Nations.
- ✓ The Three Lakes Cultural Trust, Lakes District Museum and Council partnered to develop Te Muka Toi, Te Muka Tākata | The Creativity, Culture and Heritage Strategy for the Queenstown Lakes District.
- ✓ Te Wāhi Toi, developed by Three Lakes Cultural Trust and launched in 2023, is a free online directory. It's available as tool for the community to use to promote and learn about arts, culture and creativity in the district.
- ✓ Community organisations offer Te Tiriti o Waitangi | Treaty of Waitangi workshops to newcomers and wider community.
- ✓ The Queenstown Resort College offers the Ambassador Programme, a three-hour workshop on the rich history, notable figures, and iconic landmarks of Tāhuna Queenstown.
- ✓ Ngā Manu Hou o Whakatipu is recognised as the main community singing group for waiata (Māori songs).
- ✓ The Southern Institute of Technology and community groups offer te reo Māori classes.
- ✓ Pacific and ethnic communities celebrate their respective cultural events annually, showcasing traditional food and performances which they are open to sharing with the wider community, e.g., Diwali Night Festival, Latin Kiwi Integration Festival, Chinese New Year, Día de los Muertos (Mexican Day of the Dead). Some also work with local cinemas to organise screening of foreign movies, e.g., Czech, Spanish, Nepali & French movies.

Snapshots



An array of events celebrating cultural traditions and showcasing diversity in Queenstown and Wānaka.

Case Study

1 Celebrating multiculturalism

Following a successful debut in October 2022, the district's Multicultural Festival has continued to grow, becoming a major community event that celebrates the diversity of Pacific Peoples and ethnic communities and their cultural traditions of the district. It aims to provide a platform for local communities to showcase their cultural heritage through music, dance, art, and food, and foster cross-cultural understanding and appreciation through educational and cultural activities.

The Japanese community of the district have previously organised the annual Natsu Matsuri, their Summer Festival, and wanted to take it to another level. The Japanese community, together with a small group of multi-ethnic representatives, shared a vision and a dream to create a safe and inclusive space where people from all cultural backgrounds could come together to learn, share, and celebrate, promoting social cohesion and community engagement.

The 2023 second annual festival celebrated the many different cultures in town, with performances, traditions, arts, and food stalls. The event was a big hit with more than 2500 people attending the event throughout the day. A true sense of community engagement was observed and felt thus reflecting social collaboration and coproduction between cultures and defining what inclusion is all about.

Similarly, the organisers of Queenstown Diwali Night started as a small group in 2015 that wanted to bring joy and colour, initially to the Indian community of the district. Over time, other ethnic communities and the wider community have joined the annual event. The Queenstown Diwali Night now attracts locals and visitors to the district. Queenstown Diwali organisers delivered a high calibre 2023 event with top performances, laser lights projecting Indian culture and landmarks, as well as showcasing a video reminding the audience on the essence and significance of Diwali.

The Latin Kiwi Integration Festival is another example of a grassroots initiative that is gaining momentum since their inception in April 2023 with Latin dance performances, traditional food and a taste of music and songs that portray the rich tapestry of Spanish-speaking and Portuguese-speaking countries that are part of Latin America.

These types of events provide opportunities for members of Pacific Peoples and ethnic communities to volunteer, contribute, and collaborate in the planning and organisation of the event, encouraging a sense of ownership and pride in their community. The idea behind a district-wide Multicultural Festival is to celebrate and promote multiculturalism on a larger scale and ensure the wider community becomes part of it. This however doesn't prevent each community to continue celebrating their respective traditions throughout the year.



Diwali celebration and Multicultural Festival Queenstown, October 2023.

Strategic Context | Horopaki ā-Rautaki

Where does this plan fit in?

The Welcoming Plan aligns with our community's aspirations and the wellbeing outcomes we work to achieve for the community as outlined in our Strategic Framework below.



The overall purpose of “working towards healthier happier and more productive communities by welcoming newcomers into the local community” contributes to our community aspiration of **thriving people**.

Actions to ensure **equity** and **Mātauraka Kāi Tahu** are explicit throughout the plan. Achieving the outcomes of this plan will enable greater **resilience** through improved support within the community, as well as improved **sustainability** by building towards a future where connections are embedded in the way we live.

The eight pillars of this plan are aligned with the **community** wellbeing outcomes as well as the **people** wellbeing outcome of **a good standard of living**.



The Welcoming Plan is part of a system of strategies and action plans we have in place to help us work with our community to help realise community aspirations and to improve wellbeing across the district.



Along with the above core strategic plans there are a range of supporting strategies and action plans that, together with the Welcoming Plan, aim to improve community wellbeing outcomes and ensure we have a community of thriving people:

- » Joint Housing Action Plan
- » Mahi QL Workforce Leadership Strategy and Action Plan
- » New Pathways to a Thriving Future, Economic Diversification Plan
- » Te Muka Toi, Te Muka Tākata: The Creativity, Culture and Heritage Strategy
- » Travel to a Thriving Future, A Regenerative Tourism Plan
- » Diversity, Equity and Inclusion Policy
- » Mode Shift Plan
- » Community Facilities Strategy
- » Parks and Open Spaces Strategy
- » Libraries Strategy

Head to www.qldc.govt.nz to read more about these strategies and plans.

How will we measure success?

We'll be measuring success by working through the Welcoming Communities accreditation model.

To progress from stage 1, a Committed Welcoming Community to stage 2, an Established Welcoming Community, 50% of sub-outcomes need to be achieved which means 15 of the 30 sub-outcomes.

As we progress the actions in the plan, we'll provide evidence to demonstrate we are meeting the sub-outcomes in the Standard.

Using the evidence gathered, Council will complete a self-assessment. It will rate the extent to which it has met each sub-outcome on a scale of 1 to 5. See **Appendix B** for further explanation on the model.

We will also continue to measure meaningful progress towards achieving the district's wider community and wellbeing outcomes, as defined in the QLDC Strategic

Framework. One of the measurement tools is the annual Quality of Life⁹ survey. The information is used to support improvements to community wellbeing through planning and decision-making by Council and other organisations, as well as advocacy to central government on behalf of the community.

As an example, see a section of the 2023 Quality of Life survey below that asks participants to indicate how strongly they agree or disagree with the statements related to neighborhood connection and wellbeing.

Go to **Appendix C** for analysis and comparison between perceptions of newcomers (less than five years in the district) and total residents on neighbourhood connection and wellbeing as well as resilience and emergency preparedness.

Year on year trend (agree and strongly agree)

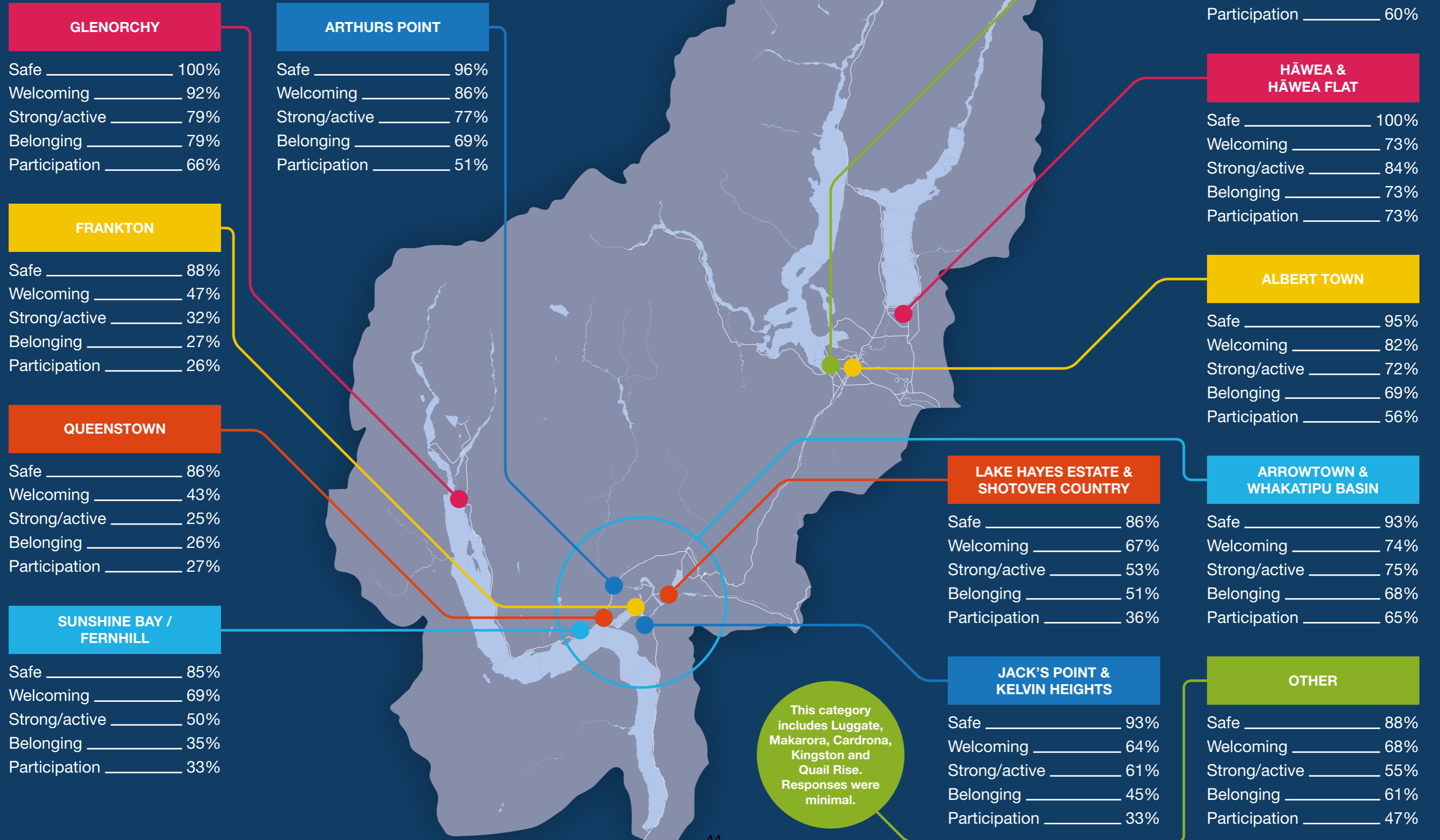
Question: Thinking about the neighbourhood in which you live, please indicate how strongly you agree or disagree with the following statements?



QLDC's **Diversity, Equity and Inclusion Policy** commits to creating a supportive, equitable and inclusive workplace environment. Drawing from this policy, the Welcoming Plan acknowledges the benefits of individual differences, backgrounds and experiences. These may include, but are not limited to, disabilities, differences of race, ethnicity, gender identity or expression, sexual orientation, socio-economic status, age, neurodiversity, or religious beliefs. All newcomers should feel welcomed, valued, and respected, enabling them to fully contribute to our community.

Area Differences

The image below shows the neighbourhood measures for different parts of the district. Results show agree and strongly agree ratings. Data taken from the Quality of Life Survey 2023.



Glossary of terms

TERM	DEFINITION
Civil society	Civil society is that part of society that consists of organisations and institutions that help and look after people, their health, and their rights. It does not include the government or the family. Civil society in action includes activities like serving on the local school board of trustees or volunteering in the community.
Climate conscious community	A community which is aware of how humanity affects climate change, their role in reducing greenhouse gas emissions and how they can prepare for the impacts of climate change.
Community	Refers to everyone living and working in a community. It encompasses: the local government council, Māori organisations, the business sector (for example, individual businesses, the economic development agency, the chamber of commerce and business and industry sector organisations) cultural and sporting sectors, community and religious organisations, settlement service providers, non-government organisations, families and individuals.
Community board	<p>Gives a voice to communities of interest within a council/kaunihera catchment and act as representatives, advocates and connectors of those communities. A board's purpose is to engage with that community and advocate for it in council/kaunihera discussions/kōrero and decisions.</p> <p>Our district has a Wānaka-Upper Clutha Community Board (WUCCB) that represents and acts as an advocate for the Wānaka and wider Upper Clutha community. The Council has given extensive delegation to the WUCCB to make decisions on many of the facilities and services located within the Wānaka-Upper Clutha Ward.</p>
Council or councils	Refers to the local government elected representatives and staff. These may be city, district or regional councils.
Culturally & Linguistically Diverse (CALD)	Culturally and linguistically diverse is a broad and inclusive umbrella term for communities with diverse language, ethnic background, nationality, dress, traditions, spiritual and religious beliefs and practices. About eCALD® Services eCALD
Ethnic and Ethnic communities	Include people who identify as African, Asian, Continental Europe, Latin American, and Middle Eastern. They include former refugees, asylum seekers, new and temporary migrants, long-term settlers and multigenerational New Zealanders. https://www.ethniccommunities.govt.nz/our-communities/
Hui	Gathering, meeting, assembly, seminar, conference.
Iwi	Extended kinship group, tribe, nation, people, nationality, race - often refers to a large group of people descended from a common ancestor and associated with a distinct territory.
Kāi Tahu (Ngāi Tahu)	Tribal group of much of the South Island, sometimes called Kāi Tahu by the southern tribes.

Long-established migrants	Refers to migrants living in New Zealand for more than five years.
Mana whenua	Historical and traditional landowners, including iwi (tribes) and hapū (sub-tribes).
Mātauraka	Knowledge, wisdom, understanding, skill - sometimes used in the plural.
Newcomers	Refers to recent migrants living less than five years in New Zealand, former refugees and international students. However, we expect the programme to have positive benefits for existing residents as well as for New Zealanders who may have recently moved to a region.
Pacific and Pacific Peoples	Umbrella terms used to categorise islands in the Pacific Ocean. These terms are used in reference to the islands of Melanesia, Micronesia, and Polynesia in particular. "Pacific peoples" may be recent migrants, long settled in New Zealand, or New Zealand-born. https://tapasa.tki.org.nz/about/tapasa/pacific-and-pasifika-terminology https://newzealandcurriculum.tahurangi.education.govt.nz/leap---pacific-peoples-in-new-zealand/5637151350.p
Papatipu	Ancestral land - Māori land held under customary title and not having a European title.
Rangatahi	Youth or young person or persons in Māori language.
Receiving community	Refers to the existing population living within a community, some of whom are New Zealand-born and some of whom are not. This is sometimes referred to as the 'host community'.
Rūnaka	Tribal council, assembly, iwi authority - assemblies called to discuss issues of concern to iwi or the community.
Sustainable community	A community which values and protects the natural world to support the needs of current and future generations.
Tangata whenua	The indigenous Māori people of Aotearoa New Zealand, including iwi (tribes), hapū (sub-tribes) and other hāpori Māori (Māori communities).
Te Ao Māori	Māori world view.
Te reo Māori	Māori language.
Te Tiriti o Waitangi	The Treaty of Waitangi is Aotearoa New Zealand's founding document. It takes its name from the place in the Bay of Islands where it was first signed, on 6 February 1840. This day is now a public holiday in New Zealand. The Treaty is an agreement, in Māori and English, that was made between the British Crown and about 540 Māori rangatira (chiefs). The Treaty in brief NZ History
Tikāka	Correct custom, habit, way, practice, convention, protocol - the customary system of values and practices that have developed over time and are deeply embedded in the Māori social context.

Source for terms in te reo Māori: [Te Aka Māori Dictionary \(maoridictionary.co.nz\)](http://maoridictionary.co.nz)

Te reo Māori translation: Please note that QLDC uses the local Kāi Tahu dialect which replaces the 'ng' with 'k', e.g., tākata (people) instead of tāngata.

Appendix A

Timeline on how we gathered data



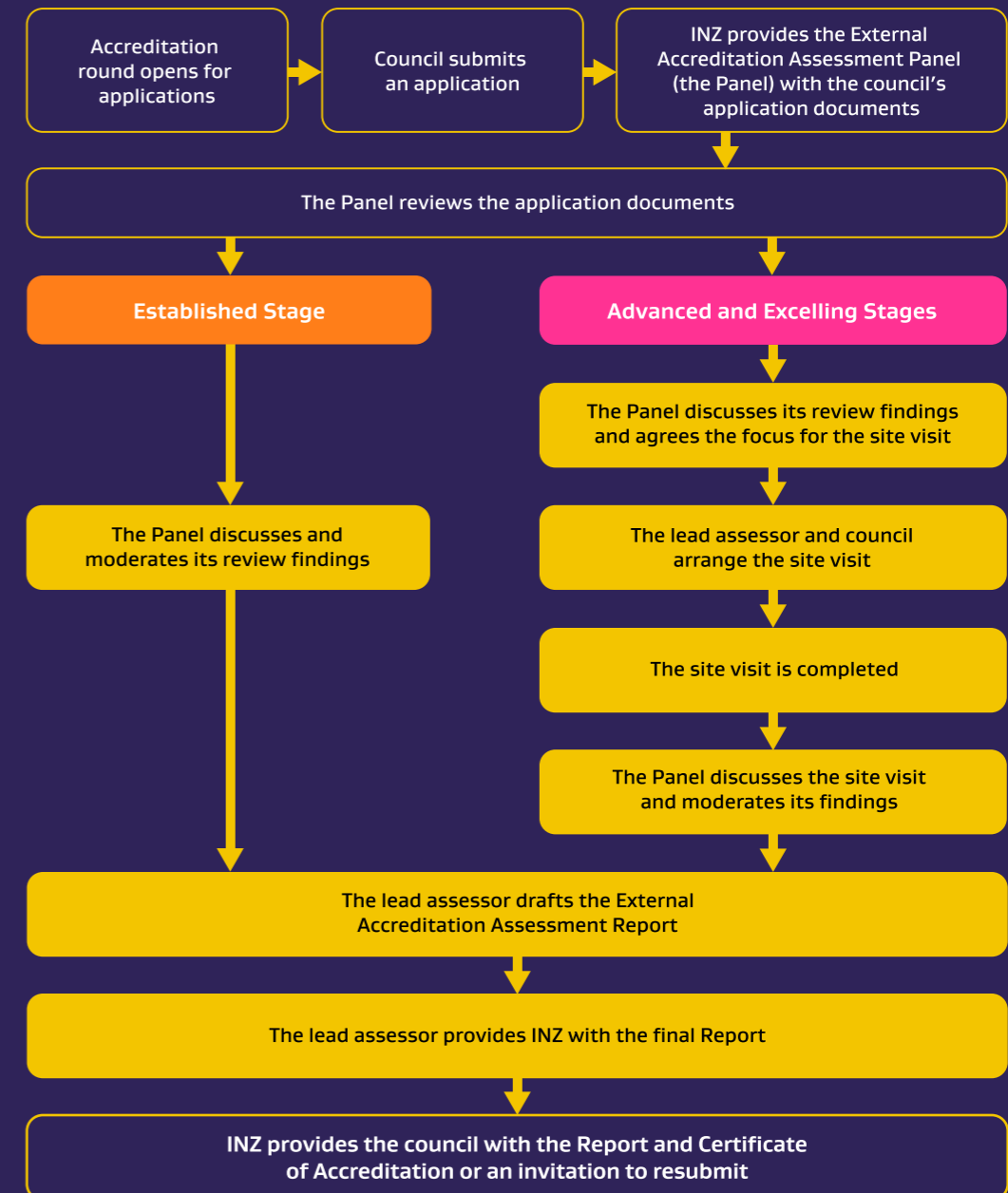
Appendix B

Welcoming Communities Accreditation Model

The Welcoming Communities accreditation model¹⁰ assesses how well a community is meeting the Standard's sub-outcomes through implementing its Welcoming Plan and confirms that a council and community are demonstrating the features expected in a Welcoming Community.

Each stage in the accreditation model has a set of features that describe what is expected from a council and community at that stage. All the features need to be present or in progress to be accredited hence providing a measure of success.

The Assessment Process for Established, Advanced and Excelling Stages



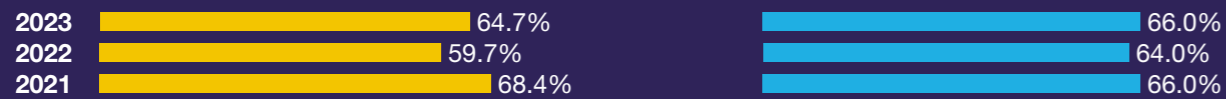
Appendix C

Newcomer perceptions - Quality of Life 2023 Neighbourhood

The graphs compare perceptions of newcomers (less than five years in the district) and total residents on neighbourhood connection and wellbeing as well as resilience and emergency preparedness.

Residents who agree or strongly agree with the following questions from the quality of life survey:

This is a welcoming community



My neighbourhood gives me a sense of community or belonging



There is a strong and active community in this neighbourhood



I participate in activities within my neighbourhood



The neighbourhood is safe



I consider myself resilient and prepared for an emergency



I consider my neighbourhood resilient and prepared for an emergency



To read more of the Quality of Life Survey 2023 report go to www.qldc.govt.nz/community-research



Notes

A series of horizontal blue lines spaced evenly down the page, providing a template for handwritten notes.



**Welcoming
Communities**
TE WAHAROA KI NGĀ HĀPORI





Evaluation of the Queenstown Lakes District Council Welcoming Communities Programme

01 August 2024

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Main messages

This report presents the findings of an analysis of evaluation data on the Queenstown Lakes District Council Welcoming Communities programme. The key findings are:

- The Welcoming Communities programme is filling a gap in supporting migrants and newcomers who intend to settle in the Queenstown Lakes area, acting as a mechanism for connecting and supporting newcomers.
- The Welcoming Communities programme has united the organisations and activities that support newcomers, and taking a planned and strategic approach that enables the relevant organisations to take a more joined-up approach.
- The Advisory Groups were an important mechanism to guide programme development, providing guidance and expertise and ensuring diverse perspectives are reflected. The groups were described as a safe environment in which honest and forthright kōrero was encouraged, and provided an important two-way communication channel between newcomer communities and Council.
- Mana whenua contribution to the QLDC Welcoming Communities programme has to date been less extensive than is intended in the Welcoming Communities Standard. Mana whenua are aware of the Welcoming Communities programme, and supportive of its aims, but had little active involvement in the programme.
- The business community has had limited involvement in the programme, and that there is an opportunity for stronger involvement to unlock the potential economic benefits of the programme.
- The Welcoming Communities Coordinators are a key enabler of programme success. QLDC has two Coordinators, one covering Whakatipu and one covering Upper Clutha. This is unique in Aotearoa, with very few councils employing more than one dedicated Welcoming Communities staff member.
- The Coordinators have been vital in guiding the establishment of the programme, and driving it to the point of developing the initial draft Welcoming Plan. The Coordinators are described as highly active in the community, establishing networks that can then be drawn on to identify newcomer needs and ensure the programme is meeting these.
- The programme has enhanced newcomer perception and understanding of Council. Newcomers said they had been reluctant to engage with Council, due to being uncertain of Council's role, feeling intimidated, or not knowing how to navigate Council processes. Having a direct connection to Council, through the Welcoming Communities Coordinators, has helped to overcome these barriers.
- The Welcoming Communities programme has helped newcomers to grow cultural celebrations and events, supporting them to access funding, venues, and promotion, which had increased community attendance and support for these events.



- The programme offers a mechanism for increased visibility and connection between newcomers and the receiving community. There have been shifts in newcomer perceptions between 2022 and 2024 regarding the extent to which newcomers feel visible and valued within the Queenstown Lakes community.
- There has been progress made towards the outcomes of inclusive leadership; welcoming communications; connected and inclusive communities; welcoming public spaces; civic participation; and culture and identity. However, there has been slower progress in equitable access, with a need for a strategic approach to align Welcoming Communities activities to address identified access barriers. Similarly, the potential economic benefits not yet observable, and a focus on demonstrating economic outcomes is recommended for the next phase of the programme.

1 Introduction

The Welcoming Communities programme

The Welcoming Communities programme - Te Waharoa ki ngā Hapori¹ is led by Immigration New Zealand (INZ) in collaboration with the Ministry for Ethnic Communities and the Human Rights Commission. The Welcoming Communities programme brings together councils and their communities to make the area more welcoming and inclusive for newcomers and local residents so they can participate fully in the social, civic, cultural and economic life of the community. 'Newcomers' include recent migrants, former refugees and international students.

Queenstown Lakes District Council ('QLDC' or 'Council') joined the Welcoming Communities programme in 2021, signing a Statement of Commitment on 2 November 2021. Council met the requirements to be accredited as a Committed Welcoming Community on 9 February 2022.

The evaluation

The Ministry of Business, Innovation and Employment (MBIE) has commissioned *Allen + Clarke* to conduct a four-year evaluation that assesses the national Welcoming Communities programme. The evaluation is investigating the delivery of the programme, and the extent to which the anticipated outcomes, as described in the Welcoming Communities Standard, have been achieved. The purpose of the national evaluation is:

To evaluate the degree to which the expanded programme delivers anticipated short to longer-term outcomes and desired impacts. Findings from this evaluation will be used to inform Ministers about the ongoing programme and to inform the ongoing operation and delivery of the programme to ensure its continued success and to maximise its impact. (Extract from the Consultancy Services Order.)

As part of the national evaluation, the *Allen + Clarke* team undertook two site visits to QLDC; one in July 2022 and one in February 2024. The evaluation also included an online survey, which sought responses from stakeholders involved in the programme, including stakeholders of the QLDC Welcoming Communities programme.

Council has commissioned *Allen + Clarke* to re-analyse these data, to create a specific report that focuses on findings related to the QLDC Welcoming Communities programme. The analysis recognises that QLDC is in the first three years of programme delivery. It focuses on the early implementation of the programme, the progress it has made, and actions to inform the ongoing delivery of the programme.

The analysis of the QLDC-specific data has been undertaken to address two Key Evaluation Questions (KEQs), which have been adapted from the full set of KEQs that frame the national evaluation. The KEQs are:

¹ Translates as "The Gateway to Communities"



1. How effectively is the QLDC Welcoming Communities programme being implemented?
2. To what extent is the QLDC Welcoming Communities programme on track towards the intended outcomes described in the Welcoming Communities Standard?

This report presents a summary of the findings arising from the re-analysis of the QLDC-specific data, to answer the two KEQs.

2 Data collection activities

The evaluation findings have been informed by three main data collection methods: site visits to undertake qualitative interviews and focus groups with a range of stakeholders; an online survey; and a review of contextual documents and data. A summary of these methods is provided below.

Site visits

The evaluation team undertook two site visits to the Queenstown Lakes district. The first site visit was in July 2022, when the programme was in the early stages of its establishment. The second visit was in February 2024. Two evaluators attended each site visit.

During the site visits, the evaluators conducted interviews and focus groups with stakeholders that were involved in the Welcoming Communities programme. The first site visit focused on seeking information about the processes associated with the establishment of the programme, including drivers for joining, the establishment and functioning of the Advisory Groups, the Coordinator role, and the planning processes for the programme. The second site visit focused on the extent to which progress was being made towards the intended outcomes.

As a first step in the re-analysis of the data, we contacted the interviewees that had participated in these site visits, and sought their consent to re-use the data they had provided to the national evaluation, to inform the QLDC-specific analysis. A total of 46 participants (out of the total sample of 54 interviewees) agreed to their data being re-analysed. Details of these participants are provided in Table 1.

Table 1: Evaluation participants that consented to QLDC-specific analysis

Site visit	NGOs and stakeholder organisations	Council personnel	Newcomer community leaders	Total
July 2022	8	7	5	20
February 2024	8	5	13	26
TOTAL	16	12	18	46

Of the 34 interviewees with representatives from NGOs, stakeholder organisations and newcomer community leaders, 23 were from Whakatipu and 11 were from Upper Clutha. The

interviews with representatives from Upper Clutha were all conducted in the 2024 site visit, as the programme in this specific area had not been established during the first site visit in 2022.

The interview notes and transcripts of those who consented to re-analysis of their data were uploaded to NVivo software for coding and analysis. The raw data was coded using an open coding approach to sort the data into broad thematic categories, under the two KEQs. As the evaluation team coded the transcripts, each new piece of data was compared to the previously coded data, looking for similarities and differences between the experiences of each participant group. The evaluation team then reviewed the viability of each theme, until agreement was reached on the key insights.

Stakeholder survey

The evaluation has also drawn on data gathered through an online survey that targeted Welcoming Communities stakeholder organisations. The survey sought respondents' views on the extent to which they agreed with statements related to the eight outcomes in the Welcoming Communities Standard.

The survey was set up in the SurveyMonkey online platform. After testing the routing and user friendliness, a link to the online survey was emailed to Welcoming Communities Coordinators for distribution. The survey was live from 16 April to 10 May 2024.

The survey received a total of 214 valid responses from 20 councils, of which 30 were received from QLDC stakeholders. A breakdown of respondents by type is provided in Table 2.

Table 2: QLDC survey respondents by type

Stakeholder group	Count	Percentage
Local government	4	13%
Non-government organisation	8	27%
Newcomer or ethnic community leader	7	23%
Business, employer or business sector organisation	1	3%
Central government organisations	2	7%
Other community stakeholders	6	20%
Other	2	7%
Total	30	100

The survey output was downloaded to Excel for analysis, supplementing the analytics provided within the SurveyMonkey tool. The results are presented as bar charts describing the percentages of respondents that agreed or disagreed with the various statements.



Review of documents and data

The qualitative interview data and quantitative survey results were supplemented with an analysis of available documents and data related to the QLDC Welcoming Communities programme. Inputs included the six-monthly Coordinator reports to INZ², an initial draft QLDC Welcoming Plan³, and supplementary material from the QLDC website. These sources were mostly used for fact checking and providing context to the primary data gathered during the evaluation.

3 Evaluation findings

3.1 KEQ1: How effectively is the QLDC Welcoming Communities programme being implemented?

The Welcoming Communities programme is filling a gap in supporting migrants and newcomers who intend to settle in the Queenstown Lakes area

The evaluation found that the QLDC Welcoming Communities programme has provided a vehicle for connecting and supporting newcomers. Prior to the programme, there were a range of organisations in the district that provided support to migrants, such as charitable trusts, community groups and ethnic associations. There were also organisations that focused on attracting and supporting visitors in the area. However, these existing organisations and activities often targeted a sub-set of the migrant community (such as a specific ethnic group), and were not necessarily connected to each other. In our 2022 data collection, several stakeholders discussed how they felt that there was a need for a more cohesive approach to supporting newcomers.

I've definitely noticed a gap for Queenstown community. There's a lot of opportunity for us to improve to be more welcoming as a community, and have an information hub for people to connect and make the transition easier, whether [they are] kiwi or from overseas. – Business owner (Whakatipu)

The Welcoming Communities programme has filled this gap by uniting the previously disparate organisations and activities, and taking a planned and strategic approach to supporting newcomers. By 2024, the majority of people we interviewed stated that the Welcoming Communities programme enabled the relevant organisations to take a more joined-up approach. This minimises duplication of effort and enables the programme to build on and

² Six-monthly progress reports are a reporting requirement for member councils that are receiving seed funding. They are completed by the Coordinator and cover outputs, outcomes, activities planned over the next six months and issues, risks, and challenges. Councils that are no longer receiving seed funding provide such progress reports annually.

³ Allen + Clarke received an initial draft QLDC Welcoming Plan at the time of writing this report. The draft plan will be released in August 2024 for community engagement.

enhance the newcomer support activities and organisations that existed prior to Welcoming Communities.

It's brought us all together and helps not just tourists, but those living here, especially from different nationalities, to make sure they have access to facilities, help, and support. –Advisory Group member (Whakatipu)

The Advisory Groups were an important mechanism to guide programme development

The Advisory Groups are a core component of the Welcoming Communities programme design. These groups are intended to provide guidance and expertise, ensure diverse perspectives are reflected, support and represent the interest of the programme, socialise the programme, and oversee planning and delivery. Advisory Groups should be representative of the community, and members are expected to draw on their networks and relationships to drive the programme forward.⁴

The QLDC established two Advisory Groups; one to represent Whakatipu and one to represent Upper Clutha. The groups were comprised of volunteers from a range of organisations, representing newcomers, support services, arts, culture and faith-based groups, tertiary institutions, business and central government, as well as a QLDC councillor.

Interviews with Advisory Group members found that people appreciated that it was clear from the start why the various members had been selected, and stated that they had been given a clear terms of reference. Interviewees told us that the groups were comprised of 'the right people' and were 'diverse and inclusive.'

While attendance reportedly shifted over time, the groups mostly functioned effectively to guide programme planning and development. This included having robust discussions and debates. The Welcoming Communities Coordinators and Advisory Group chairs were praised for creating a safe environment in which honest and forthright kōrero was encouraged.

So many cool ideas, it has been interesting to hear from a diverse range of people and nationalities about what we are doing well, but it was also everyone was very honest about what we are not doing so well. – Advisory Group member (Whakatipu)

Group members also appreciated that Council had made the commitment to join the programme, and was willing to commit resources to it.

The Advisory Group monthly meetings provided an important communication channel from newcomer communities to Council (and vice versa); something that had previously been missing.

Migrant communities need to tell the programme what they need, through us as representatives. The Advisory Group has been a good platform for that. – Advisory Group member (Upper Clutha)

⁴ Welcoming Communities Coordinators Toolkit.

There is potential for increased involvement of mana whenua and the business community

The evaluation analysis found that mana whenua contribution to the QLDC Welcoming Communities programme has to date been less extensive than is intended in the Welcoming Communities Standard.⁵ Council has made efforts to engage with mana whenua. The draft Welcoming Plan recognises the seven Papatipu Rūnaka of Kāi Tahu⁶ as holding shared mana whenua status, and the Advisory Group included Māori representation.

However, interviews with council staff and community organisations found that mana whenua involvement in the programme had not been extensive. The evaluation findings indicate the mana whenua are aware of the Welcoming Communities programme, and supportive of its aims, but had little active involvement in the programme. It was noted that there are some barriers to engagement; as was found in the national evaluation, tangata whenua are called upon to contribute to a range of kaupapa and often do not have a capacity to engage.

Council is taking steps to enhance its engagement with mana whenua, having created a Māori Strategy and Partnerships Manager role in late 2023. This may assist the Welcoming Communities programme to strengthen Iwi engagement and relationships. An interviewee with Māori whakapapa considered that there was strong potential to enhance engagement with tangata whenua, given strong alignment of the Welcoming Communities programme intent with kaupapa Māori mātauranga (values) such as manaakitaka.

Welcoming Communities is about enabling and empowering all newcomers in the district, and helping to set up structures or support them in what they're trying to do. For mana whenua, that's the manaaki we should be doing. – Māori interviewee (Whakatipu)

The evaluation data also indicates that the business community has had limited involvement in the programme, and that there is an opportunity for stronger involvement to unlock the potential economic benefits of the programme.

The Welcoming Communities Coordinators are a key enabler of programme success

The Welcoming Communities Coordinators lead the Welcoming Communities programme within their council. They manage all requirements for participation in the programme including reporting, applying for accreditation and contributing to the development of community networks. They are responsible for guiding Council and the community to become a Welcoming Community.⁷

The Coordinator roles sit within the broader Community Partnerships team at QLDC. The Coordinators play a 'connector' function, acting as link between newcomers and Welcoming

⁵ The Welcoming Communities Standard states that "as the indigenous peoples of Aotearoa New Zealand, Māori – represented by tangata whenua, mana whenua, iwi, and hapu and/or other hapori Māori – have a prominent role in Welcoming Plan activities" p16.

⁶ Please note that QLDC uses the local Kāi Tahu dialect which replaces the 'ng' with 'k', e.g., tākata (people) instead of tāngata

⁷ Welcoming Communities Coordinators Toolkit.



Communities stakeholders and a range of other QLDC departments such as libraries, events, and sport and recreation.

Newcomer community leaders, NGOs and Council staff and elected members considered that the Coordinators have been vital in guiding the establishment of the programme, and driving it to the point of developing the Welcoming Plan. The Coordinators were described as highly active in the community, establishing networks that could then be drawn on to identify newcomer needs and ensure the programme is meeting these. Their ability to connect with people from a range of cultures and background was praised. Representatives from newcomer communities discussed how the Coordinators in each area made an effort to regularly communicate and seek their ideas.

He listens to us...and is very encouraging of small groups to grow. – Newcomer community leader (Upper Clutha)

She is very good at keeping us updated, we have a regular chat. To me it's good communication both ways. – Newcomer community leader (Whakatipu)

The national evaluation of the Welcoming Communities programme found that the Coordinator role incorporates a substantial workload, with much of the work it takes to drive programme implementation falling to the Coordinator. This was also raised by interviewees in QLDC, with several comments made about the Coordinators appearing to have a large workload.

I think [Coordinator] is very busy, with everyone coming and asking for help. We need more [Coordinators]! – Newcomer community leader (Whakatipu)

The Welcoming Communities programme in QLDC incorporates several key strengths that have supported the Coordinator roles to function effectively. Firstly, there are two Coordinators; one covering Whakatipu and one covering Upper Clutha.⁸ This is unique in Aotearoa, with very few councils employing more than one dedicated Welcoming Communities staff member. It enables the workload to be shared, and the programme delivery to be tailored to the specific needs and contexts of the two communities. Council has also committed to provide external support to the programme, such as using a consultant to support tasks such as the stocktake. While this model of programme delivery involve a higher financial investment, it enables the Coordinators to focus on community outreach work, which has contributed to improved Council perception from newcomer communities (see below).

The programme has increased newcomer perception of Council

Several newcomers that participated in the evaluation discussed how they had previously been reluctant to engage with Council, due to being uncertain of Council's role, feeling intimidated, or not knowing how to navigate processes such as venue booking systems. Having a direct connection to Council, through the Welcoming Communities Coordinators, has helped to overcome these barriers. Several newcomers emphasised that the Welcoming

⁸ The Upper Clutha role is currently a one year fixed term role, through to November 2024. This role is co-funded by Council with the support of Te Hau Toka Southern Lakes Wellbeing Group.



Communities Coordinators undertake active outreach, meeting with newcomer community leaders to ask how they can help.

They ask, what can I do for your community? They support everything; they gave us space in the community hall, unbelievable energy. – Newcomer community leader (Upper Clutha)

Council staff members also observed the key role of the Coordinators in assisting newcomer groups to understand Council processes, such as how to apply for community funding grants. One Council staff member described how prior to the programme they sometimes received applications from newcomer groups that had appeared to fit the criteria, but with details missing or incorrect budget information. This staff member observed an improvement in the quality of applications since the Welcoming Communities programme had been in place. In alignment with this finding, a newcomer community leader recounted how the Coordinator had provided advice on how to complete a grant application.

We have to do the paperwork, and we have to get the timing right, as grants are given out at certain times of the year. We know how to do that now. – Newcomer community leader (Whakatipu)

We also heard examples of community projects on which newcomer groups had not been able to get traction on until their involvement with Welcoming Communities. This included supporting a religious group to present to Council on a project that had been placed on hold, and assistance with a cultural festival.

[Project] was put on hold, there was no one to really push for it. When [Coordinator] was appointed she said she was keen to have it as a milestone for Welcoming Communities. – Newcomer community leader (Whakatipu)

The programme is a mechanism for increased visibility and connection between newcomers and the receiving community

The evaluation found that there have been shifts in newcomer perceptions between 2022 and 2024 regarding the extent to which they feel visible and valued within the Queenstown Lakes community. Newcomers considered that the Welcoming Communities programme had helped them to grow cultural celebrations and events, helping them to access funding, venues, and promotion, which had increased community attendance and support for these events. This made the newcomer communities feel visible, and proud to share their culture. For example, one newcomer community leader described the growth of a cultural event, which had previously been mostly attended by members of a specific ethnic community. The most recent event had grown substantially and was now well attended by members of the receiving community.

I saw how many people came last year, I thought it was amazing. Now people know us and they support us. It was an incredible feeling. – Newcomer community leader (Upper Clutha)



There is evidence of increased community cohesion and connection

Newcomer representatives, council staff, and NGOs described the benefits that the programme offers in establishing connections between groups that were not necessarily aware of each other or interacted prior to the programme. The Welcoming Communities programme, particularly the Advisory Groups, functioned as a mechanism for different migrant groups to engage and interact.

Communities here, in my experience, tend to stick together... A spinoff of Welcoming Communities is that all the communities come together...rather than just being part of their ethnic group, they can be part of a bigger welcoming community. – Newcomer community leader (Upper Clutha)

In our 2024 site visit, representatives of different newcomer groups and organisations described how, during the course of the programme, they had begun to contact and support each other outside of the formal programme structures such as the Advisory Groups. One newcomer community leader described the benefits of now knowing who to contact for information and support, when undertaking activities such as planning multicultural events.

The programme is a platform for all the ethnic groups and backgrounds to share culture with each other, and supporting and helping in a way where it's safe. Now, if find it hard to find people or information I call [fellow Advisory Group member]. We work together. –Advisory Group member (Whakatipu)

More broadly, the programme was perceived to have enhanced equity amongst newcomer groups, in reaching out to and supporting the needs of smaller newcomer that were described as previously lacking visibility. The Coordinators actively seek out representatives of a range of migrant groups, discuss their needs, and connect them to services, funding and sources of support.

Reflecting on the progress that the Queenstown Lakes community has made in the time the programme has been in delivery, several newcomers stated that they considered the area was now well placed to continue to advance community cohesion.

The whole place is a peaceful loving atmosphere and there is feeling of inclusion. That's the ultimate achievement, as opposed to cities that don't have initiatives like Welcoming Communities. – Newcomer community leader (Whakatipu)

3.2 KEQ2: To what extent is the QLDC Welcoming Communities programme on track towards the intended outcomes described in the Welcoming Communities Standard?

This section provides a summary of evaluation findings related to each outcome of the Welcoming Communities Standard. It should be noted that the QLDC Welcoming Communities programme is in the first few years of its establishment, so it is not anticipated that the expected outcomes will be fully realised. This report presents a brief summary of data related to any early outcomes.

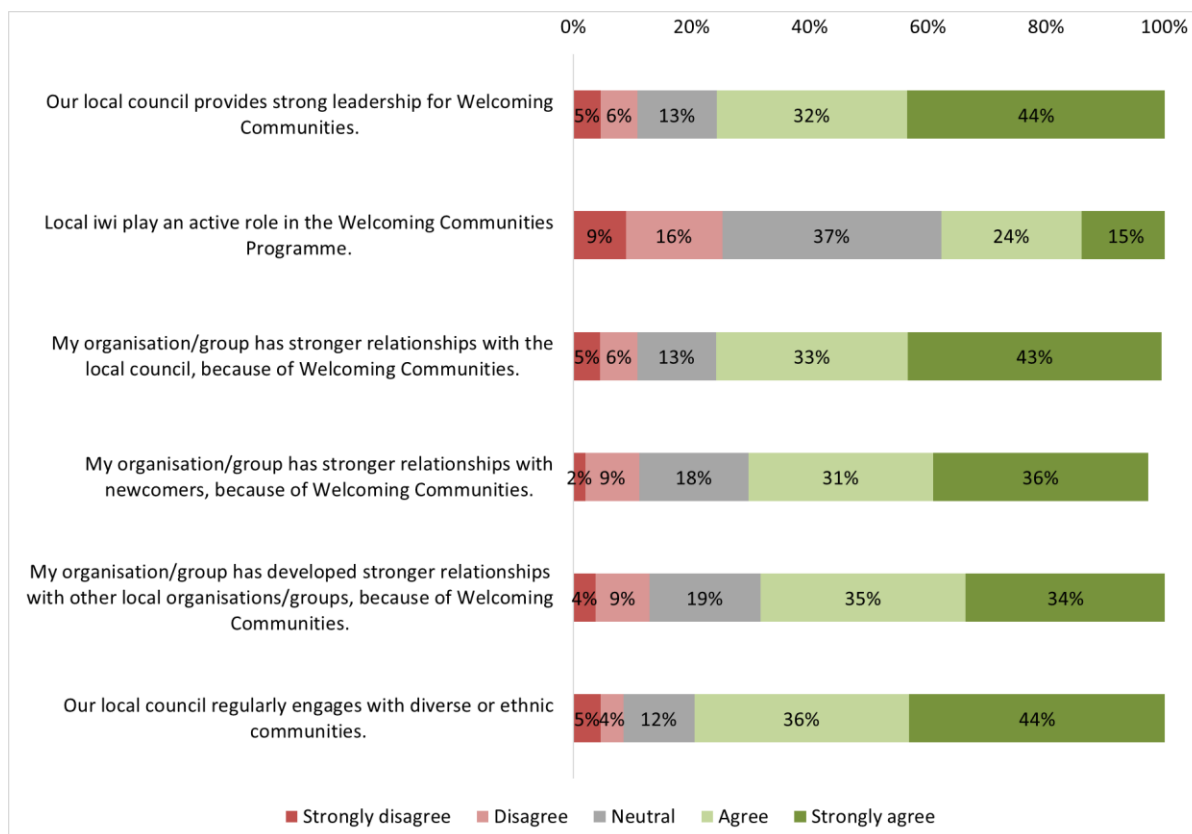
Inclusive leadership

The QLDC Welcoming Communities programme is mostly performing well against this outcome. The Advisory Groups were comprised of community leaders, across newcomer groups, NGOs and support services, community organisations and local and central government. However, as discussed above, the programme would benefit from deeper engagement with mana whenua in the near future. This would enable the programme to benefit from mana whenua understanding of the history of the area and the *mātāpono* (value or principle) of *manaakitaka*. More involvement with business leaders would support the realisation of economic development outcomes.

The programme leadership, through the Advisory Groups, has functioned effectively, guiding the development of the draft Welcoming Plan. Interviewees appreciated that leadership of the programme was not driven by Council, but a shared responsibility, in recognition that *“Council cannot effect all change, its role is to support and facilitate communities to do the work.”* (Advisory Group member, Whakatipu)

The survey results for QLDC show that there was strong levels of agreement amongst stakeholders that Council provides strong leadership for the programme, and regularly engages with diverse communities. There were lower levels of agreement regarding whether *Iwi* play an active role in the programme, with a high proportion of respondents being unsure.

Figure 1: QLDC survey responses related to Inclusive Leadership



Welcoming Communications

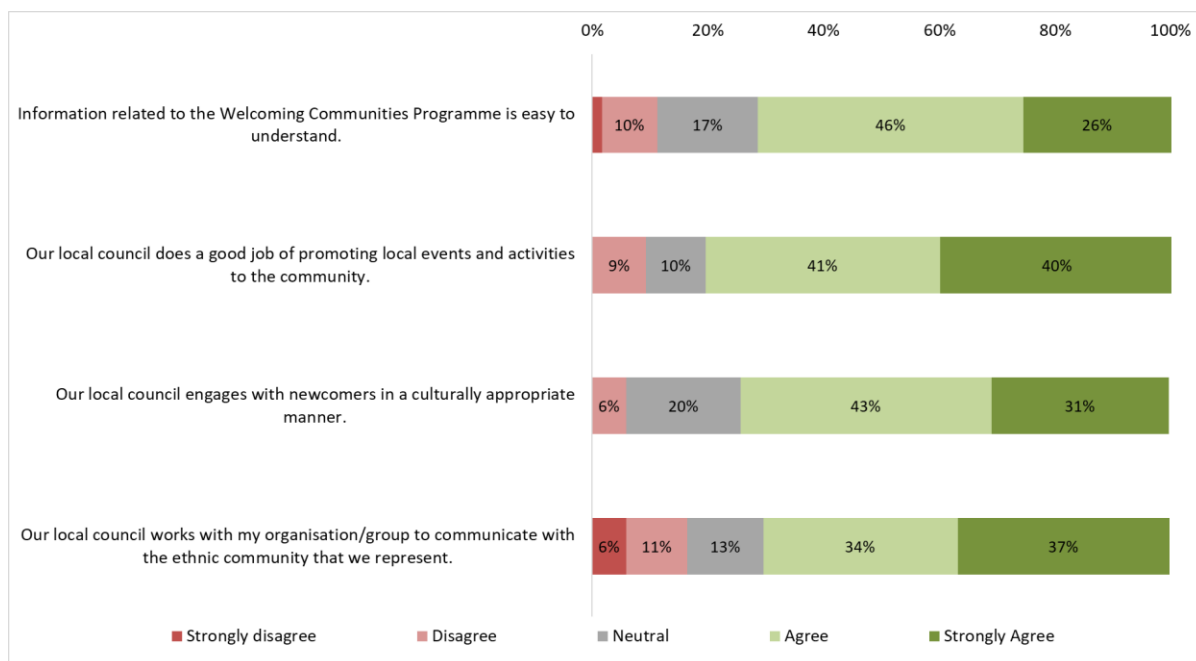
The 2024 site visit gathered newcomers’ perceptions on the extent to which they felt listened to and well informed, that diverse communication needs are taken into account. The results indicate that there has been progress, although there is room for further action. Newcomers highlighted that having limited English proficiency or fluency is a barrier for some in the community, and that Council has made efforts to ensure its communication and promotion materials are in plain language. The Coordinators were identified as an important communication channel, providing key messages to their networks of newcomer community leaders, who can in turn disseminate the information to their communities.

[Coordinator] sends out information and I share it with members of my ethnic community through our own Facebook group and via a group chat. – Newcomer community leader (Whakatipu)

However, newcomers considered that some communication mechanisms could be improved, noting that many cultures value face to face communication, rather than written materials. They suggested that it would be beneficial to broaden the language capabilities of front facing council staff, such as customer services and library staff, noting that even the ability to greet customers in a range of languages would help them to feel welcome and included.

The survey results show high levels of agreement with statements related to the Welcoming Communications outcome, with 70-80% of respondents agreeing or strongly agreeing with each statement.

Figure 2: QLDC survey responses related to Welcoming Communications



Equitable Access

In line with the findings of the national evaluation, progress towards this outcome has been limited by the barriers that newcomers can experience in accessing services in the community. These barriers include limited fluency in English, and cultural barriers such as not trusting services or institutions due to negative experiences in home countries. While addressing these barriers is much broader than the mandate of the Welcoming Communities Programme, newcomers considered that there was a place for the programme to act as a conduit for information regarding available services, and to help services to be more accessible and appropriate in their engagement with different cultural groups.

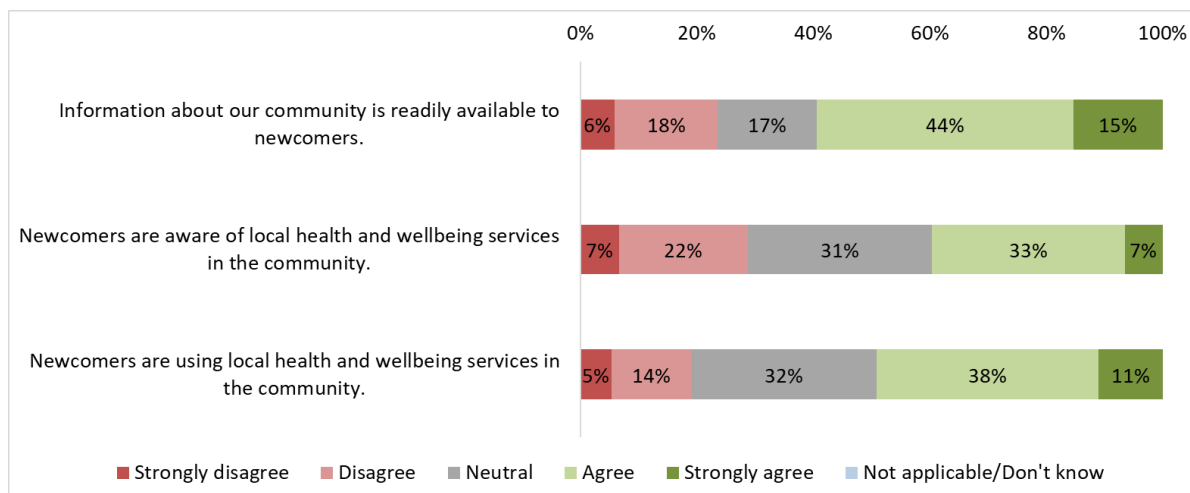
Interviewees considered that *“things are happening to support equitable access, but they’re ad hoc”* (Newcomer community leader, Upper Clutha). They appreciated efforts to get information out to increase awareness of the services and activities that are available, including using social media, library notice boards, and posters around town.

It was suggested that a more strategic approach could be taken to enhance access to specific services, when a need is identified. For example, several interviewees described a rising need for mental health support within migrant communities, but that there are access barriers related to lack of awareness and stigma. One interviewee suggested that migrants might be concerned that seeking help could affect their residency status.

Newcomer community leaders suggested that increasing access to services requires a joined-up, strategic approach, such as collating information about available services, working with services to ensure they are culturally responsive, and disseminating key messages such as that services are confidential.

The survey findings for QLDC on this outcome are similar to those of the national evaluation, with the statements having lower levels of agreement than other outcomes. This indicates that there is scope for greater focus on this outcome in the programme.

Figure 3: QLDC survey responses related to Equitable Access



Connected and Inclusive Communities

As was discussed in under KEQ1, there is evidence that QLDC has made good progress against this outcome. Several of the newcomers that were interviewed considered that Queenstown Lakes was more connected and inclusive than other communities in Aotearoa that they had lived in, noting that in other areas different cultural and ethnic communities tended to stick together. Queenstown Lakes was perceived as friendlier and more inclusive, with newcomer groups and the receiving community fostering connections.

New Zealanders are grateful to us for bringing all these ideas, and food and dancing. Queenstown is very open, welcoming, super-kind, and happy to meet people of new cultures. – Newcomer community leader (Whakatipu)

We try to meet kiwi people and people from other ethnic communities. We take care of each other, and I don't think this happens so much in other places. People are keen to help. That's Queenstown! – Newcomer community leader (Whakatipu)

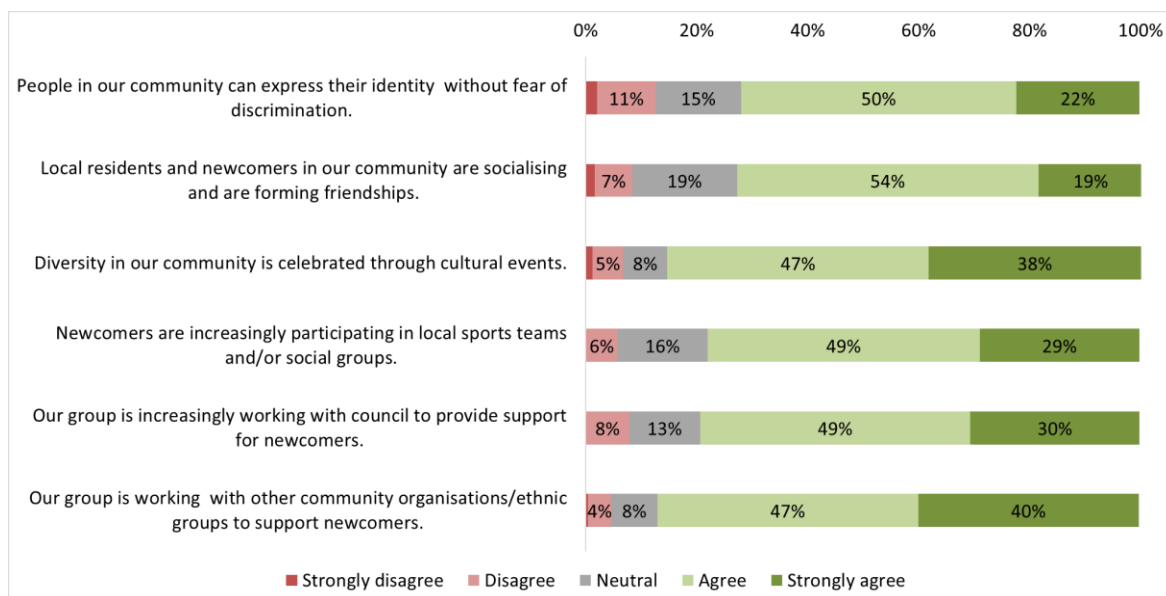
Some of the newcomers that were interviewed attributed this directly to the programme, specifically the efforts of the coordinators in forging links and 'going to extra mile' to encourage visibility and connection within the QLDC community.

[Coordinator] came to my home for three hours to talk about the forthcoming [cultural] celebration. This wouldn't happen in other places. – Newcomer community leader (Whakatipu)

The survey results for this outcome align with the qualitative findings; Queenstown Lakes had higher levels of respondent agreement with these outcome statements than the national average.



Figure 4: QLDC survey responses related to Connected and Inclusive Communities



Economic Development, Business and Employment

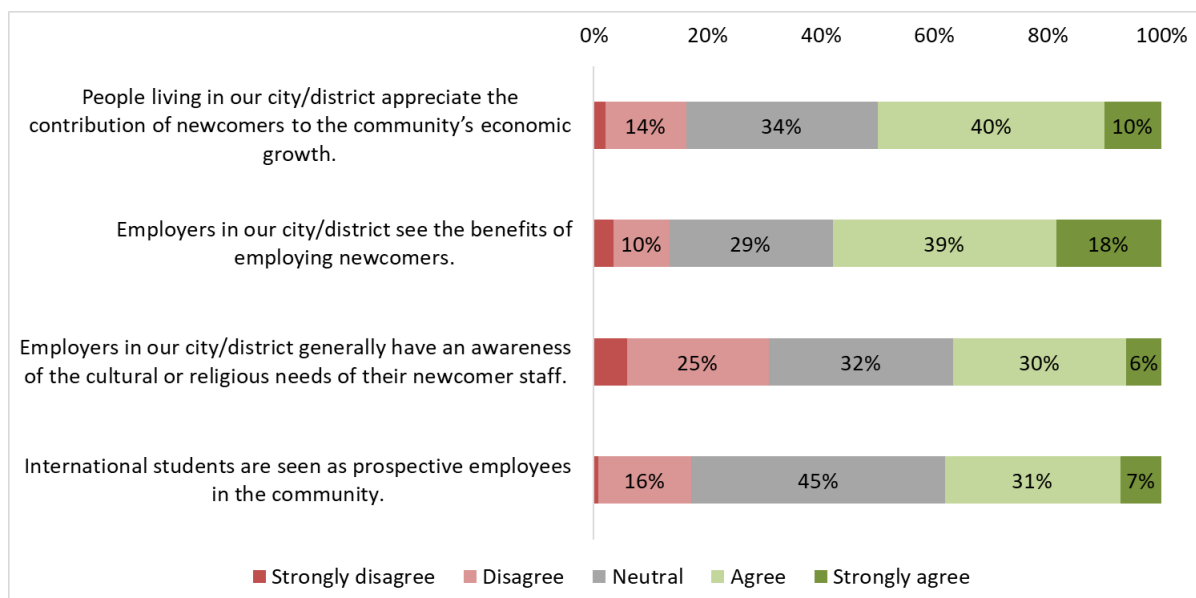
The evaluation results indicate that there is potential for the Welcoming Communities programme to place more emphasis on the economic development benefits of the programme. Evaluation participants noted that involvement of the Queenstown Lakes business community in the programme has been limited to date, but that there are strong potential economic benefits from attracting and retaining skilled migrants to the district.

Newcomers and NGOs provided some examples in which they, or people they were supporting, had struggled to gain work or had poor employment experiences. They considered that there was opportunity for the programme to engage with employers to publicise the benefits of employing migrants.

In the 2024 site visit, newcomers noted that the programme had taken steps to enhance business community engagement in Welcoming Communities, such as meeting with the local Chamber of Commerce, recruitment agencies, and local businesses. This was seen as a positive step, with encouragement to continue to focus on business engagement with the Welcoming Plan to be adopted this year.

The survey results show that a large portion of respondents felt neutral about statements related to the economic development outcome of the programme.

Figure 5: QLDC survey responses related to Economic Development, Business and Employment



Civic Engagement and Participation

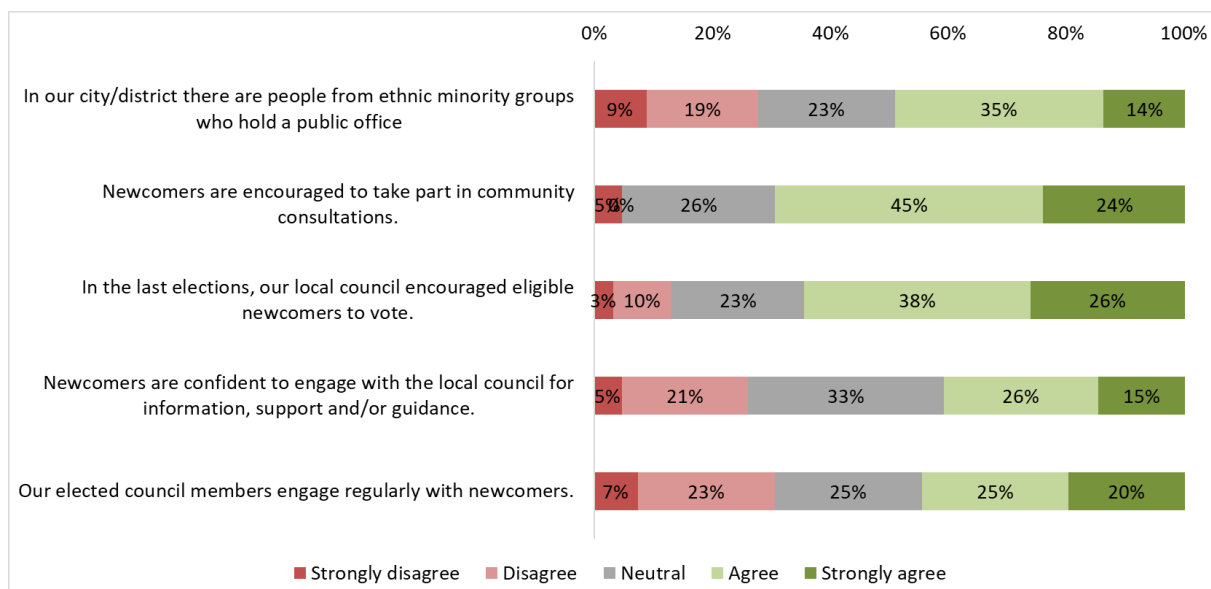
The evaluation found that the Welcoming Communities programme in QLDC, and Council more broadly, has made efforts to encourage full community participation in civic life. This included disseminating consultation materials to community and making efforts to reach communities in spaces in which they feel comfortable.

However, interviewees noted that there remained some reluctance amongst some groups to engage with civic institutions such as Council, due to lack of trust in government, uncertainty regarding how the information will be used, or a perception that their views will not result in action. Changing this perception will be important to enhancing newcomer engagement in civic activities.

The survey results align with these findings, showing high agreement that newcomers are encouraged to participate, but lower agreement that newcomers are confident to engage with Council.



Figure 6: QLDC survey responses related to Civic Engagement and Participation



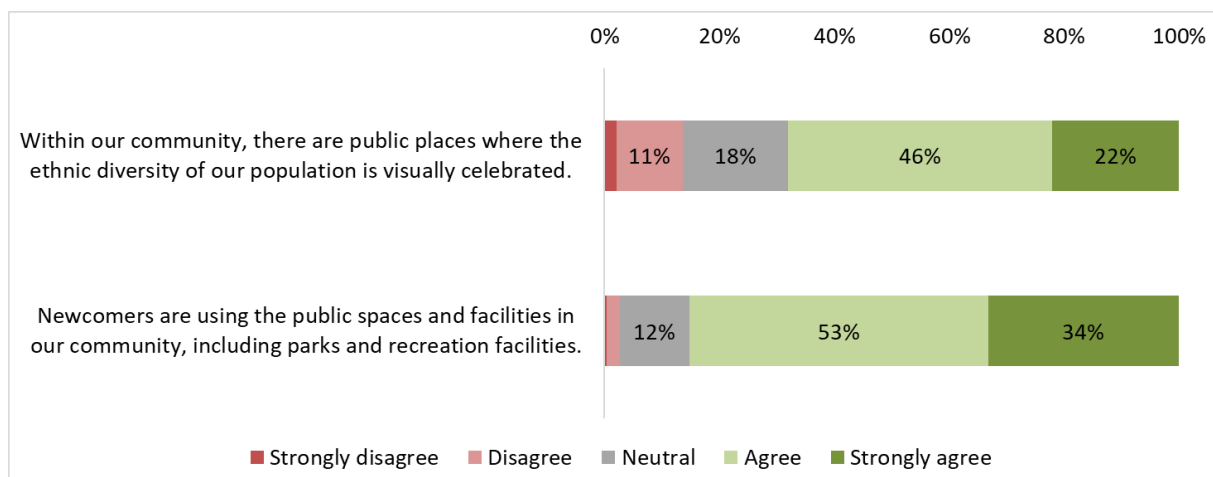
Welcoming Public Spaces

The evaluation findings indicate the QLDC Welcoming Communities programme has performed well against this outcome. Newcomers appreciated the efforts that the programme has made to ensure public spaces and activities are welcoming to newcomers. For example, the Wānaka Recreation Centre was identified as having made substantial efforts to engage with newcomer communities to ensure the activities they would like to participate in are available and accessible.

In line with the findings of the national evaluation, libraries were highlighted as a community hub, and several newcomers noted that the programme had instigated activities to make libraries more welcoming to newcomers. This included creating ‘World Languages Lilliput Libraries’ which included a selection of books in a range of languages. The library environment was described as “*welcoming and inviting, helping people to feel they belong.*” (Newcomer). Other library-based events included a games trailer, a ‘living stories’ project, in which people shared stories of their culture, making international book collections more prominent, and children’s story time events in a range of languages. These activities were appreciated by the newcomers that were interviewed for the evaluation, signalling a commitment to ensure public spaces meet the needs of diverse groups.

The survey results also show high levels of agreement that the QLDC Welcoming Communities programme is making progress towards the Welcoming Public Spaces outcome.

Figure 7: QLDC survey responses related to Welcoming Public Spaces



Culture and Identity

The Queenstown Lakes community was described by the newcomers that participated in this evaluation as becoming more diverse, with newcomers feeling increasing confident and safe in their culture and identity.

We have a lot of new people in the community, and festivals and it shows that we can be a culturally rich and vibrant environment. – Newcomer community leader (Upper Clutha)

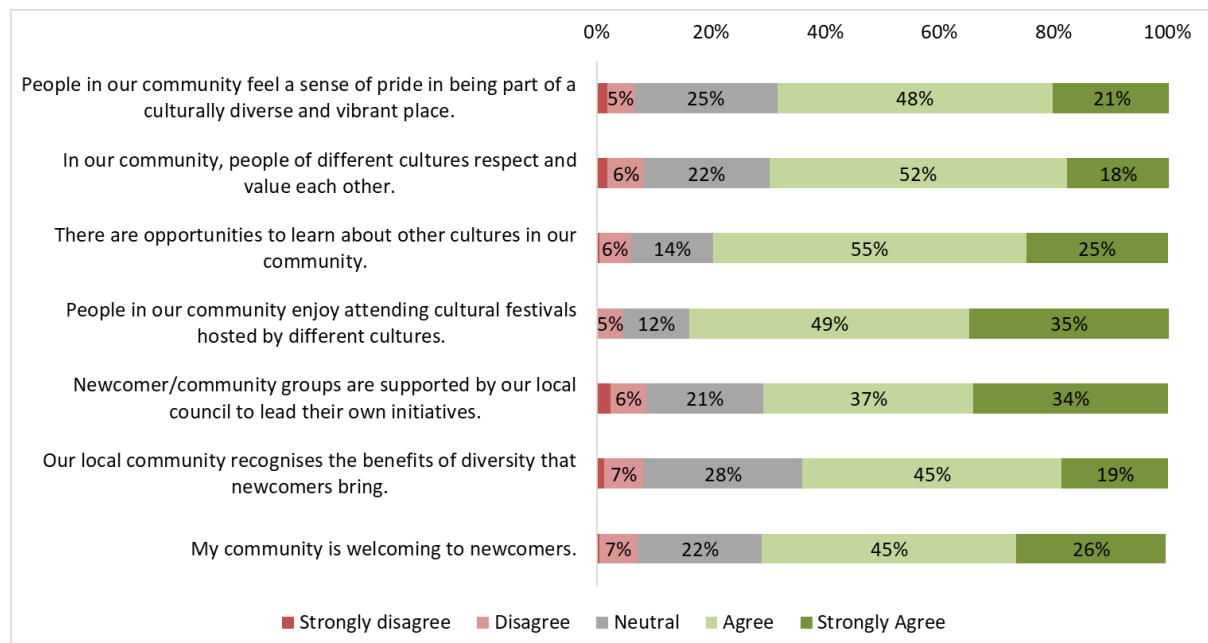
The Welcoming Communities programme has supported activities to showcase positive aspects of cultural diversity within the community. For example, newcomers discussed how The Wānaka Sun newspaper ran a series of articles about newcomers’ culture and contribution to the community. In particular, festivals and events were highlighted as an opportunity to celebrate the range of cultures within the community. The Queenstown Multicultural Festival was described as a “big win”, with attendance numbers having increased annually.

Festivals give us a great opportunity to interact. [The] impact is that we share, learn about each other. – Newcomer community leader (Whakatipu)

The survey results also show high levels of agreement with the statements under the Culture and Identity outcome.



Figure 8: QLDC survey responses related to Culture and Identity



4 Summary and conclusion

The findings of the re-analysis of evaluation data specific to the QLDC Welcoming Communities programme show that the programme is well placed to meet its aims of creating an inclusive, diverse and connected community within the region.

The programme has established effective processes to support its implementation, including a well-functioning Advisory Group that acted as a conduit for identifying and prioritising newcomer community needs and channelling these to guide the development of the Welcoming Plan.

The two Coordinators act as the 'engine room' of the programme, developing networks amongst newcomer communities and stakeholder organisations, spreading the word about Welcoming Communities. The Coordinator roles sit within the broader Community Partnerships team at QLDC and play a 'connector' function, acting as a link between newcomers and Welcoming Communities stakeholders and a range of other QLDC departments such as libraries, events, and sport and recreation. The Coordinators help broker connections between groups, and access to support and funding. The QLDC has been active in responding to the needs of its diverse communities by investing in two coordinator positions to ensure that the programme is tailored to the needs of the Whakatipu and Upper Clutha areas.

The evaluation data indicates that there have been shifts between the 2022 and 2024 data collection points in newcomer perception of Council, with the majority of interviewees indicating that they felt more confident in their understanding of Council's role and their ability to engage with and navigate Council processes. The evaluation also observed shifts in newcomer sense of visibility within the QLDC community and perceptions of cohesiveness.

However, the evaluation findings indicate that there remain some barriers to mana whenua engagement in the programme, and that there is a need to focus on this to fully deliver the programme in line with its intent.

The survey and interview data identifies that there has been progress made towards the outcomes of inclusive leadership; welcoming communications; connected and inclusive communities; welcoming public spaces; civic participation; and culture and identity. However, there has been slower progress in equitable access, with a need for a strategic approach to align Welcoming Communities activities to address identified access barriers. Similarly, the potential economic benefits not yet observable, and a focus on demonstrating economic outcomes is recommended for the next phase of the programme.



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