Welcoming Communities New Zealand Pilot Programme / Te waharoa ki ngā hāpori Intervention Logic

Drivers & Opportunity	Regions need to attract and retain newcomers* to address skill shortages and grow the local economy. There can be barriers to this happening. With global skill shortages, migrants can easily leave a community. Communities are not as welcoming and inclusive of newcomers as they could be. There are opportunities to strengthen local welcoming activity. Previous settlement initiatives have focus newcomers, rather than actively mobilising and involving the receiving community.	Community members are not always aware of, nor recognise the benefits of immigration to New Zealand. Escalating global anxiety over migration has given rise to negative perceptions of migration and community tolerance of newcomers is decreasing.Good settlement outcomes require a relationship between newcomers and the community they settle in.A key purpose of local government is to meet community needs: there is opportunity for them to take a leadership role to ensure the local community is welcoming towards newcomers.Involving the wider community will promote shared understanding and ownership of positive, sustainable settlement outcomes for newcomers.
Inputs	Central government (Immigration New Zealand) is contributing resource and support to 5 pilot councils – funding (\$50k p.a. 2 years); practical support from relationship managers; guidelines and information. Councils lead and partner with their local communities, including tangata whenua.	 The business sector positively engages in the Welcoming Communities programme. The business sector includes: Private businesses, EDAs, Chambers of Commerce and business organisations. A wide range of community members and organisations positively engage in the Welcoming Community includes: Tangata whenua; education and health providers; NGOs; Local Settlement Networks; business, cultural and sporting sectors; community and social groups; government agencies; religious organisations; individuals and families.
Intervention	Immigration New Zealand provides the framework and support, including the Welcoming Communities Standard for pilot councils to benchmark against. A Welcoming Plan is developed appropriate to the local context. Through these plans, councils and their communities work towards meeting the agreed Standard. They lead and implement Welcoming Plans to improve newcomer inclusion, partnering with tangata whenua, businesses, community groups, other Government agencies and NGOs. Communities are supported to access other funds, make connections and share best practice and lessons learned.	 Welcoming Plans reflect the local context and are aspirational, relevant and meaningful. They cover: Leadership; Communications; Equitable Access; Safe, Connected and Inclusive Communities; Economic Development, Education and Employment; Civic Participation; Public Spaces; Culture and Identity. Plans focus on improving inclusion to: strengthen/build relationships between local residents and newcomers support collaboration and leverage existing structures and social capital align with NZ Migrant Settlement & Integration Strategy and Refugee Resettlement Strategy outcomes improve communication and leverage on the existing a focus on health and wellbeing. Pilot councils share good settlement practice ideas – between each other, and showcase internationally.
Outputs	 Positive changes are made and Welcoming Plan initiatives are implemented at the local level in line with outcomes identified in the Standard. These changes aim to improve wellbeing of newcomers and locals and make communities more welcoming. Councils lead communities to meet the Welcoming Communities Standard and become accredited as a 'Welcoming Community'. 	Local councils' planning processes are positively influenced by their Welcoming Plans and activities are designed to achieve the Standard outcomes. Initiatives are implemented across council services, communications and workforce.Councils, communities and businesses work together to welcome newcomers. Community resource and capital is expanded and strengthenedCouncils, communities and businesses: have ownership of, and buy-in to the Welcoming Plans are active partners in implementing the Welcoming Plans.
Short-term outcomes	There is increased community capability to welcome newcomers.Newcomers feel included and those who are eligible choose to stay and make the community their home.Communities recognise the benefits of diversity, and negative perceptions towards newcomers are reduced.Welcoming and inclusive activities are well planned and managed.	 Businesses have better access to people with the skills they need. Businesses and others recognise the benefits newcomers bring and champion 'welcoming' initiatives. Council practices, services and communications are appropriate and accessible to all newcomers. Negative perceptions towards newcomers are reduced.
Medium-term outcomes	Communities have higher levels of social inclusion. Communities, including businesses, thrive on diversity and are culturally vibrant and invigorated. Additional newcomers are attracted to accredited communities, and these communities continue to focus on welcoming and including newcomers. Other councils learn from the pilot councils, and improve their practices. Councils continue to progress and embed welcoming practices over time.	Businesses are engaged in welcoming activities. Council practices and services are transformed and have a clear focus on meeting diverse needs. The wellbeing of all residents is supported.
	ong-term outcome Communities and N	New Zealand benefit socially, economically and culturally

* Newcomers are recent migrants, former refugees and international students June 2017



