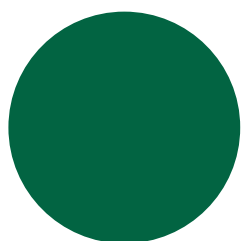
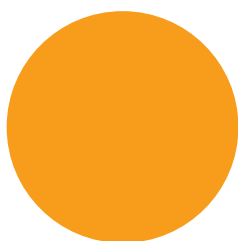
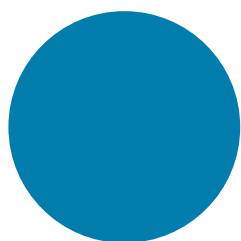


# Christchurch MULTICULTURAL STRATEGY

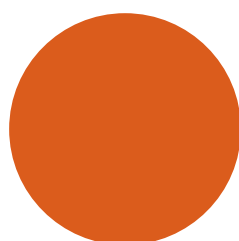
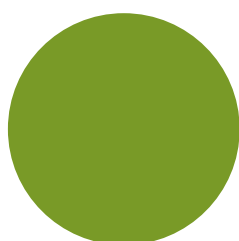
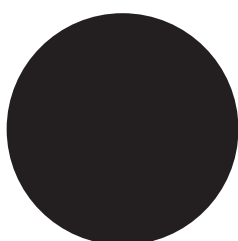
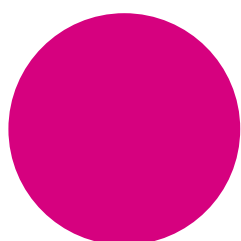
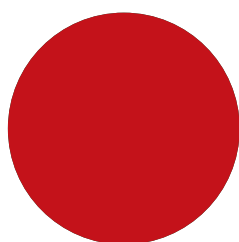
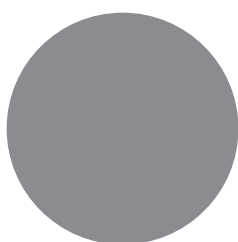
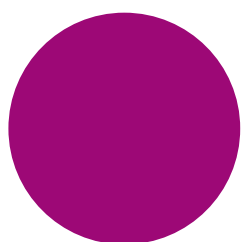
TE RAUTAKI MĀTĀWAKA RAU



*Our Future Together  
Te Kohao Pounamu*



Implementation Plan  
Priorities to 2021



**Christchurch Multicultural Strategy 2017-2021 (adopted 2017)**

Community Support, Governance and Partnerships Unit  
Christchurch City Council  
53 Hereford Street, Christchurch Central 8013

*For more information*

[ccc.govt.nz/multicultural-strategy/](http://ccc.govt.nz/multicultural-strategy/)  
[multicultural@ccc.govt.nz](mailto:multicultural@ccc.govt.nz)  
03 941 8999

Tēnei mātou, ngā uri whakaheke  
o Tahu Pōtiki e noho tūturu nei mō ngā tau waru rau.  
Tēnei hoki e tuku mihi atu ki tēnā iwi, ki tēnā iwi, mai i tēnā  
whenua, i tēnā whenua o ngā hau e whā. Tēnā koutou.

Nō te tau kotahi mano, waru rau, toru tekau ki nāia tonu nei, ka  
tukuna te reo whakatau ki ngā iwi kua eke ki runga nei. E ai ki te  
whakatauākī a te Ūpoko o Ngāi Tū Āhuriri, 'kia atawhai ki te iwi'.

Nāia te reo o Mihi ki ngā tāngata nō tāwāhi, nō tuawhenua  
kua tau nei ki Ōtautahi, ki te papa tūwhenua o Kā Pākihi  
Whakatekateka o Waitaha. Kei raro i te maunga tipua  
o Aoraki me ngā pae maunga o Kā Tiritiri o te Moana.

Ka tau, ka tau ki kōnei i raro i te manaakitanga o te toka  
tū moana o Ngāi Tahu me Te Kaunihera o Ōtautahi.

Ngāi Tahu have resided on these lands for more than 800 years, and  
since 1830 have welcomed all people to our lands and held true to the  
values instilled in the proverb, 'kia atawhai ki te iwi' / 'Care for the  
people' expressed by Pita Te Hori, Ūpoko of Ngāi Tū Āhuriri. Today, we  
continue to uphold these values when welcoming all those who now call  
Ōtautahi/Christchurch home — no matter where you've come from.

*May you feel safe, under the guidance and support of  
Ngāi Tahu and Christchurch City Council.*

**Welcome!**



The vision for Christchurch's  
Multicultural Strategy is:

Christchurch/Ōtautahi is an  
inclusive multicultural and  
multi-lingual city that honours  
Te Tiriti o Waitangi and values  
our environment – a city where  
all people belong.

This Implementation  
Plan commits to the  
vision and goals set out  
in the Multicultural  
Strategy.

**Aroha ki te whenua, te tuapapa o te manaaki:  
Kia atawhai ke te iwi.**

*Love and respect to the land, which is the foundation of hospitality.  
Care for the people.*

Ōtautahi Christchurch is an inclusive multicultural and multilingual city that honours Te Tiriti o Waitangi and values our environment – a city where all people belong.

**Nga Pou Haumarū**

*The sheltering  
mountains – the land*

A safe place that people are welcomed into, where each person is cared for and rangatiratanga is respected.

**Te Wairua Rahiri**

*The welcoming spirit –  
the home people*

A commitment to welcoming all who arrive to Ōtautahi with aroha and manaakitanga. A commitment to reciprocity when given such a welcome.

**Te Waka Eke Noa**

*A purpose and model –  
the canoe we are all  
part of*

An environment we can access where we can achieve common goals and understand the importance of working together.

## IMPLEMENTATION PLAN

### Priorities to 2021

Ōtautahi/Christchurch is a multicultural city and the Christchurch City Council wants to lead the city in the benefits of a multicultural society and becoming a place where everybody is respected and accepted.

This Multicultural Strategy is a commitment by Christchurch City Council to support and embrace the diversity of all peoples in Ōtautahi/Christchurch.

The purpose of this document is to outline the identified priorities for the implementation of the Christchurch Multicultural Strategy through to 2021.

## How do we get there?

Council will prioritise the following initiatives through to 2021 (pages 22-24). These actions have gained support from the community and endorsement by the Christchurch City Council's Multicultural Committee and relevant staff units and many are underway or ongoing.

We will deliver on agreed outcomes by working together in a spirit of cooperation, collaboration partnership with the diverse communities of Christchurch at the forefront of service design and delivery.

Drivers for success include:

- Planning and Performance – The Council integrates the strategy goals in all its planning processes through the planning and policy cycle
- Data and Evidence – Council planning and services are informed by relevant and up-to-date data, gathered via traditional data sets or through community networks and active relationships
- Reporting and Monitoring – Accountability in and out of the organisation is imperative
- Leadership – Strong civic leadership and strengthening community

## Critical to our success...

### Leadership and community ownership

Partnerships

Championing  
and advocacy

Responsive  
and accessible  
services/  
information

### Planning and performance

Monitoring  
and delivery

Continuous  
improvement

Strategic  
advice

## Leadership and community ownership

### OBJECTIVE:

In partnership with Mana Whenua, we will show strong leadership and advocacy by championing diversity and inclusion. The city's leadership will carry the Strategy kaupapa and commit to working with the community to ensure its success. We will encourage all agencies and organisations to buy into the strategy goals. All peoples are encouraged to show leadership within their own families, friend groups, work places, churches, and institutions. The needs and aspirations of the community are at the heart of all decisions and actions.

### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Council and Ngāi Tahu will work in partnership across the organisation and community.	<b>Partnerships</b>	Papatipu Rūnanga Committee	Ngāi Tahu Advisors	Starting August 2019
Leverage local relationships with Sister City partners.	<b>Partnerships</b>	Examples of local/international opportunities	International Relations CSGP	Ongoing
Council to provide strategic assistance to Council's Multicultural Committee.	<b>Responsive and accessible services / information</b>	Two x monthly meetings Public deputations	All multicultural/multi-faith communities All units of Council	Ongoing
Strongly advocate through local, regional and national networks for the needs of diverse communities.	<b>Championing and advocacy</b>	Submissions and contributions to local and national strategies	NZ Settlement Strategy NZ Human Rights Heritage Strategy NZ Refugee Resettlement Strategy	Ongoing
Lead discussions at a civic level about racism, inclusion and diversity and work in partnership with community to raise awareness and develop solutions together.	<b>Championing and advocacy</b>	Initiatives undertaken throughout the year	Council Mayor's Office Multicultural Advisory Group All communities	Ongoing
Council elected members will champion the strategy in their respective wards and engage with all peoples at a neighbourhood level.	<b>Championing and advocacy</b>	Community board reports and local initiatives supported	Community Governance teams Local communities	Ongoing

## Planning and performance

### OBJECTIVE:

We will consider diversity, access and equity issues in the development and reviews of Council policies and strategies. We will monitor and evaluate the Multicultural Strategy to ensure its effective implementation across all units and teams and report back to the Council and Community on progress.

### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Align with other strategies/plans across Council.	<b>Monitoring and delivery</b>	Heritage, Christchurch Arts and Libraries Strategies HR Policy/Strategies Engagement and Communications Strategies	Strategy leads across Council Monitoring and Research Strategy and Transformation	Underway
Develop Community Board Plans that reflect commitment to the strategy goals and engage with diverse communities at a local level.	<b>Monitoring and Delivery</b>	Community Board Plans actions	Community Governance Teams	Underway
Use residents surveys, Life in Christchurch and Quality of Life to gauge citizen satisfaction, to inform and improve services.	<b>Monitoring and delivery</b>	Annual Diversity and Inclusion report to report on citizen satisfaction and sense of belonging	Research and Monitoring Team CSGP Unit	2020 Annual measure
Produce annual Diversity and Inclusion reports to monitor and report on the strategy implementation and showcase the city's diversity.	<b>Planning and performance</b>	Report produced	Research and Monitoring Team CSGP Unit – Lead	By October 2019
Convene regular meetings with staff and organisations who have responsibility for actions in the Multicultural Strategy.	<b>Monitoring and accountability</b>	Monthly meetings Regular updates on progress	Unit Champions Group CSGP Unit – Lead	Start Sept 2019
Establish a Multicultural Council Advisory Group (MAG) to inform on issues related to diverse communities and monitor strategy implementation.	<b>Strategic Advice</b>	Issues and themes identified Consultation opportunities Actions completed as a result of advice Advisory Groups recommendations/review	Mayor's office CSGP unit Public Information and Participation Unit Elected members Ngāi Tahu Council Advisory Group	Est. by end of 2019 Review of inaugural MAG by end of 2020
Provide strategic and operational assistance to Council's Multicultural Committee and MAG to strengthen relationships and enhance Council decision-making.	<b>Strategic advice</b>	Numbers from Ethnic communities participating in Council processes Annual Diversity & Inclusion Report	CSGP Unit – Lead	Ongoing



## The Christchurch Multicultural Strategy Goals

The Multicultural Strategy was created in partnership with leaders from the wider community. A Multicultural Working Group was established in mid-2015 with a membership made up of elected members and community representatives. Their role was to develop a framework for a strategy that harnessed the benefits of a richly diverse multicultural community with a strong bi-cultural framework. A draft Strategy was presented to community for consultation in July 2016 and officially adopted in 2017.

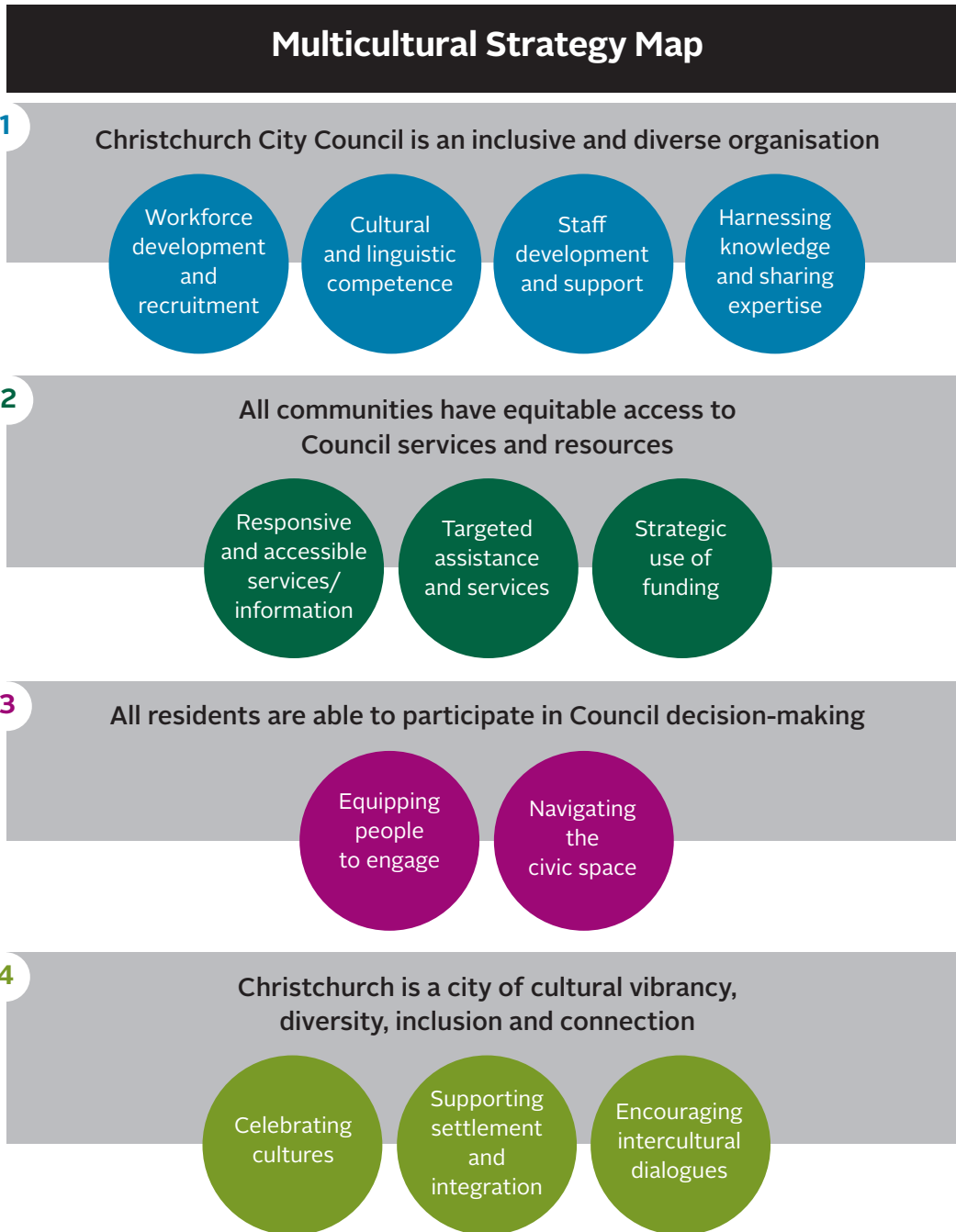
The Strategy has four main goals:



The Multicultural Strategy has been implemented through a wide range of activities and initiatives since its adoption and highlighted at a public one-year anniversary event in 2018.

Future outcomes reporting will be provided by way of an annual Diversity and Inclusion Report. This is due in October 2019. Ōtautahi/Christchurch has a strong, connected and active Multicultural sector. This Strategy aims to leverage these relationships and expertise to create a city – one where everyone belongs – Our Future Together.

# Strategy outcome areas



# GOAL 1

Christchurch City Council is an inclusive and diverse organisation that reflects, understands and responds to the diversity of the individuals and communities it serves.

# GOAL 1

## PRIORITY ACTION 1:

### Highlight, promote and grow diversity and inclusion in Council

#### OBJECTIVE:

We will work across Council and community to promote and develop a culture of diversity and inclusion. We are committed to being an organisation that reflects and supports diversity at all levels. We commit to improving our understanding of cultural competency and cultural safety.

#### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Identify organisational champions and provide them with cultural competency/safety training – developing a community of practice.	<b>Cultural and linguistic competence</b>	50% Council units have one or more champions  # attending training	All Units CSGP Unit lead Ngāi Tahu Advisors	By October 2019
Work with Council's People and Culture Committee on projects and events that increase intercultural awareness and dialogue including staff awards and recognition.	<b>Workforce development and recruitment</b>	1 project per year  Diversity excellence category including in STAR and other Council staff recognition awards	People and Culture Committee  Office of the CE Mayor's Office	Underway by end 2019
Ensure that the workforce is reflective of the city's diversity by positively promoting Local Government as a career to diverse communities, supporting internships and work experience.	<b>Harnessing knowledge and expertise</b>	Annual diversity stock take  People and Capability Strategies (HR)	CSGP Unit HR  Research and Monitoring team	End of 2019/20
Understand Council's capability to engage and relate to diverse communities through the development of annual unit based diversity plans.	<b>Planning and performance</b>  <b>Workforce Development</b>	Embedding into Council levels of service reporting  Number of plans completed	Performance Management Team  Multicultural Advisory Group	2020

# GOAL 1

## PRIORITY ACTION 2:

### The Council builds and maintains relationships with all communities and their organisations

#### OBJECTIVE:

We will work across Council and community to promote and develop a culture of diversity and inclusion. Build and maintain an inclusive network of leaders from diverse backgrounds to strengthen the connections between all communities and the Council.

#### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Convene the Interagency Network for Refugees and Migrants – INFORM.	<b>Supporting settlement and integration Targeted assistance and services</b>	6 weekly forums Key themes and issues identified	Sector agencies Multicultural communities	Ongoing
Ensure the needs of diverse communities are taken into consideration in local emergency welfare planning.	<b>Responsive and accessible services and information</b>	Regular updates # of community representatives/ organisations Availability of translation services	Civil Defence Communications Team CSGP Unit	End 2019
Maintain a comprehensive directory of key multicultural contacts to improve communication and the dissemination of information.	<b>Responsive and accessible services</b>	Directory completed and available across Council	CSGP Unit	End 2019
Support community organisations and groups to build leadership capability and capacity.	<b>Building community leadership capability</b>	# forums and networking opportunities	CSGP Unit	Ongoing

# GOAL 2

All communities have equitable access to Council services and resources.

## GOAL 2

### PRIORITY ACTION 1:

### Identify and remove barriers to accessing Council facilities, events, services and processes experienced by people because of their identity, cultural or linguistic backgrounds

#### OBJECTIVE:

We will work across Council and community to improve data collection by working towards using consistent ethnicity categorisations to gain a better understanding of the community demographics. We will be present for customers, stakeholders, partners and communities demonstrating that we are inclusive and that we understand what is important to them.

#### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Capture ethnicity data in a consistent way across Council to understand better community needs and participation rates.	<b>Planning and performance</b>	Relevant participation rates by ethnicity used for benchmarking – Annual measure	Continuous Improvement Team – LEAD Planning and Performance Team	2020 Annual measure
Incorporate diversity and equity considerations in Council funded service agreements and procurement procedures.	<b>Strategic use of funding</b>	Evidence of responsiveness by applicants	Funding Team Procurement Team	For 2020/2021 funding round
Produce a directory of available venues, community centres and facilities and encourage diverse communities to use them.	<b>Responsive and Accessible Services</b>	Directory complete and distributed in hard copy and online	CSGP Unit – LEAD Facilities Team	By end of 2019
Develop a Multicultural communications framework to tailor messaging to the audience by using advice from communities to: Identify key messages across Council and ensure information is available in a range of formats.	<b>Responsive and accessible services and information</b> <b>Targeted assistance and services</b>	A phased approach to the roll out of use of translated material across Council # and nature of translated materials Type of platforms used Web interface improvements Key languages consistency used across Council Regular newsletter to communities	Public Information and Participation Unit – LEAD Council's Multicultural Advisory Group Advisory Group Council Champions – Community of Practice Group	2020 February 2020

## GOAL 2

### PLANNED RESULTS, cont'd:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Ensure Council staff are confident in the use of face-to-face interpreters and staff promote this service to communities in their communications.	<b>Equipping people to engage</b>	# of staff confident in using translation and interpreting services  # staff/units that have undertaken training	Citizen and Customer services	Commence 2019-ongoing
Council buildings and public spaces are welcoming and reflective of the city' diversity and considers the phased implementation of universal signage.	<b>Responsive and accessible services and information</b>	Implementation of Council's wayfinding strategy	Facilities team Arts Team Urban Design	Ongoing  Roll out commencing 2019
Increase participation across multicultural communities in sports and recreational opportunities (locally and city wide).	<b>Responsive and accessible services and information</b>	Programmes underway  Number of participants  Examples of participation	Sport and Recreation Team  Community Governance teams	Ongoing
Support a range of cultural events to promote cultural and religious diversity across the city, strongly aligning with Council's Events, Arts, Heritage and Strengthening Communities strategies.	<b>Celebrating cultures</b>	Outcomes of the Toi Ōtautahi Christchurch Arts strategy	Policy Team CSGP Unit Arts Team Heritage Team	Ongoing



# GOAL 3

All residents are able to participate in Council decision-making.



## GOAL 3

### PRIORITY ACTION:

### Enable and promote participation in civic life and public decision-making by people from all communities

### OBJECTIVE:

We will continue to work with communities to educate and inform them of the role of Council and the services available to them. We will work across Council and community to ensure that Community Board Plans include actions that align with the Multicultural Strategy and aspirations of diverse communities.

### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Work in partnership with others to hold regular workshops in active citizenship.	<b>Navigating the civic space</b>	Number of Civic engagement education opportunities through the year	Parks Education Team Governance Team Council Secretary	Ongoing
Encourage mainstream services to better capture ethnicity data for planning and funding.	<b>Strategic use of funding</b>	Funding review completion Partnerships with other funders	Funding Team Funding Leaders Advisour Group (FLAG) Community Governance Teams	For 2020/21 funding round
Work in partnership with communities to encourage greater participation in local decision-making and ownership of the Multicultural Strategy.	<b>Equipping people to engage</b>	Submissions Deputations	Multicultural Advisory Group Community Governance Teams	Underway
Translate the “how to engage with community boards” and elections information in key languages.	<b>Equipping people to engage</b>	Number and nature of published resources	Governance Team	Underway
Ensure public engagements and consultations are relevant, accessible and appropriate to the needs of communities.	<b>Equipping people to engage</b>	Diversity of attendance at public engagements across Council  # of specific and bespoke engagement opportunities	Engagement Team CSGP Unit	2019
Work with Neighborhoods and Residents Associations to increase membership and representation of diverse communities.	<b>Equipping people to engage</b>	Reflected in Community Board Plans through regular reporting to Council	Community Governance Teams	Ongoing

# GOAL 4

Ōtautahi/Christchurch is a city  
of cultural vibrancy, diversity,  
inclusion and connection.



## GOAL 4

### PRIORITY ACTION 1:

### Celebrate and foster linguistic diversity of all Christchurch peoples

#### OBJECTIVE:

We will work across Council and with community to promote unity and understanding. We will encourage and support community initiatives aimed at increasing acceptance and participation.

#### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Ensure Council community grants reflect activities/organisations that enhance ethnic communities and promote intercultural communication and/or first language maintenance.	<b>Supporting settlement and integration.</b>  <b>Strategic use of funding</b>	Communities and organisations activities and outcomes (as agreed to in funding agreements)	Funding Team – LEAD Heritage team Community Governance Teams CSGP Unit	Ongoing
Observe and promote national and international days of community significance.	<b>Celebrating cultures</b>	Matariki Language weeks World Refugee Day World Day's	Libraries Communications Team Web Team	Ongoing
Investigate the reinstatement of the Christchurch Intercultural Assembly.	<b>Intercultural Dialogues</b>	Pre engagement consultations	Ngāi Tahu Multicultural Council INFORM Council	By 2020

## GOAL 4

### PRIORITY ACTION 2:

### Inform the wider community about the value of diversity In Christchurch

#### OBJECTIVE:

We will work across Council and with community to promote unity and understanding. We will encourage and support community initiatives aimed at increasing acceptance and participation.

#### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Promote stories of success via online channels and other media.	<b>Celebrating cultures</b>	# and nature of articles produced	Communications	Ongoing
Use community grant funding to support community-led activities that raise awareness and create opportunities to learn from each other.	<b>Encouraging intercultural dialogues</b>	City Unity work strand of the Our Future Together recovery plan post 15 March terror attacks	Funding Team	Ongoing
Capture and preserve the stories and history of diverse communities in Christchurch through heritage and arts projects.	<b>Celebrating cultures</b>	Projects undertaken	Heritage Team	Underway
Host and/or support community activities that increase cross cultural understanding (see Unity work strand of the city recovery plan post 15 March terror attack).	<b>Encouraging intercultural dialogues</b>	Activities and projects undertaken	Mayor's Office CSGP Unit	Underway

## GOAL 4

### PRIORITY ACTION 3:

### Strengthen and connect all Christchurch people and communities

#### OBJECTIVE:

We will work across Council and with community to support communities to be active and thrive together. Council will facilitate networks and encourage opportunities for people to engage with each other.

#### PLANNED RESULTS:

We plan to	Strategy outcome area	What we'll report on	Who we'll work with	By when
Host community dialogues and forums aimed at enhancing intercultural/ interfaith communication.	<b>Celebrating cultures</b>	Intercultural Assembly membership Interfaith related events supported by Council	CSGP Unit Mayor's Office All communities	Ongoing
Identify and work closely with multicultural youth and link them into other youth groups and activities across council.	<b>Encouraging intercultural dialogues</b> <b>Equipping people to engage</b>	Diverse representation in decision-making	CSGP Unit – youth liaison advisor Community Governance Teams	Ongoing
Partner with government, community, the third sector and neighborhoods to respond to community safety concerns – aligning to the Safer Christchurch strategy and local community board planning.	<b>Supporting settlement and integration</b>	Community Board Plans/Reports evidence work in this area	Community Governance teams	Ongoing
Investigate the feasibility potential sites and operational models for the development of a Multicultural Hub in the city in partnership with diverse communities and other stakeholders and funders.	<b>Supporting settlement and integration</b>	Feasibility plan completed	CSGP Unit Facilities Team	By October 2019
Develop a strategy for holding regular welcoming events for newcomers to the city.	<b>Supporting settlement and integration</b>	Strategy completed	CSGP Unit	By November 2019



