



2024

WELCOMING

COMMUNITIES PLAN



New Zealand Government

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







# WHAKATAUĀKI

## Te Whāriki kia mōhio ai ttou ki a tātou

*E kore e taea e te whenu kotahi  
ki te raraka i te whāriki  
kia mōhio ai tātou ki a tātou.  
Mā te mahi tahi o kā whenu,  
mā te mahi tahi o kā kairaraka,  
ka oti tēnei whāriki.*

*I te otika  
me titiro tātou ki kā mea pai ka puta mai  
a tana wā, me titiro hoki  
ki kā raraka i makere  
nā te mea, he kōrero anō kei reira.*

## The Tapestry of Understanding

*The tapestry of understanding  
cannot be woven  
by one strand alone.  
Only by the working together of strands  
and the working together of weavers  
will such a tapestry be completed.*

*When it is complete  
let us look at the good that comes from it  
and, in time we should also look  
at those dropped stitches  
because they also have a message.*

### — Ku Tirikatene



*Whakatauaiki provided by Upoko Te Wera King, Te Rūnaka o Arowhenua, Ngāi Tahu*



This document uses the Kāi Tahu dialect of te reo Māori. A common variation is that “k” can replace the use of “ng” in words, for example “kaitiakitanga” becomes “kaitiakitaka”.



# WELCOME FROM THE MAYOR

Kia ora koutou,

It is with great pride that I introduce our community's second-generation Welcoming Communities Plan. As a district, we are committed to embracing diversity and fostering an environment where all people, regardless of their background, feel valued, respected, and included.

New Zealand is a land rich in cultural diversity, and here in our community, we are dedicated to making every person feel at home. Ashburton District's economy is reliant on newcomers to our community. This plan is not just about welcoming newcomers — it's about strengthening the bonds between all residents, creating opportunities for cross-cultural exchange, and ensuring that everyone has a sense of belonging and a chance to thrive.

Our vision for a welcoming community is one where:

- We celebrate our differences and learn from one another.
- We provide support for those who are new to our area, helping them navigate and integrate into all aspects of life.
- We actively encourage participation, ensuring everyone has a voice in shaping our shared future.

Since joining the Welcoming Communities programme in 2017, our community has continued to diversify and grow, and we have made remarkable progress to becoming a more open and inclusive community. We have achieved this by working collaboratively with a range of community groups and organisations, who we are highly appreciative of their great work.

Together, we can build a stronger, more vibrant community where every individual's contribution is valued. I encourage everyone to embrace the principles of acceptance, understanding, and openness, so that we continue to grow as a community where all can flourish.

Thank you for being part of this exciting journey.

***He aha te mea nui o te ao***  
***He takata, he takata, he takata***

*What is the most important thing in the world?*  
*It is the people, it is the people, it is the people.*



Kā mihi  
**Neil Brown** / Mayor



Follow us on *Welcoming Communities - Ashburton District* Facebook Page





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# ABOUT WELCOMING COMMUNITIES



## FOSTERING CONNECTIONS BETWEEN NEWCOMERS AND COMMUNITY MEMBERS

The Welcoming Communities programme (programme) aims to encourage and support local Councils and their communities to take a greater leadership role by fostering connections between newcomers and local community members. It seeks to embrace and draw on the significant cultural values of Whānaukataka - a sense of belonging, kinship and support, and Manaakitaka – the value of showing respect, extending hospitality and caring for other people regardless of their status.

Beginning in 2017, Welcoming Communities is an initiative led by Ministry of Business, Innovation and Employment (MBIE), in partnership with the then Office of Ethnic Communities and the Human Rights Commission. From humble beginnings across five regions and involving 10 Councils, it is now 35.

Ashburton District was a pilot Council of the programme in 2017 and remains committed to the programme today. At the heart of the programme is our community – that's you, the residents of the Ashburton District.

The emphasis of Welcoming Communities is on building connections between newcomers and local communities through inclusive welcoming activities. Working in a shared and collaborative manner leads to a shared understanding and appreciation of each other – and with that comes positive social, economic and cultural benefits for our district.

We all live, work, play and connect with others in our district and pride ourselves on being friendly, open and good hosts. It's fundamental to who we are and our values. However, like the rest of the world, New Zealand has not been immune to anti-immigration messages and the current global shift from idealism to realism in terms of acting toward greater equality for all.

Welcoming Communities seeks to turn these negative messages into more positive ones and recognises that communities need support also. It provides a vehicle to promote, showcase and enhance existing programmes and activities occurring in the inclusion and settlement space. It works to build on these by extending the capability of communities to welcome and foster relationships with newcomers and increase capability, sense of belonging and acceptance across a community.

This programme is part of a global movement that includes Cities of Migration in Canada, Welcoming America in the United States, and Australia's Welcoming Cities. In New Zealand, based on the success of the programme, the government approved the expansion of it to other regions of the country. Currently, 35 councils have joined the programme.





## THE BENEFITS OF WELCOMING COMMUNITIES FOR THE ASHBURTON DISTRICT

In the last ten years, Ashburton had an 11.26% population growth, with 27% of people who participated in the census identifying themselves as another ethnicity rather than European (Stats, 2024). This growth has been driven primarily by the strong local rural economy, which has boosted workforce requirements in the primary (such as agriculture) and secondary (such as manufacturing) sectors.

Labour demand in both sectors has led to a large increase in migrants and immigrants to the district, transforming Ashburton District's cultural diversity over the last two decades. Māori, Pasifika, Asian and European populations have flourished, bringing with them new cultural, religious and social practices.

New Zealand is a bi-cultural country, with a multi-cultural society. Welcoming Communities is a vehicle that can help to enhance and support many of the current services and initiatives in place (or being developed) to attract and retain business, support social cohesion and resilience and improve the livability of our communities by connecting and fostering a community of acceptance and inclusion.

Through our community groups, businesses and organisations there are opportunities to engage with and celebrate population diversity and learn about each other and those new to our district. Like our existing community, newcomers settling in our district are an asset and are needed. They are innovative, entrepreneurial, skilled and contribute to community wealth, health, and well-being.

Communities that intentionally connect and actively include people from all cultural backgrounds in social, civil and economic life set themselves apart. By fostering a community of acceptance and inclusion, the quality of life for all residents is improved.



***He Oraka Mou***  
***He Oraka Mō Mātou***  
***He Oraka Mō Tātou Katoa***

*A place of well-being for you,  
For us,  
For all of us.*



## THE WELCOMING

## COMMUNITIES STANDARD

The Welcoming Communities Standard for New Zealand (The Standard) is a central component of the programme. It provides a benchmark for the features of a welcoming community and is the basis for councils (in collaboration with their communities) to be accredited as a “Welcoming Community”. We are an accredited Established Welcoming Community.

The standard sets out what a successful community looks like and is deliberately outcome-focused. The outcomes-based standard is organised around eight elements to build a Welcoming Community. These elements are:

- |   |   |
|---|---|
| 1 | Inclusive leadership                          |
| 2 | Welcoming communications                      |
| 3 | Equitable access                              |
| 4 | Connected and inclusive communities           |
| 5 | Economic development, business and employment |
| 6 | Civic engagement and participation            |
| 7 | Welcoming public spaces                       |
| 8 | Culture and identity                          |



## ABOUT OUR WELCOMING PLAN

### WHAKATAU MAI KI TE RŌHE O HAKATERE

The Ashburton District Welcoming Plan (the Plan) belongs to our community. It is the driver for and sits at the heart of the Welcoming Communities Programme. The welcoming activities in our Plan turn a great idea into an on-the-ground reality.

It reflects the voices and views of our community and outlines the actions we will take together to build an even more inclusive and connected welcoming environment for newcomers and the whole of the community.

The Plan has been developed within the eight elements of the Welcoming Communities Standard.

The Welcoming Communities Programme and plan development process has been socialised with the community over the past year through a series of workshops and hui. The original qualitative and quantitative data that had been collected for the original plan remains valid, however, it is the close relationships with our community which enable a deep understanding of localised issues and areas for improvement that underpins the plan.

A good deal of welcoming activity is already happening in our district and there is no need to reinvent what is working well. These have been included in the Plan. We want to see if we can enhance it further so it becomes embedded in our societal norms.

We must work together to make Welcoming Communities a success across the Ashburton District. While some activities might start small, with time they may evolve and take on new objectives. This is our community's call to action, to get involved, work together and build a strong, resilient and inclusive district.

***He nui mauka e kore e tae a te whakaneke,  
he nui karu moana mā to ihu o te waka wāhi.***

*A great mountain cannot be moved, but a giant wave can be broken by the prow of a canoe.*

(Do not give up too easily - some things are possible).





## THE LAYOUT OF OUR WELCOMING PLAN

Our Welcoming Plan is structured around the eight aspirational elements of the Welcoming Communities Standard. Welcoming activities sit under each of the eight elements and their supporting outcomes. The element outcomes help paint a picture of what success could look like.

We recognise that many of the welcoming activities interconnect and touch on other element outcomes and therefore could equally sit under one or more different outcomes. For this Plan, we have arranged our welcoming activities under the element outcomes of best fit.

Under each activity, key actions, timeframes, and lead and supporting roles are included. You will note that some activities have been completed, are already occurring or are already well on the way to being produced or implemented.

The activities sitting under each element outcome are either:

- existing activities where the objective is to build their profile, support, strengthen and enhance them, and/or engage wider community support for their delivery and success, or
- new activities that the community have highlighted as possible ways to work in new ways or are areas for development.

Some activities require further research or investigation and are therefore exploratory. The intention is to undertake this exploratory phase and determine the feasibility of potentially developing the activity further for implementation.

Activities are either council-led, conducted in partnership or led by a community or cultural group, NGO, agency, local Māori, local business or business organisations. Supporting roles are also noted or will be determined as needed. Many of the activities will initially involve exploratory discussions with the expectation that in time the community will take ownership and drive the activities.



Anticipated outcomes from our welcoming activities are grouped under four cultural values:

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### WHĀNAUKATAKA

A sense of belonging- kinship and support.

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### KOTAHITAKA

Oneness, encouraging unity.

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### MANAAKITAKA

The value of showing respect, extending hospitality and caring for other people regardless of their status.

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### MOHIOTAKA

Sharing of information.





In practise, this looks like:

## WHĀNAUKATAKA

- › Demonstrating community leadership and embracing the cultural and social diversity of our changing communities.
- › Publicly showcasing, celebrating and embracing the district's changing ethnic and cultural diversity to build community awareness and appreciation of our newcomer populations.
- › Helping to assist newcomer community participation and their ability to settle in New Zealand.
- › Promoting the benefits of those coming to our district and why welcoming initiatives are important.

## KOTAHITAKA

- › Building community awareness and understanding of the Welcoming Communities programme and newcomer contribution to the economic, civic, social and cultural fabric of the district.
- › Leveraging existing community groups that have established community networks and services to drive and support the programme.
- › Connecting members of the community with others they might not ordinarily connect with.
- › Building social cohesion and community pride.
- › Building an understanding of the positive impacts of cultural and ethnic diversity and the benefits that come from a more connected and inclusive community.
- › Bringing diversity into the public domain and encouraging the use of public spaces in a positive and rewarding way.
- › Helping to break down prejudice and fear of migrants and newcomers and their cultures.

## MANAAKITAKA

- › Fostering an environment where the community embrace and champions the core values of inclusiveness, openness, tolerance, respect and acceptance that underpin welcoming and inclusive communities.
- › Helping to reduce isolation for newcomer families and individuals (rural and urban).
- › Providing a platform for our cultural groups to demonstrate leadership, have a voice, express their beliefs and customs, and be part of creating an environment of learning, inclusion and participation.

## MOHIOTAKA

- › Providing tools that assist the local community to be well equipped and supported to welcome and interact with newcomers.
- › Helping to assist newcomer community participation and their ability to settle in New Zealand.
- › Identifying and reflecting information needs across a diverse range of groups.
- › Capturing stories from local people and organisations that are already supporting the Ashburton District to be a welcoming community.
- › Providing opportunities to analyse population diversity, to understand its impacts and to identify community needs or ways to promote and celebrate it.

We will monitor and measure the outcomes and impact of the individual welcoming activities and the programme along the way. Examples of measures will include:

- Activity evaluation and feedback.
- Production, distribution and use of tools or guidance.
- The number of newcomers and community members participating in activities steadily growing.
- Over time sharing, promoting and implementing best practices across all sectors of the community.
- Requests by community, cultural, sporting, business groups and organisations for programme and activity information and guidance material.
- Positive portrayal of connected and inclusive practices demonstrated by community leaders and the whole of the community steadily growing.



WELCOMING

ACTIVITIES



## OVERARCHING STATEMENT

## What success looks like:

Local government, takata 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.

## OUTCOMES

## What inclusive leadership looks like on the ground:

## 1.1 | Māori

As the indigenous peoples of Aotearoa New Zealand, Māori – represented by takata whenua, mana whenua, iwi and hapū and/or other hapori Māori have a prominent role in our Welcoming Plan activities.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Enhance mana whenua and Hakatere Marae connections to Welcoming Communities	Te Rūnaka o Arowhenua and Hakatere Marae meet twice per year with Welcoming Communities to identify issues and opportunities	› Ongoing	› Welcoming Communities	› Te Rūnaka o Arowhenua › Hakatere Marae Committee
Partner with Te Rūnaka o Arowhenua, the Hakatere Marae and Community groups and organisations to promote existing Māori education programmes	Identify the Māori education opportunities currently available in the community and any gaps that may exist	› June 2025	› Welcoming Communities	› Te Rūnaka o Arowhenua › Hakatere Marae Komiti › Settlement Working Group members › Community groups and organisations
	Actively promote Maori education opportunities on behalf of the community groups	› Ongoing		
	Develop a plan to address gaps	› December 2025	› Welcoming Communities Advisor	› Te Rūnaka o Arowhenua › Hakatere Marae Komiti



## 1.2 | Leadership Diversity

Leaders – both designated and unofficial – reflect the diversity of the local community, as does the Council workforce.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Leadership throughout our District reflects the growing diversity of our community	Council regularly reviews its Equal Employment Opportunities and Diversity and Inclusion Policies to ensure they remain fit for purpose	<ul style="list-style-type: none"> <li>› <b>EEO Policy</b> January 2027</li> <li>› <b>Diversity &amp; Inclusion Policy</b> July 2025</li> </ul>	› Council	
	Ethnic Leaders Forum continues to provide an opportunity for leadership development and connection to civic governance	› Ongoing	› Hakatere Multi-Cultural Council	<ul style="list-style-type: none"> <li>› Welcoming Communities</li> <li>› Ashburton District Council</li> </ul>

## 1.3 | Modelling inclusive behaviour and challenging excluding language and behaviour

Leaders – both designated and unofficial – reflect the diversity of the local community, as does the Council workforce.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to build awareness of and champion welcoming and inclusive practices among local cultural groups, organisations, groups, agencies and businesses.	Continue to work, meet, take up and extend invitations for local cultural groups, organisations, groups, agencies and businesses to learn about the Welcoming Communities Programme and participate in welcoming activities.	› Ongoing	› Welcoming Communities	<ul style="list-style-type: none"> <li>› Newcomers</li> <li>› Cultural and sporting groups</li> <li>› Community Agencies</li> <li>› Businesses</li> <li>› Other organisations</li> </ul>
	Civic leaders continue to develop and model inclusive behaviour.	› Ongoing	› Council	› Welcoming Communities
	Actively involve Ethnic Leaders in the Welcoming Communities programme	› Ongoing	› Hakatere Multi Cultural Council	› Welcoming Communities

## 1.4 | Programme ownership

There are clear roles, responsibilities and ownership within the Council and in the wider community for the Welcoming Communities programme.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Welcoming Communities Programme is an embedded function of Council for the benefit of the wider community	Annual work programme and budget approved by Council	› Annually	› Welcoming Communities	› Council
	Teams throughout Council are supported and enabled to provide Welcoming Communities initiatives.	› Ongoing		

## 1.5 | Intercultural intelligence

Council internal and external policies, services, programmes and activities recognise and address cultural diversity.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to enhance and build on existing Māori cultural competency and awareness among Ashburton District Council staff and Employers	Continue to work with key staff and Māori leaders to build staff understanding, awareness, and appreciation of Māori and Ngāi Tahu culture, values, language, customs and engagement methods.	› Ongoing	› Welcoming Communities	› Te Rūnaka o Arowhenua › Hakatere Marae Komiti › Te Rūnanga o Ngāi Tahu › Council Employers
Continue to enhance and build on existing intercultural competency and awareness among Ashburton District Council staff and Employers	Continue to work with key staff and local business leaders to build staff understanding, awareness, and appreciation of different cultures, their values, language, customs and ways of engaging.	› Ongoing	› Welcoming Communities	› Ashburton District Council › Business Canterbury › Diversity Works

## 1.6 | Leadership opportunities

A range of leadership opportunities in the Council and the wider community are available to and taken up by newcomers.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Diversity is becoming more visible within key organisations in the community.	Opportunities are available for all and promoted where appropriate	› Ongoing	› Welcoming Communities	› Community groups and organisations





## OVERARCHING STATEMENT

## What success looks like:

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.

## OUTCOMES

## What welcoming communications look like on the ground:

## 2.1 | Informed by data

Council is well informed about newcomers to their region and proactively seeks data about newcomers from relevant sources.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Source available data to better understand community demographics and inform Ashburton District Council processes and decision-making.	Continue to source reputable datasets (internal and external to the Council). Analyse and prepare reports to inform Council processes and decision-making.	› Annual updates	› Welcoming Communities	› Ashburton District Council › Statistics NZ › Infometrics › Settlement Working Group members
	Proactively source datasets from applicable agencies to enable further data analysis if existing collection and analysis of data do not meet decision-making requirements.			
Publicly promote and celebrate 2023 census data to showcase our changing diversity.	Use 2023 census data to design, develop and promote a poster or media pictorial/infographic to showcase and celebrate the district's changing diversity.	› March 2025	› Welcoming Communities	› Ashburton District Council

## 2.2 | Culturally appropriate communications

Council communication materials and messages are inclusive and reflect the diversity of the local community. We encourage other agencies, businesses and organisations to follow this model.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Promote Interpreting Services available	Work with Council, cultural and community groups, businesses, agencies and organisations to identify actions to build awareness of, promote and distribute information about CAB's 'Language Connect' service and interpreting services at ADC's facilities.	› Implement actions from July 2025	› Welcoming Communities	› CAB › Settlement Working Group
Show leadership with culturally appropriate communications for our community	Continue to acknowledge and use Te Reo Māori in communication material	› Ongoing	› Council	› Welcoming Communities

## 2.3 | Engagement is fit-for-purpose

Council's engagement with all residents is two-way, culturally appropriate and fit for purpose.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continuous improvement of engagement practices to be accessible and inclusive.	Through itsourplace.co.nz, community meetings and targeted conversations Council hears from a wider cross-section of the community.	› Ongoing	› Ashburton District Council	› Welcoming Communities › Ethnic Leaders Forum
	Translation of Council website and engagement information is investigated, and if feasible, rolled out.	› December 2025	› Ashburton District Council	› Welcoming Communities



## 2.4 | Public Awareness

The community is well informed about the local benefits of migration and the Welcoming Communities programme, including success stories.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to ensure the Welcoming Communities pages on the ADC website and the Welcoming Communities Facebook page remains fit for purpose.	Maintain and promote the Welcoming Communities web pages and Facebook page.	› Ongoing	› Welcoming Communities	› Ashburton District Council
Continue to inform the community about the benefits of being a Welcoming Community by celebrating diversity	Maintain and promote the concept of being a Welcoming Community through the range of communication channels available.	› Ongoing	› Welcoming Communities	› Ashburton District Council





#### OVERARCHING STATEMENT

##### What success looks like:

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

#### OUTCOMES

##### What welcoming communications look like on the ground:

### 3.1 | Awareness of services

All community members are well-informed about the services available in the community. Newcomers are made aware of and are using these services.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Maintain and promote the Community Directory.	Continue to maintain, make changes to and explore the opportunity to enhance the directory on an ongoing basis.	› Ongoing	› CAB	› Further cultural and sporting groups, newcomers, community agencies, businesses, organisations and groups that will take a supporting role will be identified as needed.
Maintain and promote the Welcoming Guide.	Continue to maintain, make changes to and explore the opportunity to enhance the guide on an ongoing basis.	› Ongoing	› Welcoming Communities	› Settlement Working Group
Continue to deliver and promote services offered in the community.	Partner with other agencies to deliver information and promotional events to the community	› Ongoing	› Welcoming Communities	› Community groups and organisations › Emergency Services



### 3.2 | Partnering for accessibility

The council partners with local businesses, organisations and sectors to identify and address barriers for newcomers to accessing services and participating in the community.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Explore the potential to develop and trial a Community Mentors programme – pair up with newcomers to help them in the community	Form an action team to explore the opportunity of developing and trialling a 'Community Mentor'.	› Exploratory phase to identify programme feasibility completed by June 2025	› Welcoming Communities	› Settlement Working Group › MC TimeBank › Hakatere MCC › Community groups and organisations

### 3.3 | Equity of access

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.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to deliver the Mid Canterbury Newcomer Rural Driver Licensing Scheme for rural newcomer women.	Continued promotion of the scheme	› Ongoing	› Mid Canterbury Rural Driver Licencing Trust	› Welcoming Communities › Council › HMCC
Support and promote the Ashburton Learning Centre, Council Facilities, HMCC, Wellbeing Ōpuke, and Connecting Mid Canterbury as a platform for newcomer and community member support, connectivity, learning, and sharing of expertise.	Promote activities and initiatives across Welcoming Communities networks and wider community channels of communication.	› Ongoing	› Welcoming Communities	› Ashburton Learning Centre. › Ashburton Library › AAGM › Wellbeing Ōpuke › Connecting Mid Canterbury › HMCC





### OVERARCHING STATEMENT

#### What success looks like:

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.

### OUTCOMES

#### What connected and inclusive communities look like on the ground:

## 4.1 | Connectivity

Members of the receiving community and newcomers build relationships and are at ease with connecting and learning about and from each other.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Support and promote the Mid Canterbury TimeBank and Keep Learning as platforms for newcomer and community member connectivity.	Explore opportunities to assist TimeBank and Keep Learning in promoting their purpose and their key principles of 'Connect, Contribute and Belong' across the community including cultural groups.	› Opportunities explored from July 2024	› Mid-Canterbury TimeBank	› Welcoming Communities › HMCC › Community groups and organisations

## 4.2 | Initial Newcomer Support

Coordinated, comprehensive and appropriate initial welcoming support services are available from the Council, other agencies and community organisations.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Maintain and update the Welcoming Guide as required.	Annually review the Welcoming Guide with the community and key agencies to ensure accuracy and relevance	› Annual	› Welcoming Communities	› Ethnic Leaders Forum › Settlement Working Group
Work alongside other community organisations and agencies to deliver welcoming support services	Opportunities to work with Settlement Working Group organisations and the wider community are regularly undertaken.	› Ongoing	› Welcoming Communities	› Settlement Working Group › Community groups and organisations
Support and promote the Hakatere Multi-Cultural Council strategic direction.	Where appropriate and able, be part of discussions, support and promote the Hakatere Multi-Cultural Council strategic direction goals and focus areas.	› Current and ongoing	› Welcoming Communities	› HMCC › Community groups and organisations

## 4.3 | Welcoming capability

Our community is well-equipped and supported to welcome and interact with newcomers.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to host cultural awareness workshops for the community.	Work alongside others to develop and deliver a series of workshops that help to educate and support the community about their own and other cultures and their values	› Ongoing	› Welcoming Communities › AAGM › HMCC	› Community groups and organisations



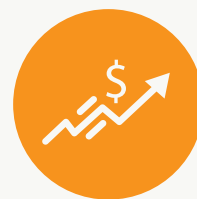
## 4.4 | Celebrating diversity

Different cultures are celebrated, and people are supported to express their cultural beliefs and customs, including language and religious practices.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue women-only swim sessions at the EA Networks Centre to accommodate different cultural and community needs and create a safe and welcoming environment.	Investigate expanding the programme of women-only swim sessions at the EA Networks Centre.	› Ongoing	› EA Network Centre staff › Welcoming Communities	› Settlement Working Group › Community groups and organisations
Community events and activities reflect the community's diversity.	Continue to promote grants and funding opportunities to the wider community.	› Ongoing	› Council	› Welcoming Communities
	Council events are well-attended	› Ongoing	› Council Events	› Welcoming Communities › Community groups and organisations
	Support and promote community-led initiatives	› Ongoing	› Community groups and organisations, Schools	› Welcoming Communities



## 5 ECONOMIC DEVELOPMENT, BUSINESS AND EMPLOYMENT



### OVERARCHING STATEMENT

#### What success looks like:

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

### OUTCOMES

What economic development, business and employment look like on the ground:

### 5.1 | Connections to Opportunity

Newcomers, including international students, are supported to access local employment information, services and networks.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Build a community and workforce that recognises and accommodates the diverse needs of residents, newcomers, migrants, and former refugees.	Work with newcomers and employers to understand their barriers and opportunities for improvement.	<ul style="list-style-type: none"><li>› Plan developed by December 2025</li><li>› Implementation from January 2026</li></ul>	<ul style="list-style-type: none"><li>› Welcoming Communities</li><li>› Business Canterbury</li></ul>	<ul style="list-style-type: none"><li>› INZ</li><li>› Ethnic Leaders Forum</li><li>› HMCC</li><li>› Employers</li><li>› Community Groups and organisations</li></ul>

## 5.2 | Local knowledge

Newcomers, including international students, are supported with the local knowledge and skills to ensure they can operate successfully in a Kiwi work environment, either as a business owner or an employee.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Support our newcomers to make Ashburton District home	Continue to develop and deliver information that meets the needs of newcomers to live well in the Kiwi work environment.	› Ongoing	› Welcoming Communities	› HMCC › Community Groups and Organisations

## 5.3 | Local knowledge

As a community, we recognise the value of diversity in the workplace, of newcomers' contribution to the district's growth and of the resulting wider benefits.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to tell the story of the importance of newcomers for our District	Continue to promote, and support others, celebrating newcomers to our District	› Ongoing	› HMCC › Welcoming Communities	› Community Groups and Organisations
	Commission research into the value of newcomers to our economy	› By October 2025	› Welcoming Communities	› Council

## 5.4 | Workforce Intercultural Competency

Local employers and workforces develop their intercultural competency.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to deliver opportunities for local employers and their staff to build on their intercultural competency.	Work with local employers, Diversity Works and Business Canterbury to develop intercultural competency opportunities	› Ongoing	› Welcoming Communities › Diversity Works › Business Canterbury	› Local employers › Keep Learning MC



## 5.5 | Connecting to the business community

Mutually beneficial connections and initiatives are set up with migrant businesspeople by the local business community and professional networks.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Newcomers are included to be a part of the local business community.	Connect with the local business community to identify opportunities for welcoming newcomers to the local business community	› Ongoing	› Welcoming Communities › Business Canterbury	› Ethnic Leaders Forum › HMCC
	A Diversity Award is included in the next Business of the Year Award	› 2026	› Council › ANZ	› Welcoming Communities › Council





### OVERARCHING STATEMENT

#### What success looks like:

Newcomers feel welcome to fully participate in the community.

Newcomers are active in all forms of civic participation.

### OUTCOMES

#### What civic engagement and participation look like on the ground:

## 6.1 | Facilitating participation

Newcomers are encouraged and enabled to get involved in local government and civil society.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Work with organisations, institutions and groups, including Council, to explore opportunities for integration of newcomer observer roles on boards and committees.	<p>Meet with local boards and committees to discuss opportunities for facilitation of newcomer observer roles to:</p> <ul style="list-style-type: none"> <li>enable improved understanding of governance roles, responsibilities and processes among newcomers to assist in greater civic participation and awareness.</li> <li>build awareness of different cultural perspectives among existing board or committee members.</li> </ul>	› By August 2025	› Welcoming Communities	<ul style="list-style-type: none"> <li>› Council</li> <li>› Community groups and organisations</li> </ul>



## 6.2 | Promoting participation

The Council's elected members and staff effectively communicate with newcomers to promote their engagement in local government processes.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Council is cognisant of including as many people in the community as possible with its communication	Continue to integrate newcomer engagement into local government processes, including elections, engagement and consultation.	› Ongoing	› Council › Welcoming Communities	› Community groups and organisations

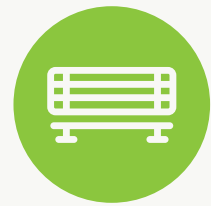
## 6.3 | Celebrating participation

Newcomers' efforts and achievements in civic participation and community life are acknowledged and celebrated.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Consider opportunities to enhance our citizenship ceremonies.	Work with supporting Council staff and community groups to identify and trial additional activities within the scope of citizenship ceremonies and following the event for attendees.	› By June 2025	› Welcoming Communities › Council	› Hakatere Marae › HMCC







## OVERARCHING STATEMENT

## What success looks like:

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

## OUTCOMES

## What welcoming public spaces looks like on the ground:

## 7.1 | Inclusion by design

The design and operation of public spaces and facilities are culturally appropriate and reflect the diversity of the community.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to develop public spaces and facilities that are culturally inclusive	Work alongside and advise Council teams to maximise opportunities	› Ongoing	› Welcoming Communities	› Council
	Investigate the opportunity for an additional community mural focused on Pasifika	› June 2025	› Welcoming Communities	› Local Schools

## 7.2 | Welcoming Public Spaces

Welcoming public spaces provide opportunities to build trust and relationships between newcomers and members of the receiving community.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to develop welcoming public spaces	Work alongside the community and Council to understand opportunities	› Ongoing	› Welcoming Communities	› Council

### 7.3 | Shared ownership

Public spaces and buildings create a sense of community ownership and inclusion for all, including newcomers.

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Work collaboratively to integrate cultural displays, artwork or signage in public spaces as part of planning and design to reflect and celebrate our community's diversity.	<p>Encourage cultural and community groups, organisations and businesses to reflect and celebrate our heritage and our community's cultural diversity by exploring and leading opportunities with Council and each other to:</p> <ul style="list-style-type: none"><li>• make use of public spaces for events and displays.</li><li>• commission artwork for display in public spaces on a long-term or temporary basis;</li><li>• consider temporary or long-term cultural displays or signage as part of the planning and design of new or existing spaces or for one-off celebratory purposes.</li></ul>	<p>› Ongoing</p>	<p>› Welcoming Communities</p> <p>› AAGM</p> <p>› Local cultural and community groups and leaders, newcomers, organisations and businesses.</p>	<p>› Council</p>





### OVERARCHING STATEMENT

#### What success looks like:

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 other members of the community. There are opportunities to learn about each other's cultures.

### OUTCOMES

#### What culture and identity look like on the ground:

## 8.1 | Cultural connections

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

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Continue to support the range of local events by promoting the event across the district as an opportunity to showcase, share in and celebrate the district's cultural diversity.	Show support by encouraging the community, including newcomers and cultural groups to get involved as volunteers where possible.  Encourage community attendance through promotional and communication channels.	› Ongoing	› Organising community group	› Welcoming Communities › Council
Support integration of cultural components into existing community events to help build community awareness about different cultures, their customs, traditions and celebrations.	Encourage existing community event committees, cultural groups and community organisations to work together to discuss opportunities for potential integration of cultural components,  Participation of local cultural groups in event planning and activities.	› Ongoing	› Welcoming Communities › Council	› Settlement Working Group members



## 8.2 | Connectivity

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

WELCOMING ACTIVITY	KEY ACTIONS	TIMEFRAMES	LEAD ROLES	SUPPORTING ROLES
Celebrate and share cultural occasions with the wider community.	Encourage cultural groups to showcase their own cultures and celebrations (e.g. cultural weeks, festivities, religious celebrations) and invite the wider community to share and celebrate these occasions with them.	› Ongoing	› HMCC › Welcoming Communities	› Settlement Working Group › Community groups and organisations
	Where possible provide support to these groups and/or promote their activities across community networks and communication channels.			



# GLOSSARY OF TERMS

<b>Civil society</b>	Refers to that part of the 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 family. Civil society in action includes activities like serving on the local school board of trustees or volunteering in the community.
<b>Council</b>	Refers to the Ashburton District Council.
<b>Culture</b>	Culture can be viewed as the customs, arts and social interactions of a nation, people or social group. It may be expressed through language, symbols, beliefs and customs, knowledge, practices and may be celebrated or expressed through art, literature, music, drama, religion and social gatherings for example.
<b>Cultural groups</b>	For the purposes of this plan this reflects a group of people that share factors such as a common ethnicity, ancestry, religion, language, society and culture.
<b>Community</b>	Refers to everyone living and working in a community. It encompasses: the local government Council, Māori organisations, the business sector (e.g. individual businesses, business and sector organisations), cultural and sporting sectors, groups and associations, community and religious organisations, settlement and social services, non-government and not for profit organisations, families and individuals.
<b>Manawhenua</b>	<p>Those who exercise customary authority or Rakatirataka (Chieftainship, decision making rights).</p> <p>Ashburton District falls within the rohe of Ngāi Tahu papatipu rūnanga – Te Rūnanga o Arowhenua, Te Ngāi Tūāhuriri Rūnanga and Te Taumutu Rūnanga. Arowhenua hold the main manawhenua status and responsibility in the Ashburton District, we also recognise that Tūāhuriri and Taumutu papatipu rūnaka also hold a shared interest in the district.</p> <p><i>Hakatere Marae Komiti are based at Hakatere Marae, north of Ashburton. They are a body representing other Māori. By arrangement, and as agreed on case by case basis with Arowhenua rūnaka, the Hakatere Marae Komiti provide support with issues within the Ashburton District.</i></p>



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**Newcomers**

For the purposes of our Welcoming Plan, newcomers refer to recent migrants (up to 5 years in New Zealand), former refugees and international students. It also encapsulates New Zealanders returning from overseas and regional migration.

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**Ngāi Tahu**

Ngāi Tahu or Kāi Tahu are the Māori people of the southern islands of New Zealand – Te Waipounamu – the Greenstone Isle. Ngāi Tahu hold the rakatirataka or tribal authority to over 80 per cent of the South Island. There are 10 Ngāi Tahu Papatipu Rūnanga or Rūnaka that hold manawhenua status or have a shared interest in the Canterbury region.





2024

WELCOMING COMMUNITIES PLAN

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