



NEW ZEALAND

Good Ideas from Successful Cities

Municipal Leadership on Immigrant Integration

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About Cities of Migration

Cities of Migration is led by the Maytree Foundation in partnership with international foundations active in the migration and integration field: the Barrow Cadbury Trust (United Kingdom), Bertelsmann Stiftung (Germany), the Tindall Foundation (New Zealand), the Fundación Bertelsmann (Spain) and the J.M.Kaplan Fund (United States). In the United States, the project is also supported by the Carnegie Corporation of New York. In Europe, the project is supported by Open Society Foundations' 11-city At Home in Europe project.

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Good Ideas From Successful Cities: The View From New Zealand

Auckland is a city of migrants, home to more than 180 ethnicities, and the largest Pacific city in the world. This diversity brings a vibrant cultural life and connects Auckland and New Zealand with other communities across the globe.

The vision of Auckland is to become the world's most liveable city by creating a city of inclusion, fair, safe and healthy for all; one which is culturally rich and creative, loved by its people, and a city which treasures its Maori identity and point of difference in the world.

Much coordination work continues in the city and across New Zealand around settlement support for new arrivals and as well as increasing engagement with businesses to support faster and more streamlined entry into the work force.

The celebration of diversity as well as well-thought out and implemented integration are critical to cities as well as to the country as a whole. Diversity and skill are needed to drive New Zealand's economic prosperity and are key factors for creating a more cohesive, dynamic and responsive society.

In Auckland and across New Zealand, the Cities of Migration project has been delivered by OMEGA Talent for Auckland through the generous support of the Tindall Foundation. Since December 2008, over 150 'Good Ideas' in immigrant integration have been showcased at CitiesofMigration.org. Twenty of these outstanding good practices are from New Zealand cities. Cities of Migration also hosts an online city-to-city learning exchange putting kiwi innovation and success on the world stage.

Cities are learning from cities, modelling lessons in integration success, inclusion and urban prosperity to other cities, jurisdictions and regions. In *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, the Cities of Migration project puts a special lens on the work of local authorities in this field, profiling city-led policies and good practices to better understand the instruments, and the power and influence of public office to accelerate settlement and integration of newcomers and build welcoming, resilient communities.

This companion report, *Good Ideas from Successful Cities: New Zealand*, features five more success stories—a snapshot of innovation and good practice from New Zealand cities in comparative perspective. We are grateful to Dr Paul Spoonley of Massey University who has generously contributed a background essay on the history and context of migration in New Zealand.

It is a pleasure to showcase this selection of successful, innovative city-led work that is making a difference in New Zealand and which can be replicated by others.



Trevor Gray
Manager
The Tindall Foundation

Immigration to New Zealand: Trends and Challenges

While New Zealand is one of the countries described as a classic immigrant receiving country (the others are the USA, Canada, Australia and Israel), for much of its colonial past, it had one of the most homogeneous immigrant flows. About 98 percent of arrivals came from the UK and Ireland from the 1840s through to the 1960s. There were small groups of arrivals from China, India and then Dalmatia but they never made up more than a few thousand in number. But this changed with the arrival of migrants from the rest of the Pacific (Samoa, Tonga, Cook Islands, Niue, Tokelau and then later Fiji). And then changed again – dramatically – after the immigration reforms of the 1980s.

Those reforms saw the adoption of the points system used by Canada and Australia. By the turn of the century, all three countries shared a similar focus on “economic migrants” with 60 percent of those approved for permanent residence coming under the skilled and business categories, another 30 percent under family reunification and the remainder as humanitarian arrivals. By the end of the first decade of the 21st century, the proportion of New Zealand residents who were immigrants was larger than that of Canada and on a par with Australia, while 40 percent of Auckland’s population of 1.5 million had been born in another country.

In the last three decades, New Zealand has been transformed by these substantial immigration flows (85,000-95,000 per year) and the diversity of these flows (the largest groups of arrivals came from the UK, China and India but involve most regions of the world). New Zealand continues to experiment and now has a very significant number of temporary migrants (larger than the permanent arrivals) and more and more of those granted permanent residence are selected from this temporary pool. One other aspect is worth noting: New Zealand has, by comparison with most countries, a

relaxed attitude to immigrant settlement and rights – it has a large number of dual citizenship or visa waiver arrangements and permanent residence conveys most of the rights of full citizenship (eg voting rights, multiple entry to New Zealand).

The changes to immigration from the late 20th century have had a significant impact on New Zealand – cultural diversity, skills supply, demography, education and training. It is interesting that there has been relatively little public conflict or hostility. But key institutions are struggling, in some instances, to adapt. The labour market is a case in point. Despite the contribution of agencies such as OMEGA, the matching of immigrant skill sets with appropriate employment is still clunky. Many employers do not see immigrants, particular visible immigrants, as a preferred labour source and negative employer attitudes have been a source of frustration for the Auckland Chamber of Commerce (and others). The discounting of overseas credentials and experience is another concern.

New Zealand remains one of the more tolerant immigrant receiving countries but still struggles to fully utilise the human capital that immigrants bring. It has adopted a bicultural approach based on the Treaty of Waitangi and the Crown’s obligation to Maori as tangata whenua (the indigenous people of New Zealand who currently make up 16 percent of the population) but has yet to adopt an official multiculturalism. It is liberal on matters of immigrant rights but still needs to do more to help immigrants adapt and be fully welcomed.

Professor Paul Spoonley
Director, Integration of Immigrants Programme
Massey University

Leading with Ideas

Cities of Migration tells stories about cities that are animated by the energy and opportunity that immigration provides. Whatever their size or history, successful cities are led by innovative, forward-looking local governments that work hard to serve the best interests of the public, including new immigrants. These cities view inclusion and the diversity of the city as core values and assets in today's global economy.

When we embarked on a search for municipal good ideas, our goal was to learn more about the capacity of local governments to use the authority and instruments of public office to accelerate the settlement and integration of newcomers. How can city services, policies and practices help build inclusive communities and contribute to economic resilience and prosperity across the urban landscape?

We learned that cities are uniquely positioned to learn from one another and to adapt and replicate good practice. Whatever the legal and jurisdictional framework, or differences in municipal responsibilities, cities around the world are accountable to their constituents and have a wide range of levers to introduce change – through policy instruments (equality, inclusion, nondiscrimination), as service providers (settlement, education, housing, police, etc.), as employers and diversity managers, and as the drivers of the local economy – from infrastructure and procurement to support for investment, entrepreneurship and small business incubation.

Our main report, *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, explores these themes through a selection of nearly 40 profiles of municipal practice and policies from cities across Canada, the US, Europe and Australasia. In this companion report, ***New Zealand: Good Ideas from Successful Cities***, we present

an additional snapshot of municipal leadership and excellence in immigrant integration from cities in **New Zealand**. Each of these five city profiles in the snapshot report also includes a selection of related international city practices.

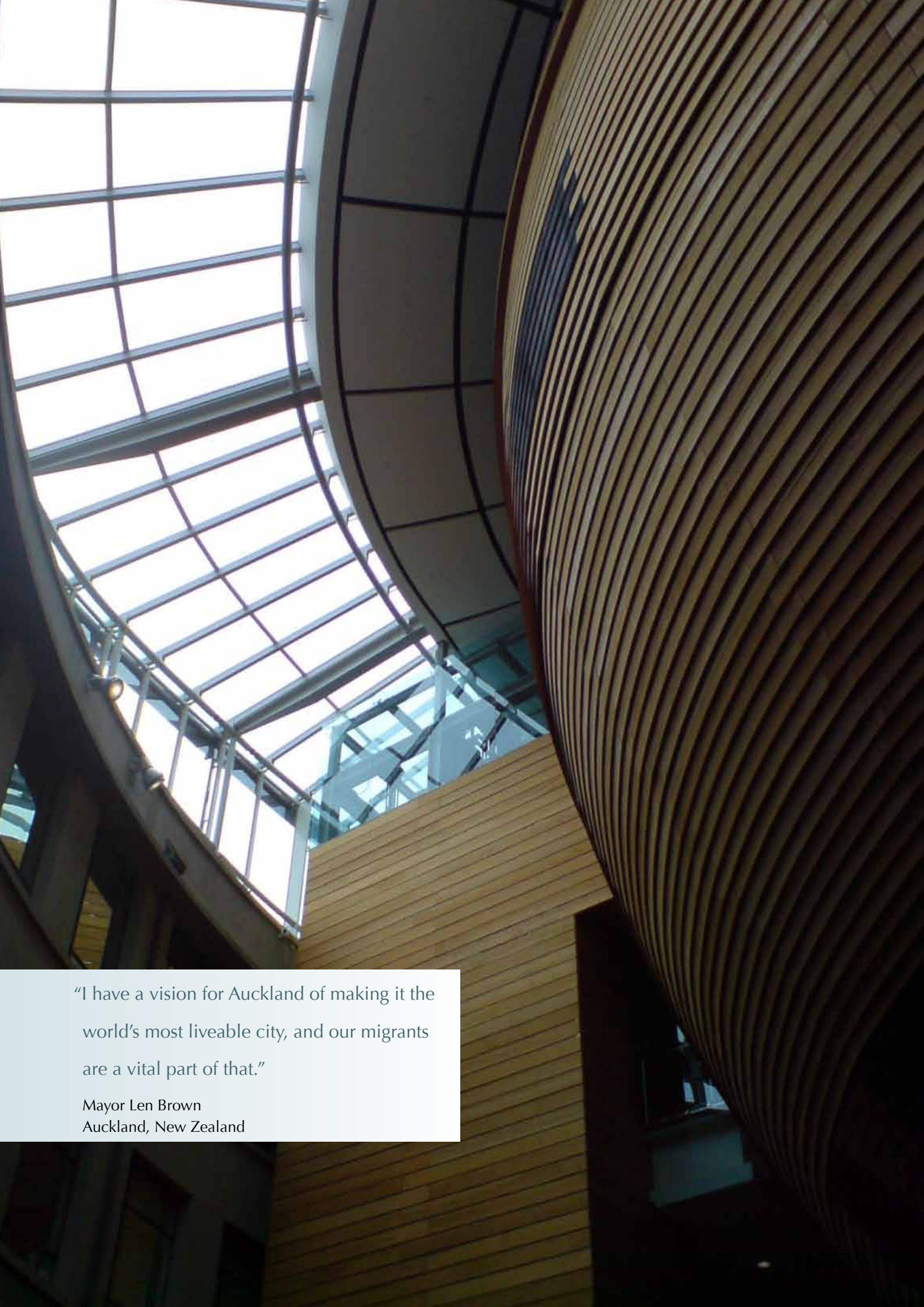
These can be reviewed in full at www.citiesofmigration.org where the multiple approaches and comparative perspective of the international Good Ideas collection offers inspiring models of city success that are ready to travel and be adapted to your own city of migration.

Acknowledgements

We are indebted to our partners for their international perspectives and contributions, and to the growing network of city and community leaders, experts, practitioners and activists whose practice and daily work are shaping a growing consensus about the importance of immigration to our economic future and why open, inclusive cities are essential to the democratic values we aspire to.

We would also like to acknowledge the local councils and municipal agencies whose leadership is represented in these pages and the important work they are modelling for others locally, nationally and internationally. We thank them for their insights and expertise, and for challenging us all to transform good ideas into effective levers of change.

Kim Turner
Project Leader, Cities of Migration
Maytree Foundation



"I have a vision for Auckland of making it the world's most liveable city, and our migrants are a vital part of that."

Mayor Len Brown
Auckland, New Zealand

AUCKLAND

Innovating in the Workplace

Two sides of the same coin strengthening the currency of employment

Almost 40% of Auckland's 1.4 million residents are foreign-born. Facilitating their transition into appropriate employment is viewed by Auckland Council as essential for the economic growth and vibrancy of the city expressed emphatically in the Auckland Regional Economic Strategy.

Often new immigrants to New Zealand like new immigrants around the world, fall into the frustrating cycle of “no local experience, no job, then no job and local experience.” The result is that many skilled new immigrants are unable to gain employment reflective of their education and professional backgrounds.

OMEGA Talent for Auckland was launched in 2008 with endorsements from over 30 of the region's top employers and civic leaders. It provides both business leadership and a voice to the issues of migrant underemployment. OMEGA's work was modeled on best practices from the Toronto Region Immigrant Employment Council (TRIEC) and adapted to local conditions in the New Zealand labour market. Like TRIEC, OMEGA helps skilled immigrants find paid internships and matches them with mentors in their professional fields. OMEGA helps interview and screen candidates, and host employers like the City of Auckland pay the intern's stipend. By adapting the internationally-recognized TRIEC model to jumpstart a locally viable immigrant labour market integration strategy, Justin Treagus, OMEGA Executive Director says, “We were able to swim as soon as we started. Following the TRIEC model was invaluable in the amount of time and resources we saved.”

Building up the international capability of businesses, ensuring that Auckland is globally connected and engaged, increasing workforce participation and



productivity are among the key economic strategies of the regional economic plan. As the natural agent of the Council's vision for the city, OMEGA's work programs are boosting Auckland's regional economic strategy and setting the stage for the city's future success.

Related Good Ideas at citiesofmigration.org

- TORONTO, CANADA

Mentoring Skilled Immigrants at City Hall

City employees volunteer to mentor newcomers about workplace and professional culture

- WUPPERTAL, GERMANY

From Asylum to Employment: The Wuppertal Partizipation Network

A multi-sector job readiness initiative that helps asylum seekers access the labour market

- HELSINKI, FINLAND

Immigrant Businesses get a Helping Hand

Supporting immigrant entrepreneurs before problems arise

Contact

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CHRISTCHURCH

Community First: Christchurch's Emergency Response

Cultural outreach and community engagement helps police and social services be prepared to help newcomers during crisis

Within hours of the February 2011 earthquake in Christchurch, the New Zealand Police set up emergency response headquarters in a local Buddhist temple. Prompt assistance from mosques and other community hubs also points to the goodwill existing between the police and local ethnic communities.

Not waiting for an emergency to strike before getting to know diverse groups in the community was critical in allowing the police and Settlement Support New Zealand (SSNZ) to support newcomers during the crisis.

The police had previously embarked on a long-term plan: Working Together With Ethnic Communities – Police Ethnic Strategy Towards 2010. Recruitment from ethnic communities gave them connection and a greater ability to respond – from getting police on the ground who could speak different languages to having frontline staff that were sensitive to specific customs and cultures.

“What’s particularly impressive about the Police is that not only are they one of the first public agencies to develop an ethnic strategy,” says Race Relations Commissioner Joris de Bres of the New Zealand Human Rights Commission, “but they also have the highest level of commitment to the strategy and they have resourced it well.”

Despite their Christchurch offices being taken out of action, SSNZ was able to work with police to reach over 11,000 newcomers. A helpline with interpreters was available within hours of the earthquake and was followed by a mass mail out in multiple languages. For many, this showed that “New Zealand really cared for its people.”



In a final report published by the Christchurch City Council, the message was clear: “If you want to communicate well with culturally and linguistically diverse communities following a disaster, don’t wait until something really bad happens. Get to know those communities now.”

Related Good Ideas at citiesofmigration.org

- **BROOKLYN CENTER, UNITED STATES**

Taking Time for Community Safety

A community-focused strategy helps police contribute to safe, welcoming communities

- **MADRID, SPAIN**

On the Front Lines of Integration

Creating confidence in community policing through consultation and local recruitment

- **CARDIFF, WALES**

Language from the Law: The Cardiff E.S.O.L. Police Project

Police build trust through language and skill training programs delivered to new immigrants

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AUCKLAND

Bookshelves and Bollywood: Delivering on Diversity

Library services reflect the city's growing diversity and tomorrow's information needs

Auckland City Council's 30 year plan to become the world's 'most liveable city' includes city services like Auckland Libraries, the largest library service in the southern hemisphere. With 40% of its population born outside of New Zealand, and over half of these newcomers arrived in the past decade, Auckland Libraries must work hard to keep pace with the diversity of the people it serves. This means catering to a young city – the median age is 34 – and developing library programs that include meaningful interaction with children and young people.

Typical of Auckland Libraries is its annual community programming for Diwali, the Hindu Festival of Lights. In 2011, activities included Diwali exhibits, "sari wrapping" workshops, Bollywood dance performances, Diwali ukulele, family histories and Indian food traditions, and Diwali storytelling across the city. Q&A sessions about library services were conducted by Hindi speakers.

Abigael Vogt, Team Leader of Multicultural Service Development, explains that the key is to deliver services which are "accessible, inclusive and responsive to the needs of the residents and community groups." To do this, her team works with local libraries to identify specific community needs, engaging school groups and community organizations to actively contribute to library programming. Books, DVDs and magazines are now available in over 40 different languages.

The Auckland Libraries' annual events calendar also includes the Chinese (Lunar) New Year, Samoan and Māori Language Weeks, World Refugee Day, Matariki (Māori New Year) and the Pasifika festival (Pacific Island nations' cultural festival). Community education



programs include Mandarin and Samoan Storytimes and computer classes in Mandarin.

Auckland Libraries was awarded a NZ Diversity Award 2011 by the Human Rights Commission in recognition of its contribution to the national diversity action program.

Related Good Ideas at citiesofmigration.org

- NEW YORK CITY, UNITED STATES

Staying in Touch: The Library Responds To A Changing Community

Tracking community demographics helps a city library change with the times

- VALONGO, PORTUGAL

Do not Judge a Book by its Cover

A living library uses life stories to engage young people and break down prejudice and stereotypes about diversity

- MADRID, SPAIN

The Open Library Welcomes the World at Home

Bilingual intercultural mediators ease newcomers into a culture of learning

Contact

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www.aucklandlibraries.govt.nz

WAITAKERE, AUCKLAND

Project Twin Streams

Creating common ground for strong communities and environmental sustainability

Project Twin Streams based in Auckland, New Zealand is a large-scale environmental restoration project. The nine year project is managed by a council-community partnership model and delivered using a community development approach which brings together diverse communities and contributes to overcoming cultural differences.

Project Twin Streams is located in the former Waitakere City, one of seven territorial areas within the Auckland region and home to a diverse population of 186,444, 34% born abroad, that includes 16 % Asian, 15 % Pacific peoples and 13% Maori.

Project Twin Streams was created in 2003 as part of the eco-city mandate and is now delivered through the new Auckland Council. A key tenet has been to resource communities so that they can develop and implement their own solutions to the degradation of local streams. To do this, existing community groups were contracted to work with residents in the area on stream restoration, planning eco-sourced native plants, weeding, removing rubbish, and providing habitat for native fauna. To encourage community members to adopt specific project areas, a coordinator was employed to organize planting events integrating music, art and food to bring together residents from diverse social and cultural groups, including the Muslim Girls Association, Chinese New Settlers Trust, businesses and schools.

Through community engagement around a shared physical issue that is right in their backyard, Project Twin Streams has become a channel to connect local people with their council and their neighbours, and encourages new migrants to have a greater sense of ownership and connection to their new homes. Says Janet Holt, the Project Twin Streams Arts Coordinator: “This is community engagement in its purest form – all of these



groups are working together to incorporate their ideas into the overall design.”

In 2007, Project Twin Streams received international recognition as a finalist in the International Thiess River Prize and was Highly Commended in the Sustainable Urban Communities Category at the Auckland Regional Council’s Sustainable Environment Awards.

Related Good Ideas at citiesofmigration.org

- NEW YORK , UNITED STATES

Engaging Newcomers in City Parks

A city strategy to ensure its park system is welcoming and responsive to the needs and preferences of its newest residents.

- MADRID, SPAIN

From Public Space to Common Ground

A public space revitalization program is designed to bring intercultural communities together

- GREENWICH, UNITED KINGDOM

Giving Equality a Sporting Chance in Greenwich

Using sport, art and new social media to build strong, active and inclusive communities

Contact

Auckland Council

Regional Environmental Priorities Environmental Services Unit
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Henderson
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WELLINGTON

Religion, Race and Harmony

Understanding religious diversity helps police provide better services to ethnic communities

Birth, death and dying. To increase police members' awareness and appreciation of the rich cultures and religions in New Zealand and improve their capacity to meet the needs of modern dynamic communities, the New Zealand Police produced a guide that answers hundreds of questions about religious diversity and police protocols around some of the most vital and ordinary events in community life.

A Practical Reference to Religious Diversity (2nd ed.) contains overviews of seven religions (Maori spirituality, Buddhism, Christianity, Hinduism, Islam, Judaism and Sikhism). It includes information directly relevant to police interactions on issues such as death, providing blood samples or attitudes to police dogs as well as culturally sensitive approaches to contact and interviewing, searches and detention. For Superintendent Wallace Haumaha, an awareness of these issues improves daily interactions and eases investigations.

“Our vision is about safer communities together - regardless of where your country of origin may be,” says Haumaha. “If we can support the integration of cultures respecting differences, helping people get on with each other it makes our job a lot easier.”

Other supports include the police website in 11 languages; a telephone translation service called Language Line for 39 languages; and a multilingual phrase book. The police are the official sponsor of the secondary schools' Race Unity Speech Awards and actively support ethnic sports tournaments, such as the New Zealand Communities Football Cup. They have established a Police Equity and Diversity Network at Police National Headquarters in Wellington and have changed their uniform code to accommodate Sikh headwear for Sikh police officers.



“Although, the primary role of Police is governed by rules of law, we have a choice in how we choose to engage with communities and apply this law,” says Superintendent Haumaha.

Related Good Ideas at citiesofmigration.org

- LEICESTER, UNITED KINGDOM

Everyday Policing for Equality

Building equality and diversity into everyday policing

- NEWPORT NEWS, UNITED STATES

Police Take Community Outreach to City Hall

Community policing transforms crime reduction into a city-wide commitment to quality service delivery and community trust

- AMSTERDAM, NETHERLANDS

A Dutch police officer's field trip to Toronto

A police work-study immersion program teaches officers about community outreach programs and diversity management

Contact

New Zealand Police

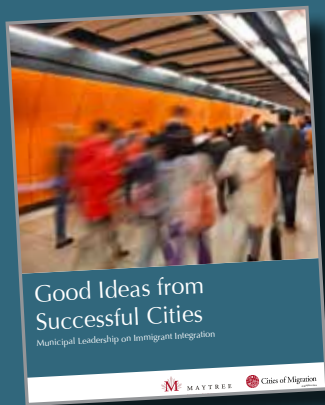
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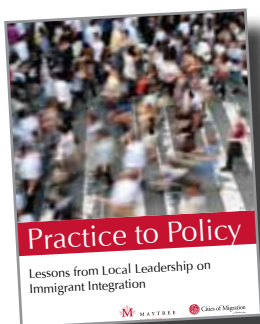
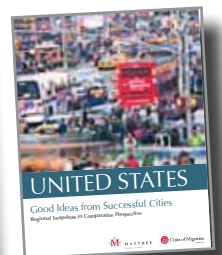
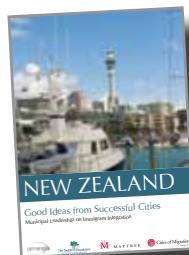
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In *Good Ideas from Successful Cities: Municipal Leadership in Immigrant Integration*, we share international good practices from cities across Canada, the United States, Europe and Australasia.



Country Snapshots: A series of companion reports offers additional examples of innovation and good practice from cities in selected countries.

Additionally, in *Practice to Policy: Lessons from Local Leadership on Immigrant Integration*, four international experts provide policy insights and recommendations for city leaders and their community partners.

www.citiesofmigration.org



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